

Psychological features of leaders of sports organizations in Saudi Arabia

By

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Abstract:

The current research aimed to identify the psychological features of the leaders of sports organizations in the Kingdom of Saudi Arabia, the current research relied on the descriptive approach using the survey method, which is the most appropriate approach, as it helps to describe the phenomenon under research and its relationship to some of the variables associated with it, in addition to using the statistical method to translate the results of the field framework, and the research community was represented in the leaders in the competitive sports sector from clubs and national federations in the Kingdom of Saudi Arabia, for the year 2023/2024, as well as the researcher selected the research sample in the deliberate way of leaders in the competitive sports sector from clubs and national federations in the Kingdom of Saudi Arabia, for the year 2023/2024 AD, numbering (112) sports officials, and the researcher selected an exploratory sample of (40) from the officials of clubs and sports federations to conduct statistical transactions (honesty – stability) for the main research tool, and the most important conclusions were that the leaders of sports organizations in the Kingdom of Saudi Arabia possess psychosocial features, and this appeared through: "I can calm myself from any situation that bothers me", "I am always happy to be invited to any special event for employees", "I am a talking person", "I am characterized by activity and vitality, that the leaders of sports organizations in Saudi Arabia have the ability to deal with pressure, and this is shown by: "I usually expect good things to happen", "It's easy for me to feel relaxed", "Always look at the bright or positive side of things", "I always feel optimistic about my future", "It always happens Things as I wish", "I don't react easily", "I have the ability to solve problems between employees", "I accept criticism from others without sensitivity", and the most important recommendations were to conduct other studies on personality traits and link them with other variables of other relationship.

Keywords: Psychological traits – leaders of sports organizations.

Introduction :

There have been many writings and points of view that address traits, but they are generally based on the assumption that it is possible to describe the human personality in terms of many different traits that the individual displays through his behavior, and the main theorists who contributed to the study of traits Personality: They started by emphasizing the existence of personal characteristics for each individual.

The characteristic of relative stability can be observed in him, so that it can distinguish him from others. In addition to the characteristic of relative stability, these contributions confirm the generality of the characteristics, meaning that an individual can be described in general and with a large degree of stability as having...

The different characteristics that can be attributed to him This trend was later crystallized in a theory of traits. (Caldwell, R., Litz, R. & Nord, W.R., 2003, PPT, 23) .

The main dimension of trait theory, in the field of leadership, depends on the fact that wherever there are leaders and subordinates, this phenomenon indicates that there are characteristics that differentiate between these two groups, and what researchers should do in order to generalize Their understanding of leadership is limited until they reach the definition of these characteristics or traits and the degree of their spread among Leaders under different circumstances (Bass (1990), and if we can discover those characteristics or traits that lead to a better style of successful leadership, then the selection process in the field of leadership will be limited to finding people with personal qualifications that match the required specifications. (Al-Rawi, 2000, p. 25) (Shen, W, 2003, PPT8) .

Many scientific sources have indicated that a trait is "the distinctive tendency of a person to behave in a certain way, or it is a characteristic on the basis of which we can differentiate between one individual and another," as well as "the dimensions of personality that can be measured to know its characteristics." A study by (Raed Abdel Amir 2008) indicated that The trait is "that thing that distinguishes an individual that distinguishes him from others, and it is the result of a group of aspects that lie in the person and distinguish him from others" (Abbas, 2008, p. 55).

Through what was mentioned about the concept of traits and the concept of personality, it is possible to infer the special concept of personal traits, as Allawi (2009, p. 127) and Fawzi (2003, p. 55) .

Indicated that personal traits are "a reflection of the structural consistency of behavior in relation to many situations." In this regard, the study of Sha'bani, et al (2011, ppt181).

Indicated that studying human personality traits is the gateway to all psychological and social studies. This is embodied in the premise that identifying personality and determining its dimensions according to any methodology is the first step to solving influential psychological problems and obstacles.

In the functioning and progress of society, which is the primary goal of any scientific research in the humanitarian field, researchers have emphasized that personality is one of the factors that cause individual differences and differences between people, and this factor has an important role in professional choice, so it is necessary to study personality types because of their great relationship with the choice of specialty.

Individuals' traits regulate experiences as long as they encounter the world according to their traits, and traits lead or guide behavior because individuals can respond to the world on the basis of their traits only, and therefore traits create and guide behavior. (Allport) defines it as "a general central nervous psychological system that pertains to the individual and works to make multiple stimuli functionally equal and also works to issue and direct equal forms of adaptive and expressive behavior." Ahmed Abdel Khaleq defines it as "any characteristic, characteristic, or quality that has a permanent nature." It is relative, and individuals may differ in it, distinguishing one from another, meaning that there are individual differences in it, and they may be hereditary or acquired." (Abdul Khaleq, 1987, p. 67) Leadership also plays an essential role in influencing the behavior of employees, who usually differ in their psychological and social makeup, with their different goals, interests, motivations, and desires to achieve the desired goals. (Barbar, 2001, p. 61) (Naji, 2001, p. 23).

It is also a means, not an end, that includes a set of interwoven and integrated processes, whether inside or outside educational organizations, to achieve educational goals.

University administration is considered one of the most precise topics of educational administration, and it needs competent leaders with special specifications who are able to influence their subordinates through their patterns of leadership behavior. (Al-Hamdani, 1996, p. 16).

In the same context, sports leadership plays a prominent role in all employees in educational institutions carrying out their duties and in achieving the educational process's goals. It is considered one of the means of guidance and communication that is necessary in all areas of the educational institution, such as planning, organizing, motivation, control, evaluation, and decision-making, as it is not limited to the person who occupies the position.

The leader is by virtue of his position, but he may even be followed among the group because he performs roles and responsibilities, and his good performance and competence lead to their continuation (25: 241) (27: 52) .

Therefore, leadership works in the field of developing the ability to understand the problems of subordinates, motivating them to cooperate in carrying out the tasks assigned to them, and directing their energies and using them to the maximum possible degree of productive efficiency.

Leadership has some influence on others, but this influence is not based on official influence or authority, but rather It depends on the personal characteristics and personal influence that the leader has, through which he can exercise some influence rather than the influence of some force on his subordinates. Druskat, V.U., & Wheeler, J.V., 2003, ppt52), There is also a close relationship between the psychological characteristics of sports leaders and the effectiveness of sports organizations and their success in fulfilling their mission.

Therefore, those in charge of developing the sports system are required to search for leadership first, and after that they pay great attention to developing this leadership, as the effectiveness of leadership leads to the effectiveness of the sports system and vice versa. (Lazarus, 1992, p. 124) .

Therefore, this study seeks to trace intellectual development, and the results of relevant studies and applied research to explore the role of traits and their impact on leadership behavior, and to draw conclusions to support the research path on the topics of psychological traits, leadership, and leadership behavior and the expected effects between them, within the perspective of the situationist school, and contemporary calls for a return to Trait theory as an introduction to the study of leadership and leadership behavior among leaders of sports organizations.

The importance of the current study is also evident in the attempt to delve into the study of the distinctive psychological characteristics of leaders of sports organizations in the Kingdom of Saudi Arabia. Research problem : Patterns of leadership behavior negatively or positively affect subordinates, and their effects are reflected in their productivity, as a number of conferences, research and seminars have identified weaknesses in the leadership of sports organizations in the Kingdom of Saudi Arabia.

The problem of this study is determined by the sometimes disparate and sometimes incompatible results reached by research and studies prepared in this cognitive field of leadership, as the studies of Eagly, 2003, Dvir, et al, 2002, 2005 Daft, confirmed the existence of certain characteristics that characterize the ability to Leadership has been supported by some evidence that broadly assumes that individuals who emerge as leaders possess a set of traits that clearly distinguish their leadership behavior from other non-leaders, which means the possibility of adopting trait theory as an approach to explaining leadership behavior.

In this regard, Shamoun, Ismail, (2002, p. 86) points out that if we want to know the personality of an individual, we must know the vocabulary of this personality accurately, and without a doubt, the most important and most prominent word in personality is traits.

Therefore, through this study, the researcher seeks to explore the world of effective leadership and what are the distinctive features of leaders of sports organizations in the Kingdom of Saudi Arabia.

Discovering such features will also help develop a better vision of the leadership process in sports organizations and understand the dynamic changes that occur in the leader's personality with advancing age and experience.

Therefore, we will seek to provide recommendations that help decision-makers place the right person in the right place according to his abilities, inclinations, and psychological characteristics. In order to develop administrative work in sports organizations, it is necessary to reveal the psychological characteristics of sports leaders in order not to confuse them, highlight them, and develop solutions and proposals that will continue to improve the sports system, and given that the leaders in the competitive sports sector of clubs and national federations in the Kingdom of Saudi Arabia represent... Senior categories in sports management. This study aimed to identify the psychological characteristics of leaders in the competitive sports sector of clubs and national federations in the Kingdom of Saudi Arabia.

Through this, the importance of research can be demonstrated in identifying and revealing the psychological characteristics of sports leaders (heads of clubs) and (sports federations) and the leadership behavior of heads of sports organizations and motivating them towards their work and increasing their motivation for the outputs of the university educational institution and its development within the educational objectives set for it.

Research Aims:

The current research aims to identify the psychological characteristics of leaders of sports organizations in the Kingdom of Saudi Arabia.

Research Questions:

Through of the research objective, the researcher sets the following main question:

- What are the psychological characteristics of the leaders of sports organizations in the Kingdom of Saudi Arabia?

To answer this question, a set of sub-questions were developed as follows:

1. What are the characteristics of (emotional stability) among leaders of sports organizations in the Kingdom of Saudi Arabia?
2. What are the (social) characteristics of leaders of sports organizations in the Kingdom of Saudi Arabia?
3. What are the characteristics of (control and control) among the leaders of sports organizations in the Kingdom of Saudi Arabia?
4. What are the characteristics of (ability to face pressure) among leaders of sports organizations in the Kingdom of Saudi Arabia?
5. What are the characteristics of (susceptibility to excitability) among leaders of sports organizations in the Kingdom of Saudi Arabia?

Search Terms:

Trait: Defined by Rateb (2000, p. 127), Shamoun, and Ismail (2002, p. 27) as "the distinctive tendency of a person to behave in a certain way, or it is a characteristic on the basis of which we can distinguish between one individual and another," and it is also "the dimensions of personality that... It can be measured to determine its properties.

Psychological traits: "a reflection of the structural consistency of behavior in relation to many situations" (18: 198).

It can be defined procedurally: as the ability to exchange and transmit information, or send and receive messages between the

sports psychologist or the athlete during training and competition situations.

Leader: Allawi (2009, p. 31) defined it as any government employee who has leadership responsibilities and has at least two employees who work for him and directs them towards the goal.

Search Procedures Research Methodology:

The current research relied on the descriptive approach using the survey method, which is the most appropriate method, as it helps to describe the phenomenon under research and its relationship to some variables associated with it, in addition to using the statistical method to translate the results of the field framework.

Research Community :

The research community represents leaders in the competitive sports sector, including national clubs and federations in the Kingdom of Saudi Arabia, for the year 2023/2024 AD.

Third: Research sample:

The researcher chose the research sample intentionally from leaders in the competitive sports sector of national clubs and federations in the Kingdom of Saudi Arabia, for the year 2023/2024 AD, who numbered (112) sports officials.

The researcher selected an exploratory sample of (40) officials from sports clubs and federations. To conduct statistical coefficients (validity-reliability) for the main research tool.

Search Tool: _

For the purpose of achieving the research objectives, it was necessary to have a tool to measure the psychological characteristics of leaders of sports organizations in the Kingdom of Saudi Arabia.

Given that there is no previous tool to the researcher's knowledge that suits the reality and objectives of his research, he decided to build a multi-step research tool for scientific construction, just as the process of building any scale takes place in basic steps that are:

1. Planning the scale by specifying the attributes to be measured and their components.
2. Staining of the vertebrae for each component.
3. Applying the paragraphs to a different sample of the research population.
4. Analyze the paragraphs statistically.

Steps to Build a Measure of Leadership Traits:

1. Identify the attributes and their components: Through the theoretical framework and previous studies, the researcher identified five sub-traits as components of the psychological traits of sports leaders.
2. Then the researcher presented them to a number of experts in physical education and sports psychology, attached (1) to determine their suitability as psychological traits for leaders of sports organizations.
3. They agreed on their suitability as psychological traits for leaders of organizations. Sports. 2. Preparing paragraphs: After identifying and defining the components, the researcher formulated (53) paragraphs

covering the answer alternatives in front of each paragraph, which are (always, sometimes - never).

4. For the purpose of ensuring the validity of the paragraphs, they were presented to the experts in attachment (2), and based on 80% as a criterion for the validity of the paragraph, and thus the total number of paragraphs became 40 paragraphs: _
5. Scale setup and instructions The researcher developed answer instructions on the psychological traits scale, taking into account that they should be accurate, frank, and clear, so that the respondent can honestly express his opinion through them.
6. They included not leaving any paragraph unanswered, and that he should choose the alternative that actually expresses him, in addition to informing him that his answer is used for the purposes of scientific research only and not For other purposes, there is no need to mention the name.
7. Exploratory application of the scale: Before starting the final application and for the purpose of ensuring the clarity of the scale's instructions, it was applied to a random sample consisting of (40) individuals from the leaders of sports organizations.
8. It became clear that the paragraphs and instructions were clear to the sample members and no questions were raised about that by them.

Statistical analysis of the scale items :

Content validity: The researcher presented the dimensions of the list in its initial form, attached (2), to the experts, attached (1), and the number of axes of the scale was 5, so that the number of dimensions in the final form became (emotional balance - social - control and control - ability to cope with pressures - susceptibility to irritation) as It is explained in attachment (2). The expressions for each of the dimensions, Annex (2), were also presented to the experts to give an opinion on the suitability of the expressions to the axes. The number of expressions in the initial form was (53) expressions, attachment (3), which ranged between (80%: 100%). The researcher was satisfied with all the statements attached (4), distributed among (5) axes, as in the following table:

Table (1) Description of the psychological traits scale p

M	Dimensions	Number of statements before presenting to experts	Number of phrases deleted	Number of statements after presentation to experts
1	The first dimension: The psychological characteristics of sports leaders in (emotional balance)	11	-	11
2	The second dimension: The psychological characteristics of sports leaders in (social)	11	-	11
3	The third dimension: Psychological characteristics of leaders of sports organizations in (control and control)	11	-	11
4	The fourth dimension: The psychological characteristics of leaders of sports organizations in (the ability to cope with pressure)	12	-	12
5	The fifth dimension: The psychological characteristics of leaders of sports organizations in (susceptibility to excitability)	8	-	8
sum		53	-	53

It is clear from Table (1) the description of the list after the presentation to the experts, where (54) statements were presented for the five axes and some of the statements were reformulated, so that the list in its final form became (53) statements attached to (4).

♣ Internal consistency validity:

Honesty: Internal consistency validity:

To calculate the internal consistency validity of the scale, the researcher applied it to a sample of (40) forty individuals from the research community, other than the basic sample and with the same specifications.

Then the researcher calculated the Pearson correlation coefficient as follows:

- Correlation coefficients were calculated between the score of each statement of the scale and the total score of the dimension to which it belongs. Correlation coefficients were also calculated between the total scores of each dimension and the total score of the scale, and the following tables show the results respectively.

Table (2) The correlation coefficient between the score of each statement and the total score of the dimension to which it belongs to the dimensions of the questionnaire (N.=40)

M	First Dimension	The second Dimension	Third Dimension	The fourth dimension	Fifth dimension
	Correlation value	Correlation value	Correlation value	Correlation value	Correlation value
1	0.578*	0.812*	*0.562	*0.710	*0.377
2	0.690*	0.028	0.103	*0.717	0.107
3	0.620*	0.496*	*0.584	0.120	*0.617
4	0.693*	0.571*	*0.356	*0.579	*0.719
5	0.197	0.748*	0.140	*0.728	*0.713
6	0.630*	0.428*	*0.350	*0.719	*0.751
7	0.668*	0.745*	*0.352	*0.621	*0.589
8	0.785*	0.760*	*0.654	0.111	*0.691
9	0.599*	0.642*	*0.682	*0.746	
10	0.710*	0.01	0.119	*0.797	
11	0.731	0.109	*0.679	*0.698	
12				*0.682	

It is clear from Table (2) that there is a statistically significant correlation at the level of significance (0.05) between the statements of each dimension and the total score of the dimension belonging to it from the dimensions of the scale, with the exception of statements numbers (5, 11) in the first dimension, and statements numbers (2, 10, 11).

In the second dimension, phrases No. (2, 5, 10) are in the third dimension, phrases No. (3, 8) are in the fourth dimension, and phrase No. (3) is in the fifth dimension.

Thus, the number of phrases on the scale has become (42) phrases, and all phrases are at an acceptable degree. Of honesty.

Table (3) Values of the correlation coefficients between the score of each dimension and the total score of the scale (N = 40)

Dimensions,	correlation coefficient	significance
The first dimension: emotional balance	*0.893	0.00
The second dimension: social	*0.915	0.00
The third dimension: control and control	*0.864	0.00
The fourth dimension: the ability to face pressure	*0.942	0.00
The fifth dimension: susceptibility to irritation	0.913	0.00

It is clear from Table (3) that all values of the correlation coefficient between each dimension and the total score of the scale were significant at the significance level of 0.05, which indicates that the scale has an acceptable degree of validity.

Constancy: _

Table (4) Values of reliability coefficients for the dimensions of the scale

Dimensions	Cronbach's alpha coefficient	Half retail	
		Spearman	Gutman
The first dimension: emotional balance	*0.921	*0.918	*0.927
The second dimension: social	*0.945	*0.951	*0.955
The third dimension: control and control	*0.916	*0.929	*0.936
The fourth dimension: the ability to face pressure	*0.962	*0.969	*0.973
The fifth dimension: susceptibility to irritation	0.924	*0.933	0.938

It is clear from Table (4) that all the reliability coefficient values in each dimension of the scale were significant at a significance level of 0.05, which indicates that the scale has an acceptable degree of reliability.

Final image of the scale:

In its final form, the scale included (42) items, and included (5) basic dimensions as follows:

- The first dimension is emotional balance, with a number of phrases (10) and includes phrases (1-3-4-8-9), all of which are positive phrases except for phrases (2-5-6-7-10) in the opposite direction of the dimension.

- The second social dimension has a number of phrases (8) and includes phrases (2-4-6-8), all of which are positive phrases except for phrases (2-4-6-8) in the opposite direction of the dimension.
- The third dimension, control and control, numbered (8) phrases, and phrase (6) was positive, except for phrases (1-2-3-4-5-7-8) in the opposite direction of the dimension.
- The fourth dimension is the ability to confront pressures, with a number of (10) phrases, and phrases (1-2-3-4-5-6-8-9) were positive, except for phrases (7-10), in the opposite direction of the dimension.
- The fifth dimension: the ability to confront pressures, with a number of (8) phrases, and the phrases (1-2-3-4-5-6-8) were positive, except for the phrase (7), in the opposite direction of the dimension. Leaders of sports organizations respond to statements on a three-graded scale.
- The number (1) indicates that the statement does not apply to you completely, the number (2) indicates that the statement applies to you to a very small degree, and the number (3) indicates that the statement applies to you to a very great extent. These degrees are in the direction of the dimension, while the expressions in the opposite direction of the dimension are (1 = 3, 2 = 2, 3 = 1).

Correcting the scale and calculating grades:

Since the scale has three answers, the grades were distributed among the answer alternatives in the following manner (always 3 grades, rarely 2 grades - never 1 grade).

Thus, the highest grade on the scale is 126 grades and the lowest grade is 42 grades.

Search tool application:

The researcher applied the main list of the research to the basic sample of (112) leaders of sports organizations in the Kingdom of Saudi Arabia on 4/24/2023 AD until 5/23/2023 AD.

After completing the application, the researcher corrected the responses and transcribed them into lists prepared for that in preparation for processing them. Statistically.

Statistical processors: The researcher used statistical treatments for the basic data within this research using the Statistical Package for the Social Sciences program: Statistical Package for Social Science (SPSS). Frequencies and percentages - correlation coefficients - Cronbach's alpha coefficient - split-half - Ca2 test.

Presentation, interpretation and discussion of results: Firstly - with regard to the first dimension, "emotional balance: The results were as shown in Table (5):

Table (5) Frequencies, percentages, and K2 of the research sample's responses to the phrases of the first dimension, emotional balance

M	Phrases	Always		Sometimes		Never		Estimated total scores	Relative weight	Ka2
		K	%	K	%	K	%			
1	My mood is constantly moderate	30	26.8	64	57.1	18	16.1	236	70.2	30.5
2	I usually get angry more quickly than I should	22	19.6	54	48.2	36	32.1	238	70.8	13.8
3	I can calm myself down from any situation that bothers me	63	56.3	44	39.3	5	4.5	282	83.9	46.9
4	The intensity of my voice matches the current situation	66	58.9	39	34.8	7	6.3	283	84.2	46.8
5	I always feel exhausted, tired and stressed	11	9.8	47	42.0	54	48.2	267	79.5	28.5
6	I feel a state of high arousal while working	64	57.1	40	35.7	8	7.1	168	50.0	42.3
7	More threatening words without implementation	38	33.9	59	52.7	15	13.4	201	59.8	26.0
8	I look to my future with the utmost confidence	84	75.0	22	19.6	6	5.4	302	89.9	91.0
9	When I fail, I can overcome failure easily.	94	83.9	18	16.1	0	0.0	318	94.6	133.5
10	Easily confused in embarrassing situations	35	31.3	48	42.9	29	25.9	218	64.9	5.1

*The tabular value of (Ka2) at a significance level (0.05) = (5.991) It is clear from the data in Table (5) that the tabular value of (K2) was statistically significant for the statement (3), which states, "I can calm myself down from any situation that bothers me," and the statement (4), which states, "The pitch of my voice is proportional to the current situation," and the statement (6) which states, "I feel a state of high arousal while working," and statement (8), which states, "I look at my future with the utmost

confidence,” and statement (9), which states, “When I fail, I can overcome failure easily,” in the response direction, “Always.” , The value of (K2) was also statistically significant for statement (1), which states: “My mood is constantly fair,” statement (2), which states, “I usually get angry more quickly than I should,” and statement (7), which states, “More than verbal expressions.” Threat without implementation,” and the statement (10), which states, “I get confused easily in embarrassing situations,” and in the response direction, “Sometimes.” The value of (K2) was also statistically significant for the statement (5), which states, “I always feel exhausted, tired, and tense.” Response direction: “Never” The researcher attributes this indication to the fact that the leaders of sports organizations in the Kingdom of Saudi Arabia are characterized by a self-conscious awareness of feelings of anxiety and are accompanied by, and linked to, stimulation of the body’s nervous system.

Emotional balance is a continuous, dividing medium that ends on the one hand with hesitation, and on the other hand with impulsivity.

Thus, emotional balance is control and control over the self that allows its owner to occupy his place at a certain point in a continuous medium.

The researcher also believes that this result is due to controlling and controlling emotions and dealing flexibly with current and new situations and events, which increases his ability to lead situations and others.

Emotional balance is also the state of deliberation and emotional flexibility regarding different emotional situations that makes individuals who tend to this state the happiest. Calmness, optimism, stability of mood, and self-confidence. Abdel Khaleq, Abdel Fattah, and others (2006 AD) believe that individuals who refrain from this state have feelings of inferiority, are easily aroused, feel depressed, depressed, and pessimistic, and their moods fluctuate. (3: 127).

The results of this study are consistent with the results of the study of Muhammad Othman Hassan (2002 AD) (19), the study of Fouad Moqbel Ghaleb (2013 AD) (13), and Muhammad Kamal Muhammad Hamdan (2010 AD) (21).

Secondly - with regard to the second “social” dimension: The results were as shown in Table (6):

Table (6) Frequencies, percentages, and K2 of the research sample’s responses to the statements of the second social dimension

M	Phrases	Always		Sometimes		Never		Estimated total scores	Relative weight	Ka2
		K	%	K	%	K	%			
1	I find it difficult how to deal with people.	3	2.7	35	31.3	74	66.1	295	87.8	67.8
2	I am always pleased to be invited to any employee event	83	74.1	29	25.9	0	0.0	307	91.4	95.1
3	I'd rather not start talking to the other two	21	18.8	40	35.7	51	45.5	254	75.6	12.4
4	We are a talkative person	69	61.6	41	36.6	2	1.8	291	60.7	86.6
5	I have a hard time trying to get to know people	3	2.7	36	32.1	73	65.2	294	87.5	65.8
6	Make sure to give greeting cards on special occasions	72	64.3	39	34.8	1	0.9	295	87.8	67.7
7	I find it difficult how to deal with people	5	4.5	42	37.5	65	58.0	284	84.5	49.1
8	I am characterized by activity and vitality	82	73.2	30	26.8	0	0.0	306	91.1	92.3

*The tabular value of (Ka2) at a significance level (0.05) = (5.991) It is clear from the data in Table (6) that the tabular value of (Ka2) was statistically significant on the first dimension of the scale, “emotional balance,” where the response of the individuals in the research sample was to the statement (2), which states, “I can calm myself down from any situation that bothers me.” (4), which states: “I am always pleased to be invited to any employee-related occasion,” and phrase (6), which states, “I am a talkative person,” and phrase (8), which states, “I am distinguished by activity and vitality,” in the direction of responding, “always.” The value of (K2) is statistically significant for statement (1), which states, “I find it difficult to deal with people,” statement (3), which states, “I prefer not to start talking to others,” and statement (5), which states, “I find it difficult “In trying to get to know people,” and phrase (7), which states “I find it difficult to deal with people,” was in the direction of the response “never.” The researcher attributes this result to the leaders of sports organizations in the Kingdom of Saudi Arabia possessing the psychosocial characteristics that qualify them to lead sports organizations in the Kingdom. Saudi Arabia, which indicates the interest of university students in matters of social interaction, influencing others, social communication with those around them, and participating in various activities, and this aspect dominates them.

The researcher also believes that the level of sociality came at this level because Saudi society is characterized by social participation and the establishment of normal and flexible relationships. with the others.

The results of this study are consistent with the results of Al-Mazrou's study (2009), Naji's study (2002), Ghalib's study (2013), and Hamdan's study (2010), which indicated a number of personality traits and dimensions, most of which are related to social effectiveness. Such as: the ability to get to know others, flexibility in dealing with others, in addition to the dimensions of social commitment and concern for social relationships.

Third - With regard to the third dimension, "control and control": The results were as shown in Table (7):

Table (7) Frequencies, percentages, and K2 of the research sample's responses to the phrases of the third dimension, control and control

M	Phrases	Always		Sometimes		Never		Estimated total scores	Relative weight	Ka2
		K	%	K	%	K	%			
1	When I face any situation, my face turns red and changes color quickly	5	4.5	31	27.7	76	67.9	295	87.8	69.2
2	I get confused easily sometimes	28	25.0	60	53.6	24	21.4	220	65.5	20.9
3	Be shy when you enter a room and there are people chatting	7	6.3	26	23.2	79	70.5	296	88.1	74.7
4	I get confused when I'm with people who are higher than me and important in society	20	17.9	30	26.8	62	55.4	266	79.2	25.8
5	I get nervous quickly when I'm in a sudden situation	40	35.7	61	54.5	11	9.8	195	58.0	33.8
6	My decisions are objective, not subjective	66	58.9	31	27.7	15	13.4	275	81.8	36.5
7	I lose control of my nerves quickly, but I can control them quickly as well	40	35.7	51	45.5	21	18.8	205	61.0	12.4

8	Sometimes I feel short of breath and short of breath	35	31.3	62	55.4	15	13.4	204	60.7	29.8
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*The tabular value of (Ka2) at a significance level (0.05) = (5.991) It is clear from the data in Table (7) that the tabular value of (K2) was statistically significant on the second dimension of the scale, "Control and control," as the response of the individuals in the research sample to the statement (6), which states, "My decisions are objective, not subjective," was in the direction of response. "Always", and the value of (K2) was statistically significant for statement (2), which states: "I get confused easily sometimes," and statement (5), which states: "I get nervous quickly when I am exposed to a sudden situation," and statement (7), which states: "I lose control of my nerves quickly, and I can control them quickly as well," and statement (8), which states, "I sometimes feel shortness of breath and suffocation in breathing," in response to "sometimes." Also, the value of (K2) was statistically significant for statement No. (1), which states: It states, "When I face any situation, my face turns red and changes color quickly." Statement (3), which states, "I feel shy when entering a room and there are people chatting." Statement (4), which states, "I get confused when I am with people who are higher than me and important in society." , and in the response direction "never", and this may be due to the ability of leaders of sports organizations to control behavior and thinking, which includes the ability to control emotions, think positively, focus on solutions instead of problems, plan for the future, learn from mistakes, control time, and control priorities.

The results of this study are consistent with the results of the study of Kul Al-Mazrou (2009), the study of Ghalib (2013), and Hamdan (2010), which confirmed that people who have more self-control are more productive and creative people. Fourth - With regard to the third dimension, "Facing pressures:" The results were as shown in Table (8):

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Table (8) Frequencies, percentages, and K2 of the research sample's responses to the phrases of the fourth dimension: ability to cope with pressure

M	Phrases	Always		Sometimes		Never		Estimated total scores	Relative weight	Ka2
		K	%	K	%	K	%			
1	In many situations I usually expect good things to happen	72	64.3	32	28.6	8	7.1	288	85.7	56.1
2	It's easy for me to feel relaxed	68	60.7	34	30.4	10	8.9	282	83.9	45.5
3	Always look at the bright or positive side of things	81	72.3	31	27.7	0	0.0	305	90.8	89.6
4	I always feel optimistic about my future	84	75.0	28	25.0	0	0.0	308	91.7	98.1
5	Things always happen the way I hope	61	54.5	33	29.5	18	16.1	267	79.5	25.5
6	I don't get emotional easily	72	64.3	28	25.0	12	10.7	284	84.5	51.8
7	In many situations I expect bad things to happen	32	28.6	58	51.8	22	19.6	214	63.7	18.5
8	I have the ability to solve problems between employees	83	74.1	29	25.9	0	0.0	307	91.4	95.1
9	I accept criticism from others without sensitivity.	75	67.0	37	33.0	0	0.0	299	89.0	75.4
10	Failure experiences negatively affect my	30	26.8	44	39.0	38	33.9	232	69.0	2.6

*The tabular value of (Ka2) at a significance level (0.05) = (5.991) It is clear from the data in Table (8) that the tabular value of (Ka2) was statistically significant on the third dimension of the scale, "the ability to cope with pressures," as the response of the individuals in the research sample was to the statement (1), which states, "I expect, in many situations, that a "Good things," statement (2), which states, "It is easy for me to feel relaxed," statement (3), which states, "I always look on the bright or positive side of things," and statement (4), which states, "I always feel optimistic about For my future." Statement (5), which states, "Things always happen the way I hope." Statement (6), which states, "I do not get emotional easily." Statement (8), which states, "I have the ability to solve problems between employees." And statement (9), which states, "I accept criticism from others without sensitivity," and in the response direction, "always." The value of (K2) was statistically significant for statement (7), which states, "In many situations, I expect bad things to happen." And the phrase (10), which states, "Experiences of failure negatively affect me in my performance of work," is in the direction of responding "sometimes." The researcher attributes this result to the ability of leaders of sports organizations in the Kingdom of Saudi Arabia to deal with and control pressures, which includes the ability to control Feelings and thinking positively, focusing on solutions rather than problems, planning for the future, learning from mistakes, controlling time, and controlling priorities. Fifth - With regard to the fifth dimension, "susceptibility to irritation:" The results were as shown in Table (9):

Table (9) Frequencies, percentages, and K2 of the research sample's responses to the phrases of the fifth dimension, susceptibility to excitability

M	Phrases	Always		Sometimes		Never		Estimated total scores	Relative weight
		K	%	K	%	K	%		
1	When I get angry I don't care about it I get angry quickly when I hear any word that bothers me	26	23.2	49	43.8	37	33.0	235	69.9
2	I say things without thinking and later regret them	29	25.9	38	33.9	45	40.2	240	71.4
3	He gets aroused by some people quickly	26	23.2	31	27.7	55	49.1	253	75.3
4	He gets aroused by some people quickly	24	21.4	38	33.9	50	44.6	250	74.4
5	Sometimes thoughts run through my mind that cause me distress	34	30.4	56	50.0	22	19.6	15.9	63.1
6	Repeated defeat makes me frustrated.	22	19.6	29	25.9	61	54.5	263	78.3
7	I can change my wrong decisions calmly and easily.	65	58.0	35	31.3	12	10.7	277	82.4

*The tabular value of (Ka2) at a significance level (0.05) = (5.991) It is clear from the data in Table (9) that the tabular value of (K2) was statistically significant on the fourth dimension of the scale, "susceptibility to excitability," where the response of the individuals in the research sample was to the statement (7), which states, "I can change my wrong decisions calmly and easily." In the direction of the response "always", the value of (K2) was statistically significant for the statement (1), which states, "When I get angry, I do not care about that," and the statement (5), which states, "Sometimes thoughts occur in my mind that cause me distress." In the response direction "sometimes", the value of (K2) was also statistically significant for statement (2), which states, "I get angry quickly when I hear

any word that bothers me," and statement (3), which states, "I say things without thinking and regret them later." And phrase (4), which states: "I get irritated by some people quickly," and phrase (6), which states, "Repeating defeat makes me frustrated," and in the response direction, "sometimes." The researcher attributes this result to the leaders of sports organizations in the Kingdom of Saudi Arabia possessing characteristics Emotional control is where he has confidence in his abilities and skills and the ability to achieve the goals of the sports organization, in addition to having the ability to deal with all members of the

sports organization positively and work to motivate them to reach the best results, in addition to the ability to respond to the influences of the internal and external environment. This result is consistent with the study of Al-Jabour, (2017), Judeh, (2004), the study of Salama, Abdul Qadir, Al-Maghazi, (2017), Al-Mazrou. (2009), whose results indicated the importance of self-control and its connection to the ability to choose between alternatives, and it may always be between right and wrong, and if it is necessary to give weight and give precedence to the original and the best, it is less harmful, that is, identifying the available alternatives by choosing the most appropriate after contemplating the requirements of the situation and within the limits of the available time.

Conclusions and recommendations:

First Conclusions: A set of conclusions can be drawn from the contents and results of this study, as follows: First: Building a measure of psychological traits The researcher concluded to build a measure of the psychological characteristics of sports leaders in the Kingdom of Saudi Arabia.

In its final form, the measure included (42) items, and includes (5) basic dimensions as follows: _

- The first dimension is emotional balance, with a number of phrases (10) and includes phrases (1-3-4-8-9), all of which are positive phrases except for phrases (2-5-6-7-10) in the opposite direction of the dimension.
- The second social dimension has a number of phrases (8) and includes phrases (2-4-6-8), all of which are positive phrases except for phrases (2-4-6-8) in the opposite direction of the dimension.
- The third dimension, control and control, numbered (8) phrases, and phrase (6) was positive, except for phrases (1-2-3-4-5-7-8) in the opposite direction of the dimension.
- The fourth dimension is the ability to confront pressures, with a number of (10) phrases, and phrases (1-2-3-4-5-6-8-9) were positive, except for phrases (7-10), in the opposite direction of the dimension.
- The fifth dimension: the ability to confront pressures, with a number of (8) phrases, and the phrases (1-2-3-4-5-6-8) were positive, except for the phrase (7), in the opposite direction of the dimension. Leaders of sports organizations respond to statements on a three-graded scale.

The number (1) indicates that the statement does not apply to you completely, the number (2) indicates that the statement applies to you to a very small degree, and the number (3) indicates that the statement applies to you to a very great extent. These degrees are in the direction of the dimension, while the expressions in the opposite direction of the dimension are (1 = 3, 2 = 2, 3 = 1). Secondly - related to the first dimension, "emotional balance:

- The results showed that there is awareness among the research sample of leaders of sports organizations in the Kingdom of Saudi Arabia of the importance of emotional control, and this was demonstrated by: The intensity of my voice is proportional to the current situation.

- I feel a state of high arousal while working.
- I look to my future with the utmost confidence.
When I fail, I can overcome it. Fail easily.

Third - With regard to the second dimension, "social":

- The results showed that leaders of sports organizations in the Kingdom of Saudi Arabia possess psychosocial traits and this was demonstrated by: "I can calm myself down from any situation that bothers me," "I am always pleased to be invited to any employee event," "I am a talkative person," "I am characterized by activity and vitality."

Fourth - With regard to the third dimension, "control and control:"

- The results showed that the leaders of sports organizations in the Kingdom of Saudi Arabia possess the ability to control and control their actions, and this was demonstrated by: "My decisions are objective and not subjective," "I get confused easily sometimes," "I get nervous quickly when I am exposed to a sudden situation," "I lose control." I get on my nerves quickly and I can control them quickly as well.

Fifth - With regard to the third dimension, "Facing pressures":

- The results showed that leaders of sports organizations in the Kingdom of Saudi Arabia possess the ability to deal with pressure and this was demonstrated by: "In many situations I usually expect good things to happen," "It is easy for me to feel relaxed," "Always look on the bright side or "I always feel positive about things," "I always feel optimistic about my future," "Things always happen the way I hope," "I don't get emotional easily," "I have the ability to solve problems between employees," "I accept criticism from others without sensitivity."

Sixth - With regard to the fifth dimension, "susceptibility to irritation:"

- The results showed that the leaders of sports organizations in the Kingdom of Saudi Arabia possess the characteristics of emotional control and this was demonstrated by: "I can change my wrong decisions calmly and easily," "When I get angry, I don't care about that."

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