

Leadership of a spiritual nature among the officials of the school sports divisions and its relationship to high-performance management from the point of view of the coaches of the training centers of the Department of Sports Sports Activity in Thi Qar

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Research Summary:

This study aims to explore the relationship between spiritual leadership among school sports division officials and high-performance management from the point of view of the trainers of the training centers of the Sports Activity Department in Dhi Qar Governorate. Spiritual leadership is based on principles such as inspiration, moral values, and a focus on the spiritual and social development of individuals, which can reflect positively on the performance of teams and organizations.

By surveying the coaches of training centers, the study seeks to analyze the impact of spiritual leadership on improving the quality of management and raising the level of performance in the school sports field. The study will be based on a theoretical framework that includes the concepts of spiritual leadership and its main components, such as a shared vision, dedication to serving others, and the promotion of human values, in addition to high-performance management concepts that focus on efficiency, innovation, motivation, and achieving strategic goals. Questionnaires and interviews with training center trainers will be used to collect data, which will be analyzed using appropriate statistical methods to determine the relationships between variables.

The results are expected to reveal a positive correlation between spiritual leadership practices and increased effectiveness of high-performance management in training centers. The study may also illustrate how spiritual leadership can contribute to creating a positive work environment, enhancing the belonging of trainers and students, increasing their productivity and achieving desired goals.

Finally, the study will provide a set of practical recommendations for school sports division officials and directors of training centers, with the aim of promoting and supporting spiritual leadership practices as an effective tool to improve administrative and sports performance. These recommendations may include holding training workshops, adopting policies that promote spiritual and ethical values in the workplace, and developing evaluation mechanisms that reflect the impact of spiritual leadership on overall performance.

In short, this study enriches the literature on leadership and management in school sports, and provides valuable insights for practitioners and decision-makers on how to employ spiritual leadership to achieve high-performance management.

1- Definition of research

1-1 Introduction and importance of research

Management science is one of the sciences of utmost importance that serves society in various fields and activities , and must be resorted to in addressing many of the problems facing individuals and modern societies, management deals with a lot of variables that depend on each other and that these variables increase in quantity the degree of complexity, and intervention whenever the size of the administration expands, and we must know that the nature of management is not fixed, but ready to meet changing circumstances , According to accident data, through management we can collect information that is isolated from each other to establish interrelated relationships that help us solve urgent and immediate problems .

Leading to high levels of discipline, organization, financial performance, social responsibility, as well as high levels The concept of happiness at work is one of the concepts derived from positive psychology" (2: 7).

The administration has a great and influential role in the development witnessed by the sports movement through the management and organization of sports camps, as well as sports tournaments and festivals related to scouting, as well as proper and successful

planning for these matters, and other functions or administrative elements that lead the work to the right path.

The importance of the research lies in finding the relationship between leadership of a spiritual nature and high-performance management from the point of view of the school sports division, what is the level of benefit of this study on the management system of school sports divisions in Dhi Qar.

1.2 Research problem:

By acquainting the researcher with a number of studies as well as practicing the function of the official of training centers as well as the official of the school sports division in the Department of Sports Activity found recommendations to study these variables, so the researcher identified the problem of the study with the following questions.

1- What is the level of leadership of a spiritual nature and high-performance management among the officials of the school sports divisions from the point of view of the coaches of the training centers in Dhi Qar?

2- Is there a relationship between spiritual leadership and high-performance management among school sports officials from the point of view of coaches of training centers in Dhi Qar?

1-3 Research Objectives:

1- Building a spiritual leadership scale for school sports officials in Dhi Qar, Iraq .

2- Building a measure of high-performance management from the point of view of officials of training centers affiliated with school sports in Iraq.

1-4 Research journals:

1.4.1 Human field : coaches of training centers in the school sports divisions of the Department of Sports and School Activity in Dhi Qar and their assistants.

1-4-2 Time Range : from 11/4/2024 to 9/11/2025.

1.4.3 Spatial area : Directorate of sports and school activity in Dhi Qar.

3- Research Methodology and Field Procedures:

3.1 Research Methodology:

The research methodology is "The method that relies on inductive and deductive thinking and the use of methods of scientific observation and hypothesis imposition, experiment to solve a particular problem, reaching a certain result"^(١). Therefore, the researcher adopted the descriptive approach in the survey method, correlation relationships and standard studies to suit the nature of the problem and achieve the objectives of the research, where descriptive studies are used in the survey method and correlation relationships to determine to what extent changes in a particular factor are consistent with changes in another factor."^(3: 7).

3.2 Research community and sample:

The research community is "all the vocabulary of the phenomenon studied by the researcher"^(٢), The research sample is "representing a number of individuals or objects selected according to a certain rule or method of the statistical population that represents this community."^(9: 20), where the research community reached (18) trainer for training centers in Dhi Qar, the sample was selected in a deliberate way and in a comprehensive waist style, where it consisted of (18) trainer training center and by (100%) of the research community, "and here requires determining the proportions of the sample that represent the research community adequately and allow the results to circulate, and the sample sufficient quality and number will achieve success in the completion of the research, the researcher has chosen samples from the research community in proportion to the main steps to solve Search problem

3.3 Tools, means and devices used in research:

3.4 Main research procedures:

To achieve the objectives of the current research, it required building a measure for each of the leadership of a spiritual nature, and high-performance management, so the researcher took the following actions:

3-5 Exploratory experience for the two standards:

The exploratory experiment is a practical training for the researcher to identify the negatives and positives that meet him during the test to address them^(9: 20)After the building of the leadership scales of a spiritual nature and high-performance management and became ready for application, the researcher conducted an exploratory experiment

for each scale before the final application of the research in an appropriate period, where he distributed the two scales (**Spiritual leadership and high-performance management**) on a sample consisting of (8) trainer training center in Dhi Qar Governorate, and the purpose of the exploratory experiment is to create the reasons for success to apply the two main scales and know the time it takes the employee to fill out the form has been found that filling out the form takes (10) minutes per scale, and also for the purpose of ensuring that the sample understands the paragraphs of the scale and in order to avoid any obstacles or difficulties that may face the researcher in the future, where the researcher clarified how to answer the sample members,.

3.6 Main experience:

The researcher applied the main experiment by distributing questionnaire forms for the two scales in order to obtain and record the information and the aim was to analyze the paragraphs by identifying the difficulty of the paragraph for each scale, the strength of the paragraph distinction, the effectiveness of alternatives in the paragraphs of the two scales,

3.7 Final application of the two standards:

After the construction procedures have been completed, the scale has become ready for application by (25) items for the leadership scale of a spiritual nature distributed over five areas and (26) items for the measure of high-performance management distributed over four areas as the researcher applied the two scales in their final form on the application sample of my trainers of (9) training center trainer, After analyzing the answers of the final application sample, the data were collected with a special form, the final score of the sum of the scores obtained by the respondent from the sample was calculated on the paragraphs of the scale, where each trainer had a score representing his answer on the scale.

3.8 Statistical methods:

The researcher adopted the statistical bag ((SPSS Version 27) and the Excel program to access the following statistical means:

- Percentage
- Square as any
- Arithmetic mean
- Standard deviation
- Torsion coefficient

- T. Test Law for Independent Samples
- Pearson's correlation coefficient
- Alfakronbach
- Standard Z and T Degree
 - Presentation, analysis, discussion of results

As the first and second objectives have been achieved, namely the construction of a leadership scale of a spiritual nature and another high-performance management of sports leaders and officials of sports divisions through the procedures of the researcher in the construction and design of a questionnaire as passed in the third chapter.

4.1 Presentation of arithmetic means and standard deviations of the spiritual scale of leadership

Table 1 shows

Computational media , standard deviations , hypothetical means for each area of the spiritual leadership scale

| Standard deviation | Arithmetic mean | Domain |
|--------------------|-----------------|------------------|
| 5.930 | 19.221 | Vision |
| 3.876 | 17.243 | Belief in work |
| 4.738 | 19.526 | Love of altruism |
| 5.342 | 16.356 | Membership |
| 4.763 | 16.538 | Meaning |

The arithmetic mean of the field of vision was (19.221), the standard deviation was (5.930), while the arithmetic mean of the field of belief in work was (17.243), the standard deviation was (3.876), as for the field of altruism, the arithmetic mean was (19.526) with a standard deviation of (4.738), while the arithmetic mean of the membership field was (16.356) with a standard deviation of (5.342), while the arithmetic mean of the meaning field was (16.538) with a standard deviation of (4.763) with a level of error of (0.00) for all fields and in statistical (significant) significance.

4.1.1 Presentation, analysis, discussion of the results of the levels and percentage of the leadership scale of a spiritual nature:

Table (2)

Benchmark, raw , levels, repetition, percentage of sample shows leadership with a positive spiritual character.

| Percentage % | Iteration | Raw grade | Standard Grade | Levels |
|--------------|-----------|-----------|----------------|-----------|
| 12.22% | 11 | 125-105 | 80-68 | Very high |
| 43.33% | 39 | 104-85 | 68-56 | high |
| 33.33% | 30 | 84-65 | 56-44 | medium |
| 8.88% | 8 | 64-46 | 44-32 | low |
| 2.22% | 2 | 45-25 | 32-20 | Very low |

Table (20) shows the standard grades, raw , levels, repetitions, percentages of the application sample of the spiritual leadership scale in the southern region who reached a very high level (11) trainers (12.22%), a very high level (39) trainers (43.33%), a high level (30) trainers (33.33%),Medium level (8) leaders (8.88%), low level (2) coach (2.22%) and as shown in Figure (1), which shows the frequency chart of the levels of the spiritual leadership scale

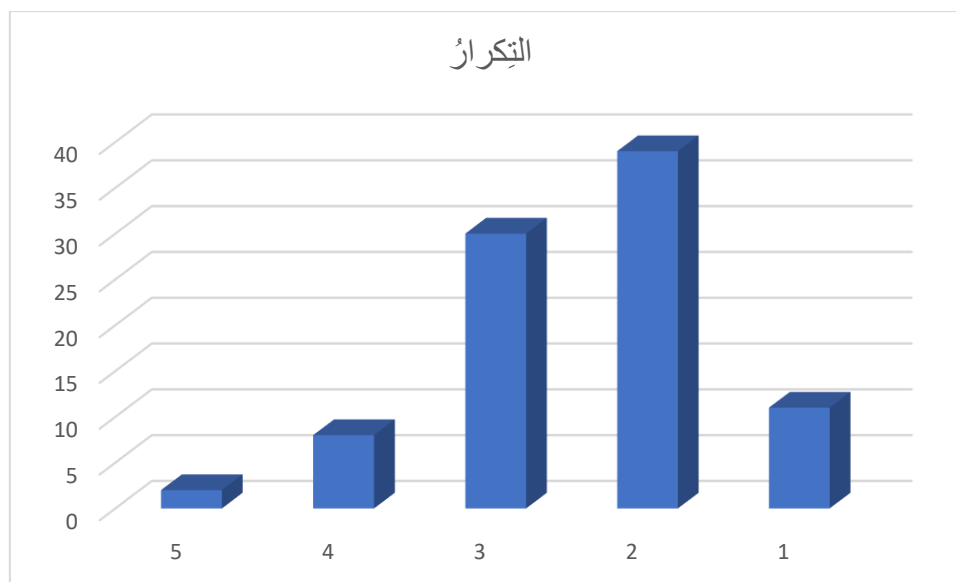


Figure (1)

Shows the frequency chart of spiritual leadership scale levels

The researcher attributes the research sample to a level (very high and high), which is a positive result due to the enjoyment of the directors of youth and sports directorates with a leadership behavior that has a direct impact on workers by virtue of the skills they possess, which makes them innovate in their fields and achieve the goals of the group,

and this is confirmed by (Maher Al-Tamimi 2015) that the trainer (is that person who can make positive attitudes and units at work for working individuals on the one hand, and his ability to develop mental and interactive skills in solving problems Through the spiritual attraction power that he possesses on the other hand ⁽¹⁾ and possesses all the ABCs of leadership of a spiritual nature in terms of charisma as he has a personality that helps him to encourage workers in order to achieve the goals of the Directorate and this is confirmed by (Serafi 2010) ⁽²⁾ As one of the advantages of the spiritual trainer that he has a charisma personality that enables him to influence personal (positive) on employees and achieve his goals by them willingly, which leads to the achievement of the goals of the institution, and enjoys a style that distinguishes him from Other managers as he possesses the abilities, skills and experiences that are characterized by humility and good manners that enable him to influence the workers positively and help to edit new ideas and encourage the largest number of them and develop their abilities and skills to solve the problems facing the Directorate by virtue of experience, prolongation, dynamism, and future vision, and have relationships with social aspects between him and the workers, which helps the worker to gain confidence in the administration and bear part of the administrative work,

As for the level (high), which is the most frequent ratio among the levels in the main research sample, as the researcher attributed this to the disparity in the characteristics and qualities of the spiritual trainer, as he tends to use some of those features and qualities without others for many reasons, either that these reasons are the trainer Sports himself and this matter is controlled by the personality of the coach Sports In terms of possibilities (mental, psychological, cultural) or be students, The use of a

certain method adapts to its capabilities, which leads to a lot of problems at some times, and this for its part negatively affects the administrative process within the institution, it is possible to watch the trainer The charisma (interactive, leading personality) within the organization manages the work to the fullest, but it depends on some workers close to him in the performance and completion of most of all administrative work and marginalizes part of the employees, which leads to a loss of confidence To the officials of the sports divisions The marginalized in the coach Sports This drives them to restlessness with work.

As for the levels (medium and low), the researcher believes that because the leaders do not have the qualities and attributes of leadership of a spiritual nature, as it can be said that the coach with an authoritarian personality (dictatorship) does not allow others to participate in decision-making or does not listen to their opinions and suggestions and be strict with his opinion or that he does not distinguish between hardworking workers and others who are lagging behind in work and that he is very weak in the face of challenges, especially emergency ones, as he does not have any plans to face them, which leads to obstruction and breach In the institution, as well as does not tend to encourage workers to show their best administrative work by not giving bonuses or books of thanks and bonuses and always attributed success in work to him only or to a group of workers close to him without appreciating the work of others who have done their best to achieve that success, which leads to a loss of trust between the two works and management and this for his part leads to the wear and tear of the institution and its entry into administrative shifts affect the quality of work .

4-2 Presentation of the results of arithmetic media, standard deviations for areas of high-performance management:

Table (3) shows

Arithmetic means, standard deviations, hypothetical means for each area of the management excellence scale

| Standard deviation | Arithmetic mean | Domain |
|--------------------|-----------------|------------------------|
| 5.876 | 23.344 | Strategic Planning |
| 5.563 | 20.845 | Leadership |
| 4.631 | 24.637 | Training & Development |
| 4.450 | 24.646 | Performance Appraisal |

The arithmetic mean for the field of strategic planning was (23.344), the standard deviation was (5.876), while the arithmetic mean for the field of leadership was (20.845), the standard deviation was (5.563), as for the field of training and development, the arithmetic mean was (24.637) with a standard deviation of (4.631), while the arithmetic mean for the field of performance evaluation was (24.646) with a standard deviation of (4.450) with an error level of (0.00) for all areas and statistically (significant).

4.2.1 Presentation, analysis and discussion of the results of the levels and percentage of a measure of high-performance management:

Table (4)

Shows standard and raw grades, levels, repetition and percentage of the application sample in high positive performance management

| Percentage % | Iteration | Raw grade | Standard Grade | Levels |
|--------------|-----------|-----------|----------------|-----------|
| 14.44% | 13 | 125-105 | 80-68 | Very high |
| 44.44% | 40 | 104-85 | 68-56 | high |
| 32.22% | 29 | 84-65 | 56-44 | medium |
| 6.66% | 6 | 64-46 | 44-32 | low |
| 2.22% | 2 | 45-25 | 32-20 | Very low |

The table shows the standard grades , raw, levels, frequencies, percentages of the application sample of a measure of high performance management in the central and southern regions who reached a very high level (13), by (14.44%), by a high level and their number (40), by (44.44%), by medium level, their number is (29), by (32.22%) , at a low level and their number (6), by (6.66), at a very low level and their number (2), by (2.22%) and as shown in Figure (2), which shows the frequency chart of the levels of a measure of high performance management

Which shows the frequency chart of the levels of the management excellence scale

The disparity between the levels obtained by the researcher after analyzing the results obtained as a result of applying a measure of high-performance management on the

main research sample was clear and that the reasons for this disparity is due to several factors and these factors sources of high-performance management, as it arises with high-performance management from many causes present in the work, which are responses that not all individuals can agree with, as individuals differ in the degree of their compatibility according to the nature of their personalities in general.

Sources of excellence can be divided according to their source into two parts:

First, it involves the personality of workers from a personal perspective, as workers combine personality factors such as culture, society and economic status, and there are differences in individual psychological and social attitudes, criticism, supervision and incentives. And significant differences in cultural levels, which is reflected in their reactions to the coach . The way management deals with them and the excellence in their work that the worker enjoys at work will have a positive impact on him and the entire organization, employees with distinctive jobs are influenced by the team model. They are imbued with the organization's often contradictory culture. Mobile employees are different, they always seek to adapt and adapt to new work behaviors that the group accepts and rejects, so it may be difficult for them to integrate into this new society in a short time, but it will take a long time, and it is a waste of time and energy.

Second, the human resources department of institutions and institutions is still unable to meet all the organization's human resources needs in terms of quantity, specifications and time, and there is no good future planning and preparation to meet the organization's future needs of human resources. Human resources, the presence of vacancies that the institution needs in terms of scientific and productivity, and the

absence of additional labor that exceeds the requirements of the job, which reduces work within the organization to a limited number of workers, and human Resources Department The ability to communicate and interact continuously in The labor market, in addition to the ever-changing and updated capabilities and flexibility required by human resources to accommodate new jobs, as well as the technical specifications required in them, to accommodate and provide manpower for the resources of new training programs, the ability to keep pace with new technological updates in the professional field of work in the organization, the safety of the internal work environment, the prevalence of the spirit of love, cooperation and integration among employees The spirit of cooperation, A successful team, a high sense of belonging and readiness of employees towards the organization and the spirit of doing their best. Continue to give and face the challenges and the high level of belonging of employees towards the institution and their readiness to exert and give continuously and face the challenges facing the institution.

Setting strategies for administrative development and comprehensive reform, and the task of achieving high-performance management within institutions at the forefront of their concerns, it has made it a goal, for its ability to face fluctuations that require flexibility, communication and openness, to contain everything new in its field of specialization, and to accommodate the variables of the surrounding environment, the behavior of competitors, and accept the waves of continuous innovations, and unexpected circumstances of challenges. With high-performance management, The difference of this institution from the rest of the institutions and its uniqueness in something that cannot be repeated in another institution, to ensure the safety of the

institution's workflow steadily and safely, which requires good planning for human resources; In coordination with the directors of the various departments to study the possibility of an internal job exchange, in the light of which the final decision will be determined, whether to request the appointment of new employees, stop the movement of appointment or dispense with some.

Entrepreneurs should not neglect that the process of controlling the functional budget includes determining the institution's needs for human resources later, by estimating their number and the type of specializations they expect for development plans and the introduction of new systems and equipment within the framework of replacement and modernization in the future, or for the trends of promotion and conditions of retirement, or to meet the requirements of doubling production, diversifying activity, expanding and spreading requirements, and opening new markets.

The longer the years employees work in their positions, the more their experience, the higher their level of performance, their psychological readiness to accept education, and positive interaction with the training and qualification programs provided by the institution, as well as deepening their sense of belonging to the institution and ensuring its success, and developing functional and personal relations between them , to distinguish the institution in its field" (3: 36).

The continuation of the work environment for years reveals what may emerge from the existence of a link between manifestations of poor performance and the motivations of individuals to participate in the work, due to the incompatibility of the nature of work with the tendencies, talents and capabilities of employees, or the weakness of incentives, or

the way work is managed within a department may not inspire confidence, or the existence of dishonest competition and the control of job pressure groups to achieve special interests, or poor understanding between individuals due to the different values from the environments from which they came. All of which Important considerations that can only be identified after knowing the amount of excellence enjoyed by administrative officials to clarify their vision and determine the reasons for poor performance and work to highlight this institution more to achieve its goals and the success of the institution.

4-3 Presentation of the correlation and the percentage of contribution to the two measures of leadership of a spiritual nature and high-performance management:

Table(5)

Shows the relationship between the two scales of spiritual leadership and managerial excellence.

| Significance | Sig | Value (r) | Standard deviation | Arithmetic mean | Scale |
|--------------|-------|-----------|--------------------|-----------------|----------------------------|
| Moral | 0.000 | 0.837 | 13.765 | 88.884 | Spiritual leadership |
| | | | 14.743 | 93.472 | Management differentiation |

The table shows the results of the relationship between the two measures of leadership of a spiritual nature among officials of sports divisions and its relationship to high-performance management from the point of view of sports leaders Researchers using the simple correlation coefficient (Pearson) in order to find out the correlation between the two scales, the results showed a significant correlation between the two

scales and a correlation coefficient of (0.837) at the level of significance (0.000), and this indicates that spiritual leadership has a direct impact on excellence because leadership is one of the basic and important pillars within each institution and has a direct impact On the community within the institution, and it is considered a necessity of the infrastructure of any organization, in addition to that it is a process of cooperation between the director and the work workers of the organization, and leadership, in addition to being an administrative process, it is also a social process through which work groups interact with each other, whether inside or outside the organization, and through it the official or manager and supervisors work on the positive impact required to move the group towards the goal to be achieved, and with leadership, workers can stand on the picture The real workflow, which generates a sense of satisfaction and relieve pressure, and from it it is possible to achieve the goals of the organization and the goals of the worker alike.

Through all this, we can say that spiritual leadership affects the human element, the main engine of the work of institutions, which is able to absorb new concepts and ideas that help to face the challenges imposed by environmental, cultural, political, economic and social conditions, and this through their performance, on which the success of institutions depends in achieving or reaching their goals and maintaining their survival in light of the competitive scene that organizations and institutions know today.

The good high performance, which is the product of effort, whether muscular or intellectual, made by an individual or a group for a specific achievement to reach the achievement of predetermined goals, is based on the exploitation of available resources or the institution's inputs with the least effort or cost and high productivity while

maintaining the health and comfort of workers, this is what gives the institution its position in society by nature, whether educational, economic or service, and ensures its survival, continuity and excellence within successful institutions.

Therefore, trying to know the relationship between leadership of a spiritual nature and high-performance management is the focus of our study in which we stand on the reality of administrative leaders of sports leaders by knowing the contribution of leadership in solving the problems facing workers and discovering or identifying leadership obstacles that directly or indirectly affect their performance considering the importance of the latter in drawing the present and future of the institution through its progress and growth and achieving its goals, which gives it the impetus to maintain its survival and sophistication.

It has been shown through our study that leadership of a spiritual nature is one of the most important components of the internal environment of the organization that affects the behavior and performance of workers and constitutes an important motivation towards achievement, that is, it is one of the most important determinants of the success or failure of organizations, especially if the means provide leadership of a spiritual nature that would be a competitive advantage enables the organization to achieve a strong position, we have found through the theoretical aspect of this research that successful institutions pay great attention to the worker Considering it a source of success, excellence and creativity, allowing him freedom of initiative, creativity and responsibility, providing a comfortable and psychologically balanced atmosphere that leads to excellence in solving problems, in addition to providing a system of incentives and

rewards that will reduce pressure at work and push him to exert more efforts in achieving his work goals and the goals of the institution as a whole 25:4).

Therefore, we can say that there is a correlation between leadership of a spiritual nature and high-performance management, as whenever leadership of a spiritual nature is effective and well established in a way that suits the required administrative and organizational work, it has a positive impact on working conditions in general within the directorates of youth and sports, which relieves a cycle of pressure on its employees and contributes to reducing or eliminating it. In organizational and administrative work, which is reflected in the quality of work in general and in turn affects workers within the directorates and this impact is negative in itself and is considered one of the most important difficulties that may face workers.

5. Conclusions and recommendations:

5.1 Conclusions:

- 1- The two scales have the ability to measure leadership of a spiritual nature and high-performance management of sports leaders from the point of view of the officials of the sports divisions in the central and southern regions.
- 2- The results of the study showed that there is a percentage of contribution to spiritual leadership on high-performance management.
- 3- The leadership of a spiritual nature has a very big role in changing the level of performance for the better, by virtue of the strength of psychological comfort enjoyed by

leaders and the wrapping of subordinates around it to implement its own vision of the organization.

5.2 Recommendations:

1- Paying attention to the leadership process of a spiritual nature and in all respects because of its positive impact on the work atmosphere of workers in institutions.

2- Adopting the standards of leadership of a spiritual nature and high-performance management as tools to identify the levels of leadership of a spiritual nature and high-performance management in order to identify the problems and difficulties they face to avoid them in order to achieve their desired goals.

3- The need for leadership at various levels to pay attention to the process of performing subordinates periodically and continuously to avoid mistakes among employees and their participation in new work courses or workshops that serve the institution

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