



Reciprocal Leadership Among Workers in the Directorate of the Iraqi Ministry of Youth and Sports from Their Point of View

Rawia Abdulfatah Atoof Mohammed*

University of Mustansiriyah, Iraq

DOI:

<https://doi.org/10.47134/jpo.v1i3.385>

*Correspondence: Rawia Abdulfatah Atoof Mohammed

Email: rawiaatof1972@gmail.com

Received: 03-01-2024

Accepted: 19-02-2024

Published: 24-03-2024



Copyright: © 2024 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Abstract: The role of Reciprocal leadership is considered essential for those working in the Directorate of the Iraqi Ministry of Youth and Sports from their point of view, as they are responsible for achieving work goals and encouraging interaction within the institutional environment. Transactive leadership is a leadership style that depends on mutual interaction between the leader and employees in the organization, where emphasis is placed on the actual results of performance and linking reward to achievement, while relying on the principle of reward and punishment. This is done by assigning work to subordinates and correcting errors before they occur or taking corrective steps in the event of a mistake. As for the problem of the research, identifying the reciprocal leadership among workers in the Directorate of the Iraqi Ministry of Youth and Sports from their point of view. To achieve the goal of the research, the researcher prepared a reciprocal leadership questionnaire and included its paragraphs from (29) paragraphs distributed over three areas: the first area is conditional reward, the second area is conditional punishment, and the third area is management by exception, and it was distributed to them. The human area was composed of workers in the Directorate of the Iraqi Ministry of Youth and Sports, while the time area is between 1/23/2024 and 2024/4/23 As for the spatial field, the Directorate of the Iraqi Ministry of Youth and Sports, the descriptive approach was used, and the research community consisted of (36) workers. The main experiment was (30) workers in the Directorate of the Iraqi Ministry of Youth and Sports, from their point of view, and the exploratory experiment was (6) As for statistical processing, to analyze the data in this study, the statistical package was used SPSS. The researcher concluded that the attention and encouragement of workers in the Directorate of the Iraqi Ministry of Youth and Sports to reciprocal leadership because of its positive impact on the quality of the reciprocal relationship between the leader and subordinates and an important role in exercising effective leadership tasks. In light of the results, the study presented several recommendations, including developing a clear perception among workers in the Directorate. Ministry of Youth and Sports on the reciprocal leadership style based on exchanging rewards and punishment in exchange for work.

Keywords: Reciprocal Leadership, Transactive Leadership, Iraqi Ministry of Youth and Sports

Introduction

Reciprocal leadership depends on the principle of carrots and sticks. It also depends on the leader's ability to reinforce subordinates and urge them to successfully complete the deal. Reinforcement can be material or moral (Payne, 2023; Pelletier, 2020). It may be immediate or delayed, partially or completely, explicitly or implicitly (B, 1997). Hence, transactional leadership is a dynamic process that depends on reinforcement, which includes reward and punishment, as a means of motivating individuals and arousing their motivation to achieve and achieve specific, short-term goals (Pelletier, 2020; Wang, 2023). The director in the Directorate of the Ministry of Youth and Sports focuses on the results of the employees in the Directorate, specifically on the real results achieved for the work objectives in the Directorate, and to that extent, transactional leaders direct the efforts of their subordinates towards achieving the desired goals of the institution by clarifying the role and the requirements for accomplishing the task (A., 2011), so transactional leadership means Bosses are looking to benefit from the capabilities of the employees of the directorate in a reciprocal way, as they provide them with what they need in exchange for obliging them to perform the work required of them. Reciprocal leadership works to strengthen trust between bosses and workers to achieve the results expected of them (Garza, 2020; Hill, 2022; Lovett, 2020; Wang, 2023). The reciprocal boss negotiates with workers at work to exchange their efforts and achievements with incentives and rewards in light of the achievements they achieve, this plays an essential role in raising the achievement of employees at work and benefits them and their department (Rudolph, 2022; van Dorssen-Boog, 2022).

Reciprocal leadership is defined as a two-party exchange process in which each party possesses something and needs another thing, so the exchange process occurs to fulfill the needs by relying on standards for completing the work in exchange for the subordinates receiving a reward in exchange for their completion of the work (Majid, 2013).

Methodology

The researcher used the descriptive method using the survey method. The researcher identified the study's research population as workers in the Directorate of the Iraqi Ministry of Youth and Sports who work in the directorate and their number is (36) workers. The researcher took the research population as a whole at a rate of 100%, and the research sample was divided as in Table 1.

Table 1. Research Population and the Number of the Research Sample and the Exploratory Experiment

The Research Sample	Survey Sample	Research Community	Directorate Name
30	6	36	Physical education and sports sciences
30	6	36	The Total

The scale that was used to identify transactional leadership among employees. The researcher used the scale (Al-Sulaimat, 2020). To measure transactional leadership among secondary school principals in Madaba Governorate, the scale consists of a set of (3) domains and (29) phrases. See Table 2.

Table 2. Number of All Domains and Phrases for the Transactional Leadership Scale Used in the Research

Number Of Paragraphs	Domain Name	T
12	Conditional reward	1
8	Conditional punishment	2
9	Management by exception	3
29		The Total

The scale was presented by the researcher to a number of specialists, who were (11) experts in the field of sports management, Appendix (1), in order to determine the suitability of the phrases to the scale used, and through the researcher's presentation of the experts to indicate the suitability of the field phrases to the scale under implementation, where some phrases were modified for their linguistic meaning. Through experts to be modified into phrases that fit the title of the research, as the questionnaire used by the researcher dating back to (Al-Sulaimat, 2020) was prepared in advance for secondary school principals in Madaba Governorate, and after the researcher modified those phrases in a way that suits the title of the research, the scale became completely theoretical. To apply it to the application sample, and before that, the researcher applied the scale experimentally to a survey sample of (6) workers on 02/21/2024 in a random manner in order to know the ease and difficulty of the scale and the extent of clarity of the statements to the target sample, as all the statements were clear and accurate and the possibility of measuring the desired trait. (Reciprocal leadership), where the time taken to answer was (25 - 35) minutes, and the hypothetical mean for the scale was (87), while the hypothetical mean for the domains was (36), for the first domain (24), and for the third domain (27), while the highest score for the scale was (145). The lowest score for the scale was (29). Five-point Likert answer alternatives (strongly agree, agree, neutral, disagree, strongly disagree) were used to extract the scientific foundations of the scale through (validity and reliability), where the researcher worked using the validity of the scale through content validity and face validity.

By presenting to the experts the extent of their agreement and modification of some items in order to suit the research problem, who are workers in the Directorate of the Iraqi Ministry of Youth and Sports, where the researcher extracted the reliability of the scale through dividing the scale in half. Reliability is one of the conditions that must be met in a scale in order for it to be accurate, that is, it confirms the The extent of accuracy, mastery, or consistency with which the apparent test for which it was developed is measured (Al-Zayoud, 2005). Therefore, reliability must be at a high degree of accuracy and perfection in constructing the scale. In order to extract reliability, the researcher relied on the method of

dividing it in half and to calculate the reliability coefficient in this way. The statements are odd and even, then the Pearson correlation coefficient was extracted between these two halves. To calculate reliability in this way, the data of the scaled exploratory sample questionnaires were extracted, and their number was (6) questionnaires, and the reliability coefficient was extracted between the total scores of the two halves using Pearson’s simple correlation coefficient, and the reliability coefficient was corrected by using the Spearman equation. Brown, which is a high degree that can be trusted, and as shown in Table 3, the transactional leadership scale.

Table 3. Shows the Half-Split with the Correction Factor for the Transactional Leadership Scale

Stability before Spearman-Brown correction	Reliability before Pearson correction	Transactional leadership scale
0.917	0.846	

Thus, the transactional leadership scale has obtained the required scientific foundations (validity and reliability), and thus the scale is ready to be applied to the sample. The researcher identified the main experimental sample of workers, numbering (30), where the scale was applied on 3/1/2024 and in the Directorate of the Ministry of Youth and Sports. All questionnaires were retrieved and are valid for statistical analysis. The researcher used the statistical bag SPSS.

Result and Discussion

To answer the goal of the research, the researcher worked by calculating the arithmetic mean with the standard deviation for each of the main areas of research that represent the areas of knowledge of the reality of reciprocal leadership among workers in the Directorate of the Ministry of Youth and Sports from their point of view. See Table 4.

Table 4. Mean, Standard Deviation, and T Value and the Ranking of the Transactional Leadership Scale among Employees in the Directorate of the Iraqi Ministry of Youth and Sports from Their Point of View

Ranking	Hypothetical Mean	Sig Value	T Value	Standard Deviation	Arithmetic Average	The Field	T
the first	36	0.00	7.034	8.35	46.733	Conditional reward	1
the second	24	0.00	6.504	5.58	30.63	Conditional punishment	2
the third	27	0.00	4.782	5.95	32.2	Management by exception	3
	87	0.00	9.178	13.46	109.56	Overall scale	

Through Table 4, we see that the arithmetic averages for the areas of the transactional leadership scale among employees, where the relative priority was for the (conditional reward) area, had an arithmetic mean of (46.733) and a standard deviation of (8.35). This area, along with the expressions, took the first place in rewarding employees by managers. It is within their authority and within the laws and regulations. These rewards may be annual or a reward as a result of the work that was requested of the subordinates, whether this reward is material or moral, such as a letter of thanks, for example. It was followed in second place (conditional punishment) with an arithmetic mean of (30.63) and a standard deviation of (5.58). This is attributed to the keenness of managers to control work matters in the directorate, as they focus on conditional punishment, which reduces violations at work, whether at the level of performance or organization, and thus reduces Problems lead to improved work performance, and the application of conditional punishment is part of the work laws determined by the responsible authorities or senior management, and therefore it is one of the tasks of superiors that must be followed up for this punishment to be fair and objective. He obtained last place in the field of (management by exception) for the arithmetic average in (32.2) and a standard deviation of (5.95). This is due to the managers' keenness not to accumulate the problems they face at work, given that management by exception requires their intervention to solve the problems and not aggravate them because that is one of their tasks because they are the first guide.

At work and its leader, they bear responsibility for the problem that may occur in it, which affects the progress of work. The researcher classified the three areas as in Table 5. Presenting and discussing the areas of Reciprocal leadership among workers in the Directorate of the Iraqi Ministry of Youth and Sports from their point of view.

Table 5. Mean, Standard Deviation, and T Value for the Field (conditional reward)

Hypothetical Mean	Sig Value	T Value	Standard Deviation	SMA	The Field of Conditional Reward	The First Field
3	0.00	7.309	0.87428	4.1667	Managers arouse the spirit of enthusiasm among the employees of the Ministry of Youth and Sports Directorate with their style	1
3	0.00	6.021	0.909272	4.0000	They motivate managers working in the Directorate of the Ministry of Youth and Sports to work seriously to achieve the goals of the Directorate	2

Hypothetical Mean	Sig Value	T Value	Standard Deviation	SMA	The Field of Conditional Reward	The First Field
3	0.00	7.059	0.82768	4.0667	Managers praise new and creative methods for achieving business goals	3
3	0.00	6.810	0.88474	4.1000	Managers clarify the work goals of the department	4
3	0.00	5.037	1.01483	3.9333	Senior management appreciates the efforts of those who are dedicated to their work	5
3	0.002	3.427	1.11880	3.7000	Managers set a time frame for completing the work planned in the directorate	6
3	0.005	3.071	1.06997	3.6000	The boss rewards subordinates for effective performance in achieving his goals	7
3	0.00	6.100	0.92786	4.0333	The leader tells the subordinate what must be accomplished to receive the reward	8
3	0.001	3.717	1.08066	3.7333	The director provides the supplies that help in completing the required work in the directorate	9
3	0.00	4.000	1.09545	3.8000	The Director provides rewards fairly to employees in the Directorate of the Ministry of Youth and Sports	10
3	0.00	5.277	0.89955	3.8667	The manager expresses satisfaction when subordinates meet his expectations	11
3	0.002	3.343	1.20153	3.7333	Managers explain what the subordinate expects to receive when achieving the desired goals	12
36	0.00	7.034	8.35	46.733	Sum of the first field	

Through Table (5), it is clear to us that the total average of the sample responses for the first area (conditional reward) reached (46.733), and a large percentage, and the standard deviation reached (8.35). The percentage of responses to statements in the conditional reward area reached between (4.1667 -3.6) It is also clear that the highest percentage is for the phrase (1), which states (Managers arouse the spirit of enthusiasm among workers in the Directorate of the Ministry of Youth and Sports with their style), which obtained an arithmetic mean of (4.1667) and a standard deviation of (0.87428). It obtained the first rank, and this is attributed to It is necessary to strengthen workers morally and increase motivation towards work to be the best compensation for material reinforcement, and managers realize the importance of strengthening everyone morally before starting work to obtain the best results and enhance psychological security among workers in the directorate, and in reference to the presence of a degree of confidence in leadership capabilities, through managers They arouse the spirit of enthusiasm among employees at work in a distinctive and exciting way. This proves to us that the perceptions that leaders possess reach the point that confirms the efforts exerted by senior management. This is a positive trend and this is evidence of the strength of interaction situations at work. This is what indicates that leaders possess the characteristic of reciprocal leadership. Which would improve the administrative level of work and make the right decisions in the administration that would achieve the desired goals, and this is what the sample's responses to this statement were great, as most managers can do what they say and thus prove that they are people of leadership and mutual management between them and the workers in the directorate and they are worthy and therefore This helps to develop the performance work of employees in the Directorate of the Iraqi Ministry of Youth and Sports from their point of view, as it obtained the last ranking, the phrase (7), which states (the president rewards subordinates towards effective performance in achieving the goals he aims to achieve), which obtained an arithmetic average of (3.6) A standard deviation of (1.06997), which is attributed to the fact that most of the workers in the directorate have little experience in the field of work, and so managers may focus on other things that they see as ambiguous to the workers and that need more clarification, such as punishment and laws.

Table 6. Arithmetic Mean, Standard Deviation, and Their T Value for the Field of Conditional Punishment

Hypothetical Mean	Sig Value	T value	Standard Deviation	Arithmetic Average	Conditional Punishment	The Second Field
3	0.003	3.334	1.125	3.683	The Director takes the most severe penalties in the event of failure to work by employees in the Directorate of	1

Hypothetical Mean	Sig Value	T value	Standard Deviation	Arithmetic Average	Conditional Punishment	The Second Field
3	0.00	4.323	0.97143	3.7667	the Ministry of Youth and Sports Superiors determine the types of failures of their subordinates for which a conditional punishment applies	2
3	0.00	6.021	0.90972	4.0000	Managers implement punishment if workers in the directorate are unable to accomplish what is required of them	3
3	0.00	6.810	0.88474	4.1000	Managers in the Ministry of Youth and Sports Directorate determine the achievements to be achieved to avoid punishment	4
3	0.00	5.137	0.95953	3.9000	Managers in the directorate exclude incompetent workers from the decision-making circle related to work	5
3	0.00	5.385	1.01710	4.0000	The manager monitors work problems and takes necessary action	6
3	0.00	3.010	1.21296	3.6667	Managers intervene when problems become serious in the Ministry of	7

Hypothetical Mean	Sig Value	T value	Standard Deviation	Arithmetic Average	Conditional Punishment	The Second Field
3	0.00	8.266	0.81720	4.2333	Youth and Sports Directorate Managers expose workers to collective punishment in the event of noticeable failures in the workflow	8
24	0.00	6.021	0.90972	4.0000	Sum of the second field	

Through Table (6), it becomes clear to us that the total average responses of the sample of workers in the Ministry of Youth and Sports for the second field (conditional punishment) was (4) with a standard deviation of (0.90972). The percentage of express responses for the field (conditional punishment) was between (4.2333 - 3.6667). It is also clear that the highest percentage is (8), which states (Managers expose workers to collective punishment in the event of noticeable failures in the workflow), which obtained an arithmetic mean of (4.2333) and a standard deviation of (0.81720). It obtained the first rank and is attributed to This is due to the strong commitment followed by managers in the Directorate of the Ministry of Youth and Sports in implementing the laws and paying attention to the progress of work. The large number of workers in the Directorate also requires commitment and firmness in implementing the laws. The goal of this is to reduce negligence that affects work and affects work achievements. While the last ranking was obtained as (7), which states (Managers intervene when problems become serious in the Directorate of the Ministry of Youth and Sports), which obtained an arithmetic mean of (3.6667) and a standard deviation of (1.21296). This is attributed to workers' awareness and the presence of major problems that require. Intervention by managers to solve them or the presence of rare cases that require showing great commitment to plans, regulations and laws that limit the occurrence of major problems.

Table 7. Arithmetic Mean, Standard Deviation, and Their Values for the Field (Management by Exception)

Hypothetical Mean	Sig Value	T Value	Standard Deviation	SMA	The Field of Management by Exception	The Third Field
3	0.00	5.960	0.98027	4.0667	Managers in the directorate follow up on errors that affect the achievement of goals	1

Hypothetical Mean	Sig Value	T Value	Standard Deviation	SMA	The Field of Management by Exception	The Third Field
3	0.00	5.113	1.14269	4.0667	Bosses express their confidence in their subordinates to achieve objective goals collectively	2
3	0.00	4.323	0.97143	3.7667	Leaders motivate subordinates to seriously achieve work standards	3
3	0.00	3.393	0.96847	3.6000	Managers in the Ministry of Youth and Sports Directorate follow up on the smallest details to avoid making serious mistakes	4
3	0.00	5.385	1.01710	4.0000	Managers intervene in work only when problems become an obstacle to work while working in the Directorate of the Ministry of Youth and Sports	5
3	0.00	5.137	0.95953	3.9000	Bosses spend enough time guiding subordinates to achieve their goals	6
3	0.00	4.883	1.15917	4.0333	Managers work to correct deviations that affect the achievement of department goals	7
3	0.00	2.536	1.00801	3.4667	Managers provide what is necessary for employees to accurately achieve objective standards and goals	8
3	0.00	4.000	1.09545	3.8000	Managers are concerned with the critical issues facing work while	9

Hypothetical Mean	Sig Value	T Value	Standard Deviation	SMA	The Field of Management by Exception	The Third Field
27	0.00	4.782	5.95	32.2	working in the directorate	Sum of the third field

Through Table (7), it is clear to us that the average responses of workers in the Directorate of the Iraqi Ministry of Youth and Sports, from their point of view, in the third field (management by exception), the total arithmetic mean was (32.2), and the standard deviation was (5.95). The percentage of responses to statements for the field was between (3.4667). - 4.0667) It is also clear that the highest percentage is for the phrase (1), which states (Managers in the directorate follow up on errors that affect the achievement of goals), which received an arithmetic mean of (4.0667) and a standard deviation of (0.98027). It was ranked first, and this is due to the fact that Managers follow up carefully and with focus on the errors that occur by employees that affect the achievement of work goals in the directorate. Following up on errors is necessary to correct them directly and to circulate them to all employees so that they are not an obstacle to achieving goals. This result may also be attributed to superiors' continuous follow-up of the duties and tasks assigned. In the employees, the last ranking was given to the phrase (8), which states (managers provide what is necessary for employees to accurately achieve the standards of objective goals), which received an arithmetic mean of (3.4667) and a standard deviation of (1.00801). This is attributed to the disparity of viewpoints between Managers regarding the requirements for achieving the standards of objective objectives. Some managers may see that there is sufficient availability to achieve this, while employees see otherwise, and that managers provide what is required and necessary for workers, what they have and what they owe, in order to achieve objective standards accurately.

Conclusion

The results demonstrated that reciprocal leadership is an important factor in achieving objective goals and standards accurately among workers in the Directorate of the Ministry of Youth and Sports in Iraq from their point of view, including dimensions related to the exchange of benefits between managers and workers and determining the award of rewards in relation to what is required of the workers and their actual performance and correction. Mistakes or taking corrective action if there is an error. All of this helps managers improve the actual results of employees by increasing their ability and benefiting from the capabilities available in the directorate, while at the same time searching for new possibilities and opportunities for change and development. Accordingly, reciprocal leadership has shown a positive impact on the quality of the reciprocal relationship between... Managers and workers, and the interest and encouragement of workers in the Directorate of the Iraqi Ministry of Youth and Sports to practice reciprocal leadership.

Encouraging workers in the Directorate of the Iraqi Ministry of Youth and Sports to work with modern concepts in management and use it as a management strategy in their work by spreading the culture of mutual leadership within practical frameworks that take into account their work and advance planning in using flexibility in how to manage change and reduce their lack of change. The researcher also recommended the necessity of conducting courses and workshops. He worked in the areas of leadership for training, development, improving, enhancing and practicing reciprocal leadership among workers in the Directorate of the Iraqi Ministry of Youth and Sports

References

- Al-Najjar, F. J., & others. (2010). *Scientific research methods - an applied perspective* (2nd ed.). Amman: Dar Al-Hamid for Printing and Publishing.
- Al-Sulaimat, M. A. (2020). *Transactive leadership and its relationship to job performance among secondary school principals in Madaba Governorate from the point of view of assistant principals and teachers*. (Master's thesis). Middle East University, Amman, Jordan.
- Alumatiry, A. (2011). *The impact of interactive leadership on achieving the strategic goals: An applied study on the oil industry sector in the state of Kuwait*. (Unpublished master's thesis). Middle East University, Amman, Jordan.
- Al-Zyoud, N. F. (2005). *Principles of measurement and evaluation in education* (Version 3). Amman: Arab Thought Publishing House.
- Bass, B. (1997). *Does the transactional-transformational leadership paradigm transcend organizational and national boundaries?* American Psychologist Association.
- Garza, E. (2020). *Exploring the praxis of collective and reciprocal mentorship: leadership preparation through the Urban School Leaders Collaborative*. *Mentoring and Tutoring: Partnership in Learning*, 459–479. <https://doi.org/10.1080/13611267.2020.1793082>
- Hill, R. R. (2022). "The Emperor's New Clothes": Reciprocal Ethnography and Academic Leadership. *Journal of Folklore Research*, 59(2), 37–46. <https://doi.org/10.2979/jfolkrese.59.2.04>
- Lovett, S. (2020). *Understanding values embedded in the leadership of reciprocal professional learning by teachers*. *Professional Development in Education*, 593–606. <https://doi.org/10.1080/19415257.2020.1787199>
- Payne, H. (2023). *Embodied leadership: A perspective on reciprocal body movement*. *Handbook on Leadership in Education*, 60–73.
- Pelletier, K. L. (2020). *Enacting leadership: The reciprocal influence between instructor and student*. *Industrial and Organizational Psychology*, 13(4), 461–466. <https://doi.org/10.1017/iop.2020.86>

-
- Rudolph, C. W. (2022). Disentangling Between-Person and Reciprocal Within-Person Relations Among Perceived Leadership and Employee Well-Being. *Journal of Occupational Health Psychology, 27*(4), 441–450. <https://doi.org/10.1037/ocp0000320>
- van Dorssen-Boog, P. (2022). Healthcare workers' autonomy: testing the reciprocal relationship between job autonomy and self-leadership and moderating role of need for job autonomy. *Journal of Health Organization and Management, 36*(9), 212–231. <https://doi.org/10.1108/JHOM-04-2022-0106>
- Wang, W. (2023). Entrepreneurs' role overload and empowering leadership: A reciprocal relationship based on conservation of resources. *Frontiers in Psychology, 14*. <https://doi.org/10.3389/fpsyg.2023.1118099>
- Z, & Badrawi, A. M. (2013). Leadership styles and their impact on organizational commitment through empowering employees: A survey on a sample of Iraqi business organizations. *Journal of Economical Sciences*.