



DEVELOPING AND IMPLEMENTING AN ORGANIZATIONAL COMMITMENT SCALE FOR EMPLOYEES IN BASRA YOUTH AND SPORTS DIRECTORATE

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ABSTRACT

Background. Commitment, obedience, sincerity, and loyalty are among most important factors that have become a primary concern for management of organizations responsible for maintaining them in a healthy and sound state that enables their survival and continuity.

Objectives. This study aimed to develop and apply an organizational commitment scale to employees of Basra Youth and Sports Directorate. **Method.** The researcher used a descriptive survey methodology, and study instrument was an organizational commitment scale consisting of 20 items distributed across three domains: affective commitment, continuity commitment, and ethical commitment. research sample consisted of 215 employees of Basra Youth and Sports Directorate. study was divided into three groups: a survey sample of 7, a construction sample of 116 workers, and a main application sample of 92 individuals. **Results.** Results showed that employees at Basra Youth and Sports Directorate possess a strong emotional commitment to their institution, demonstrated by their feelings of pride, honor, and loyalty. Emotional commitment is considered a crucial factor in achieving organizational commitment. high level of ethical commitment among Basra Youth and Sports Directorate employees stems from their adherence to principles, values, and ethics they were raised with, and their awareness of importance of their moral and ethical obligations to their institution. **Conclusion.** Study's most important conclusion is development and application of an organizational commitment scale for employees at Basra Youth and Sports Directorate. It also recommends promoting a culture of organizational commitment among Basra Youth and Sports Directorate employees, based on dimensions of organizational commitment.

Keywords; organizational commitment scale, employees, youth and sports, sports managemen.



A. INTRODUCTION

The success of any organization is linked to increased productivity and its ability to achieve its goals. This undoubtedly depends on performance and competence of its members. Higher level of commitment of employees to their work and their constant desire to improve it, more this will be reflected in their productivity, and consequently, organization will achieve its desired goals. Scientific references indicate that commitment, obedience, sincerity, and loyalty are among most important factors that have become a concern for management of organizations responsible for maintaining them in a healthy state that enables them to survive and continue. This is what Marzouq (2011, p. 53) pointed out: "The secret to interest in organizational commitment as an administrative phenomenon lies in attention given to role of individual in organization, and its importance surpasses that of any other element." Other means of production, and at same time individual has his own attitudes, thoughts, emotions, and motives that guide his behavior. (Vecchio, 1991, p. 20) It is internal feeling that drives an individual to act in a way that enables organization's goals to be achieved.

The Youth and Sports Directorates are important institutions in implementing plans of Ministry of Youth and Sports. They are institutions responsible for supporting youth and developing sports in Iraq and promoting social and sports values. In light of these vital tasks, it is necessary to have individuals who possess a high level of psychological, behavioral and social awareness. Herein lies importance of identifying level of organizational commitment among employees in Basra Youth and Sports Directorate, as their performance reflects on achieving goals of their directorate and enhancing role of youth in Iraqi society.

Research Problem represented by work environment in government institutions is one of essential factors that affect performance of its employees and level of contribution they provide. Organizational commitment is considered an indicator of employee satisfaction and attachment to their institution. It has been observed that there has been a decline in activities provided by Basra Youth and Sports Directorate, so need has arisen to conduct applied research aimed at identifying factors that affect study of employee behavior in this important institution in order to motivate them and increase their commitment and motivation to work.

Research Objectives represented by building and implementing an organizational commitment scale for employees in Basra Youth and Sports Directorate. Identifying organizational commitment of employees in Basra Youth and Sports Directorate

B. METHOD

Participant.

The research community and sample consisted of employees working in Basra Youth and Sports Directorate, numbering (215) employees, and they were divided according to requirements for building and applying organizational commitment scale, as shown in Table (1).

Table 1. Distribution of sample

No.	Sample	Number	Percentage
1	Exploratory sample	7	3.25%
2	Construction sample	116	53.95%
3	Application sample	92	42.79%
	Total	215	100%

Research Design.

To obtain and analyze data and information, the researcher followed descriptive approach using survey method, as it was suitable for study method. The researcher prepared organizational commitment scale for employees in Basra Youth and Sports Directorate, using previous research and studies and personal interviews with experts and specialists. In its initial form, it included (22) statements distributed across three domains: (emotional commitment - continuity commitment - ethical commitment).

Validity of Scale Items

This procedure requires obtaining consensus of a group of experts and specialists regarding validity of scale items. Therefore, scale form was prepared in its initial form as shown in (Appendix 1) and was presented to those with experience and specialization in field of management, organization, testing and measurement, and their number was (12) experts, in order to know validity of each statement and its suitability to field it measures. percentage (75%) or more was adopted as a criterion for accepting item, i.e., with approval of (9) experts out of (12) experts. In light of statistical results, two items were excluded

because they obtained a percentage of agreement less than (75%), and thus scale became composed of (20) items, as shown in Table (2).

Table 2. Expert opinions on paragraphs validity

Paragraph	Suitable	Not suitable	Agreement percentage	Paragraph	Suitable	Not suitable	Agreement percentage
1	12	0	100%	12	10	2	83.33%
2	11	1	91.66%	13	11	1	91.66%
3	12	0	100%	14	11	1	91.66%
4	10	2	83.33%	15	12	0	100%
5	10	2	83.33%	16	12	0	100%
6	12	0	100%	17	12	1	100%
7	12	0	100%	18	7	5	58.33%*
8	12	0	100%	19	12	0	100%
9	12	0	100%	20	12	0	100%
10	11	1	91.66%	21	12	0	100%
11	8	4	66.6%*	22	10	2	83.33%

* Excluded paragraph

Scale Scoring Method

The researcher provided alternative answers for scale items and adopted a five-point Likert scale. Table (3) shows alternatives and their corresponding answer weights.

Table 3. Rating Scale and Answer Weights for Scale Ítems

Direction of items on organizational commitment scale	Always	Mostly	Rarely	Sometimes	Never
Evaluation	5	4	3	2	1

Exploratory application of scale

“For purpose of exploring conditions surrounding phenomenon that the researcher wishes to study” (Al-Shouk and Fathi, 2004, 88), the researcher applied scale to a sample of (7) individuals on 12-5-2025.

Applying scale to construction sample

The scale was distributed to (116) employees in Basra Youth and Sports Directorate for period from 1/6/2025 to 8/6/2025 in order to statistically analyze items and determine level of difficulty of item, its strength of distinction, and effectiveness of choice alternatives.

Statistical analysis of scale items

The researcher relied on extreme groups method and internal consistency to analyze paragraphs. Discriminatory Power: There is no doubt that a scale consisting of 41tem 41tems is strong. A 41tem scale depends on quality of its constituent parts, which are 41tems, and ability to distinguish between weak and superior is most important indicator describing situation regarding 41tems of scale. A t-test was conducted between arithmetic means of two groups, and results shown in Table (4) were obtained.

Table 4. Calculated Value of Discrimination Coefficient for 41Tems of Organizational Commitment Scale

No.	Upper Group		Lower group		Calculated (t) value	Sig. level
	Mean	St.d	Mean	St.d		
1	4.29	0.938	1.966	0.718	10.837	0
2	3.58	1.409	1.71	0.651	6.654	0
3	3.612	1.431	1.433	0.568	7.773	0
4	3.129	1.627	1.366	0.668	5.497	0
5	3.741	1.182	1.533	0.681	8.899	0
6	3.774	1.146	1.833	0.647	8.105	0
7	3.677	1.107	1.866	0.623	7.819	0
8	3.612	1.333	1.733	0.634	6.98	0
9	3.516	1.503	1.366	0.667	7.176	0
10	3.774	1.175	1.8	0.644	8.041	0
11	3.741	1.125	1.7	0.653	8.641	0
12	3.41	1.205	1.5	0.689	7.621	0
13	3.645	1.33	1.667	0.751	7.104	0
14	3.871	0.884	1.81	0.714	10.038	0,000
15	4.29	0.937	1.73	0.702	12.179	0
16	3.548	1.027	1.6	0.675	8.723	0
17	3.838	1.128	1.86	0.681	8.229	0
18	3.741	1.1231	1.5	0.682	9.031	0
19	3.903	1.0419	1.63	0.718	9.86	0
20	3.902	1.2479	1.7	0.749	8.324	0

From Table (4), and by comparing significance level (Sig-(2-tailed)) with (0.05), we find that all items on scale achieved high discrimination.

Internal consistency coefficient

The ability to highlight correlation between scale items was demonstrated. The researcher used Pearson's correlation coefficient between scores of sample members on each item and their scores on scale as a whole, using SPSS statistical package . After completing statistical analysis of scale, it was found that all items had a high correlation. Table (5) illustrates this.

Table 5. Internal Consistency Coefficient for Organizational Commitment Scale

No.	Correlation coefficient	Sig. level	No.	Correlation coefficient	No.	Correlation coefficient	No.	Correlation coefficient
1	.382(**)	0.000	8	.514(**)	0.000	15	.409(**)	0.000
2	.456(**)	0.000	9	.573(**)	0.000	16	.368(**)	0.000
3	.757(**)	0.000	10	.537(**)	0.000	17	.522(**)	0.000
4	.691(**)	0.000	11	.529(**)	0.000	18	.455(**)	0.000
5	.546(**)	0.000	12	.316(**)	0.000	19	.585(**)	0.000
6	.712(**)	0.000	13	.354(**)	0.000	20	.551(**)	0.000
7	.530(**)	0.000	14	.461(**)	0.000			

Honesty

Apparent honesty: This validity is calculated after presenting scale to a number of specialists and experts in field being tested. If experts agree that test measures behavior it was designed to measure, researcher can rely on experts' judgment. (Awais, Al-Hilali, 1997, p. 55). This type of validity was verified by presenting scale to a group of experts to approve its validity and to assess extent to which each item measures components of each domain. Thus, items that obtained approval of experts were accepted, and items that did not obtain acceptable agreement were deleted, as shown in Table (2) above.

Construction honesty: The researcher verified validity of construction through extreme groups method by calculating discriminatory power of items using extreme groups method and by using t - test , as shown in Table (4).

Stability

A reliable test or measure is one that gives same results when repeated on same individuals and under same conditions (Asaad, 2007, p. 22). There are several methods by which reliability coefficient can be calculated. Half splitting method: In order to find

reliability coefficient, researcher adopted split-half method, as simple Pearson correlation coefficient for scale was calculated, which amounted to (0.743). However, this value represents reliability coefficient of half test, so value of reliability coefficient must be corrected in order for test to be determined as a whole. Therefore, researcher used Spearman-Brown equation in order to correct correlation coefficient, and thus reliability of scale became (0.927). Thus, organizational commitment scale for employees in Basra Youth and Sports Directorate can be adopted as a tool for study.

Cronbach's Alpha Method: The researcher used this method of Cronbach's because it is used in objective and essay types of questions (Al-Aqili and Al-Shaib, 1988, p. 202). Reliability was extracted in this way by applying (Cronbach's equation) to construction sample using statistical package SPSS. It was found that value of reliability coefficient for organizational commitment scale was (0.877), which is a high reliability indicator.

Final application of scale

After completing all requirements for designing scale and its procedures, it became ready for application. organizational commitment scale for employees in Basra Youth and Sports Directorate consisted of (20) items distributed across three areas. first area (emotional commitment) included (8) items, second area (continuity commitment) consisted of (6) items, and third area (ethical commitment) consisted of (6) items. The researcher administered scale using a single paper form and an identical electronic version via Google Drive.) and in its final form on application sample of (92) for period from (3/7/2025 - 11/7/2025). After analyzing responses of research sample, data were collected in a special form, as each individual in sample had his own score.

Statistical Methods

The analysis in this research went through the Percentage test, T-force (T-test), Simple correlation coefficient (Pearson), Spearman's equation. Brown, arithmetic mean, hypothetical mean, Standard deviation, Cronbach's alpha coefficient and standardized Z and T scores. It was processed using statistical software SPSS.

C. RESULTS AND DISCUSSION

Results

Displaying results of scale Organizational commitment among employees of Basra Youth and Sports Directorate

Table 6. Theoretical mean, mean, standard deviation, calculated t-value, and error percentage are shown for domains of organizational commitment scale among employees in Basra Youth and Sports Directorate.

Field	Paragraphs No.	Theoretical mean	Mean	St.d	Calculated (T) value	Sig. error
Emotional	8	24	27.698	4.1645	8.566	0.000
Continuity	6	18	21.163	2.9771	10.191	0.000
Ethical	6	18	20.674	3.2314	7.937	0.000
Scale as a whole	20	60	70.891	6.0045	17.398	0.000

Table (6) shows that number of items in domain of (emotional commitment) is 8 items with a hypothetical mean of (24), while arithmetic mean of study sample was (27.698) and standard deviation was (4.164). If calculated t- value between hypothetical mean and arithmetic mean equals (8.566) with a significance level of (0.000), indicating its significance at a significance level of (0.05), it was found that arithmetic mean is greater than hypothetical mean, meaning there are significant differences in favor of arithmetic mean.

Discussion

The researcher attributes this to fact that employees in Basra Youth and Sports Directorate enjoy emotional commitment to their institution, through their feelings of pride, honor, and loyalty to working in this institution. Emotional commitment is considered an important domain for achieving organizational commitment, as indicated by study. (Meyer & Allen, 1993, p. 125) “Emotional commitment is an individual’s feeling of belonging to their organization, their work, and its characteristics.” Al-Awfi, 2005, p. 35, agreed that “an individual is affected by this dimension to degree of awareness of distinctive characteristics of their work, such as degree of independence, importance of entity, diversity of skills, supervisors, and effective participation through a good and effective organizational environment.”

As for domain of "continuity commitment," it comprised 6 items with a hypothetical mean of 18. arithmetic mean of application sample was 20.674, and standard deviation was 2.977. calculated t- value between hypothetical mean and arithmetic mean was 10.191, with a significance level of 0.000, indicating significance at a significance level of 0.05. arithmetic

mean was found to be greater than hypothetical level, meaning there are significant differences in favor of arithmetic mean. researcher believes it is important for employees to feel valued and remain employed by their organizations and to create a suitable and encouraging work environment. This is achieved through managers appreciating work performed, which encourages excellence and creativity. This aligns with view of Samadi (2008, p. 59), who stated that "continuity commitment arises when organization provides benefits and advantages related to organizational environment."

Table (6) shows domain of (Ethical Commitment), consisting of 6 items with a hypothetical mean of (18). arithmetic mean of study sample was (21.163) and standard deviation was (3.231). calculated t- value between hypothetical mean and arithmetic mean was (7.937) with a significance level of (0.000), indicating its significance at a significance level of (0.05). arithmetic mean was found to be greater than hypothetical mean, meaning there are significant differences in favor of arithmetic mean. researcher attributes high level of ethical commitment among employees in Basra Youth and Sports Directorate to their upbringing in terms of principles, values, and ethics, and their awareness of importance of their ethical and moral commitment to their institution.

This is what Lagomaron & Cardona (2003, p. 196) indicated: "An individual's sense of commitment and duty to remain with organization may stem from personal values and principles that individual holds before..." His entry into organization (cultural or family orientation) or after his entry into organization (organizational orientation).

In light of above, we note that arithmetic mean of organizational commitment scale reached (70,891), which is a value greater than hypothetical mean of (60). This indicates existence of significant differences in favor of arithmetic mean. researcher attributes this to Ministry of Youth and Sports' significant role in developing and caring for its human resources, especially in youth and sports directorates it oversees, in order to raise their scientific and technical capabilities.

This is what Nazal & Khader (2024) pointed out: "The status of human resources in Ministry of Youth and Sports has witnessed significant changes and developments, as it has come to be viewed as a strategic resource that grants it superiority, development, and provision of best services. modern business environment has led to a reconsideration of human resources in Ministry of Youth and Sports from perspective of individual to

perspective of strategic human capital. Human resources have become most important element for success and excellence of ministry's departments, due to skills, knowledge, and experience that qualify them to perform best work. strategic importance of human resources within Ministry of Youth and Sports lies in improving and developing employee performance, which in turn leads to achieving its goals and keeping pace with developments at internal and external levels".

D. CONCLUSION

Developing and implementing an organizational commitment scale for employees in Basra Youth and Sports Directorate. employees of Basra Youth and Sports Directorate possess organizational commitment in light of their answers to assessment questions. individuals in application sample are aware of importance of organizational commitment, as evidenced by high rate of responses across scale's domains. Spreading culture of organizational commitment among employees in Basra Youth and Sports Directorate, in accordance with dimensions of organizational commitment. Holding workshops, seminars, and conferences to help employees improve their skills and develop their career paths, which enhances their sense of belonging and commitment to their organization. Implementing principle of reward and punishment by officials in Basra Youth and Sports Directorate. Further improving work environment and enhancing internal communication between management and employees in directorate. Conducting research and studies that address relationship between organizational commitment and other variables.

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F. AUTHOR CONTRIBUTION STATEMENT

Husham Abbas Neamah Alrikabi Responsible for the entire script.

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Appendix 1.

Organizational commitment scale among employees of Basra Youth and Sports Directorate

No.	Phrases	Valid	Invalid	Proposed amendment
Emotional commitment				
1.	I am proud and honored to be affiliated with Youth and Sports Directorate.			
2.	I feel an emotional connection to my work as a director.			
3.	I feel that my level of loyalty to directorate is high.			
4.	I feel like I'm part of family that makes up directorate.			
5.	I feel that challenges and problems facing directorate are like my own personal problems.			
6.	I feel a alignment between my values and work values of directorate.			
7.	I put interests of directorate before my personal interests.			
8.	I participate in my colleagues' social events			
Area of Continuing Commitment				
9.	I want to maintain my relationships with my colleagues at work.			
10.	I do not wish to transfer to another work location.			
11.	My work at club has had a significant impact on my personality.			
12.	I rarely take time off because I enjoy and want to work.			

13.	My experience and career make officials stick with me.			
14.	I gained both material and moral benefits from continuing to work at directorate.			
15.	I continuously look forward to participating in all events organized by directorate.			
Field of ethical commitment				
16.	Adhere ethically to instructions and regulations issued by directorate.			
17.	Make sure to arrive and leave at specified work times.			
18.	My commitment to fulfilling my duty is a moral and ethical obligation.			
19.	The officials in directorate allow me to actively participate in work-related decision-making.			
20.	I actively contribute to activities organized by directorate to serve youth and community.			
21.	I am available at directorate after official working hours if necessary.			
22.	Make sure directorate stands out from other institutions.			