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Predicting the servant leadership of the presidents of Iraqi Stars League football clubs from the point of view of administrative bodies

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The study aimed to build a scientific measure to predict the extent to which the presidents of **the Iraqi Stars League** football clubs have the characteristics of "**servant leadership**", which elevates the interest of the team and the fans above personal gains, in an administrative environment that suffers from the absence of objective tools to measure the commitment of leaders to this model, and the spread of favoritism as a major obstacle to good governance, where clubs are managed with immediate reactions that exacerbate crises such as the depletion of resources in unsustainable projects, and the collapse of public confidence due to Lack of transparency, **to fill this gap, the** study relied on the design of a measurement form based on the opinions of (170) administrative members representing (20) clubs deliberately selected from the league clubs, with data analysis via the statistical package (SPSS). The results indicate that the traits of servant leadership (such as vision, communication, and empowerment) are present in club presidents at an above-average level, but **they are not sufficiently rooted** or applied regularly, in light of the results of the research, the researcher reached the following conclusions: A scale was built to predict servant leadership and the researcher recommends **adopting the scale** As a standard tool for selecting presidents and evaluating their performance, **implement training courses** in partnership with the Ministry of Youth and Sports to educate leaders about the importance of servant leadership.

1- Definition of the research:

1.1 Introduction Research and its importance:

In a world where leadership models struggle between traditional and modern, "servant leadership" imposes itself as an exceptional solution for the management of sports clubs, especially in an environment rich in challenges such as the Iraqi Stars League, which represents not only a sports championship, but also a national and social heritage. The importance of this study lies in its disclosure The readiness of administrative bodies – as a key partner in decision-making – to adopt a leadership vision that transforms clubs from competitive platforms to community incubators, and contributes to enhancing the sustainability of the Iraqi Stars League through leadership that takes into account the balance between sporting achievement and ethical responsibility, and rebuilds trust between the public and the sports institution, which opens new horizons for a sports industry based on values and people.

2.1 Research problem

Recent global studies on "servant leadership" have shown its effective role in improving administrative performance, but the reality of the Iraqi Stars League reveals a large gap between theory and practice, due to the spread of nepotism and the absence of effective control mechanisms, the biggest problem here remains the **lack of a predictive model that evaluates the** commitment of club presidents to the philosophy of servant leadership from the point of view of the clubs' administrative bodies. This highlights the urgent need for research focused on designing accurate measurement tools that touch the complexities of the Iraqi environment, and providing practical solutions commensurate with the pressures of the Iraqi reality and its limited resources.

1-3 - Research Objectives:

1- Building and codifying the scale of servant leadership for the presidents of the Iraqi Stars League football clubs.

2- Predicting servant leadership from the point of view of the administrative bodies of the clubs participating in the Iraqi Stars League.

4.1 Research areas

1-4-1 - Human field: The administrative bodies of the clubs participating in the Iraqi Stars Football League for the season 2023-2024.

1-4-2 - Time: 26/9/2023 to 25/2/2024

1-4-3 - Spatial field: The headquarters of clubs in the central and southern regions participating in the Iraqi Stars Football League for the season 2023-2024.

1.5 Definition of terms:

1.5.1 Servant leadership: "It is a philosophy and set of practices that enrich the lives of individuals and work to build better organizations and thus lead to the creation of a more just and caring world for individuals that transcends the self-interests of the leader"^{0.1}

2- Research Methodology and Field Procedures:

2.1 Research Methodology:

The nature of the phenomenon and the objectives set impose on the researcher to choose the appropriate approach because it is "the art of the correct organization of a series of many ideas in order to reveal the truth when we are ignorant or prove it to others when we are knowledgeable" (2) The researcher used the descriptive approach in the survey method, correlational and comparative studies and standard studies due to its appropriateness and the nature of the current study "as the descriptive research aims to identify the conditions and relationships between reality and the apparent and aims The descriptive survey method refers to the collection of data from members of a community to determine the current state of society in several variables."³

2.2 Research community and samples:

The research population is defined as the group of elements or individuals addressed by the study related to the problem identified⁴, the determination of the population is usually linked to the objectives set by the researcher and the condition of selecting the sample from that community to be truly representative of the original community so that this sample has a main condition that its results can be generalized to the group from which it was taken⁵The sample means "the special part taken from the original community,

⁽¹⁾ Greenleaf, R. K.. The Servant as Leader, Indianapolis, Indiana: The Greenleaf Center for Servant Leadership.2015,37.

⁽¹⁾ Ibrahim bin Abdul Aziz: Curriculum and methods of scientific research , 1st Edition, Amman, Dar Sana'a for Publishing and Distribution, 2010, p 70.

⁽²⁾ Mohamed Hassan, Allawi and Osama Kamel Rateb: Scientific Research in Physical Education and Sports Psychology , Cairo, Dar Al-Fikr Al-Arabi, 1999, p. 139.

⁽³⁾ Farid Kamel Abu Zeina and others : methods of scientific research and statistics in scientific research , 2nd edition, Dar Al-Maysara for publishing, distribution and printing, 2007, p. 20.

⁽⁴⁾ Mohamed Labib Najafi and Mohamed Mounir Morsi: educational research and curricula , Cairo, World of books, 1983, p 102.

through which the actual data necessary for the experiment can be obtained".¹ On this basis, the research community included members of the administrative bodies of the Iraqi Stars League clubs (professional) in football for the season 2023-2024, which numbered 170, according to the book of the Ministry of Youth and Sports (*) and the research sample reached 150 members after excluding the presidents of the clubs numbering (20) and the researcher used the method Intentional in the selection of the research sample.

1.3.3 Research tools:

Since the current research aims to measure the trend towards the servant leadership of the presidents of the Iraqi Stars League clubs (professional) football, and due to the lack of this scale, it has required the researcher to build this scale using scientific and practical steps to build standards by identifying theoretical premises and basic needs On which we rely in the construction of scales, as Crowe Nabach stresses the need to start by defining the structural concepts from which the procedures for building and preparing the scale are based². In the current research, the research tools for the Maid Leadership Scale included.

2.3.3 Identification of areas for the Servant Leadership Scale

The construction of any good and objective scale requires proper planning, i.e. the process of prior preparation so that the preparation process represents the full approach and the picture is clear to the researcher to be able to determine the areas of the scale The process of preparing the full curriculum and the picture is clear for the researcher to be able to identify the main areas of the scale, in order to obtain a good scale that enjoys honesty and stability⁽³⁾ And in order to divide the scale into its initial elements to represent each element a specific field, or a frame of reference to derive paragraphs from it and to evaluate and find their characteristics, and after reviewing the references, sources, theories and studies associated with the current scale, and in light of the theoretical definition of servant leadership has been developed

Ayed Karim: Introduction to Statistics and SPSS Applications , 1st Edition, Al-Diaa Press, Najaf, ¹ Iraq, 2009, p. 16.

⁽²⁾ Cronbach, L, J: Essentials of Psychological testing 5th ed , New york , Harper a Row 2016,p 462 .

^{Amer3} Hussein Ali Omran: Building a training program for supervisors specialized in physical education in light of the requirements of total quality management, thesis, Faculty of Physical Education, University of Babylon, 2013, p. 89.

(5) areas for this scale are (vision, empowerment, confidence, communication, conceptual skills), and in order to identify the validity of

These areas were presented through the questionnaire of the 15 experts and specialists (*),¹ as the questionnaire "is a tool for collecting information related to the subject of research through a research form containing a number of questions arranged in an appropriate logical manner and distributed to interested persons to fill them out". Accordingly, the researcher sought to determine the importance of each component by extracting the value of relative importance and accepting the areas that achieved more than 75% of the experts' agreement as shown in Table (1).

Significance Statistics	Value (Ka2)		Expert Agreement			Domains of Servant Leadership Scale	t
	Tabular	Calculated	Percentage of expert agreement	Disagree	I agree		
Acceptable	3.84	15	100%	0	15	Vision	1
Acceptable		11.27	93.3%	1	14	Empowerment	2
Unacceptable		1.67	66.6%	5	10	Trust	3
Acceptable		8.7	86.6%	2	13	Communicate	4
non Acceptable		0.06	46.67	8	7	Conceptual skills	5

Table (1) shows that the number of scale areas that were surveyed by experts and specialists is (5) areas, as only three areas were accepted, namely (vision, empowerment, communication).

4.1.3.4 Determination of the validity of the paragraphs of the servant leadership scale

The concept of validity of paragraphs refers to the special inferences that we come out of the degrees of the scale in terms of their appropriateness, meaning and usefulness, which is the achievement of the truthfulness of the scale, i.e.

Appendix ()

Appendix ()

¹Rihi, Mustafa Alyan and Othman, Muhammad Ghoneim: Methods and Methods of Scientific Research – Theory and Practice, Amman, Jordan, Dar Safaa for Publishing and Distribution, 2000, p. 82

the meaning of collecting evidence that supports such inferences¹. After that, these paragraphs were presented through a questionnaire of opinions (*) to a group of gentlemen, experts and specialists, numbering (15) experts and specialists(**) To demonstrate its validity in measuring the goal for which it was developed and after analyzing the responses of specialists and testing its results using (Ka2) to compare between those who agree and disagree, the results indicated that (45) items obtained complete agreement in their validity in measuring servant leadership because the calculated value of (Ka2) at these paragraphs was greater than the corresponding tabular value at the degree of freedom (1) and the level of significance (0.05) and the adult (3.84). Two paragraphs were deleted from the third area (communication) because there was no agreement by the experts, and the researcher took all the observations made by the experts and specialists, and Table (2) shows this.

Table (2)

Shows the opinions of experts and specialists in the paragraphs of the servant leadership scale and the chi-square for those who agree and disagree

Statistical significance	Ka2 Value		Number of experts			Number of paragraphs	Paragraph numbers in the scale	Domain	t
	Tabular	Calculated	Percentage of Approval	Disagrees	Approvers				
Moral	3.84	15	100%	0	15	14	1/2/3/4/5/6/ 7/9/10/11/12 /13/14/16	Vision	1
Moral		11.26	93.33%	1	14	2	8/15		
Moral		15	100%	0	15	12	17/18/19/20/22 /25/26/27/28/29 30/31	Empowerment	2
Moral		11.26	93.33%	1	14	3	21/23/24		
Moral		11.26	93.33%	1	14	14	32/33/35/36/37 /39/40/41/42/43 /44/45/46/47	Communication	3
Immoral		1.67	66.66%	5	10	2	34/38		

4.1.4 Exploratory experiment:

The purpose of which is to identify the clarity of the instructions or paragraphs of the servant leadership scale in its initial form, as well as to know the

Mohamed Nima Hassan: Optimism and sports pessimism and its relationship to achieving goals, sports identity and ¹ achievement among athletics players, PhD thesis, Faculty of Physical Education, University of Babylon, 2008, p. 58.

integrity of the paragraph formulation and clarity of the laboratory, and to identify the optimal and appropriate method in the method of implementing the main experiment, the clarity of the answer instructions among the members of the research sample, as well as the time taken to answer the paragraphs of the servant leadership scale, so the scale was applied to a sample of (10) members of clubs Police and Air Force by (5) members from each club, on Sunday, 26/11/2023, and it was shown from the experiment that the instructions and paragraphs of the scale are clear and understandable from the individuals of the sample, and that the average time taken to answer the scale amounted to (18) minutes, according to the following equation:

$$\text{Hypo} = \frac{\text{Fastest theoretical answer} + \dots}{2}$$

3.4.1.5 Application of the servant leadership scale to the construction sample:

The Maid Leadership Scale Appendix () was applied to the (80) members of the construction sample in order to conduct a statistical analysis of the Maid Leadership Scale in the period from 30/11/2023 to 31/1/2024.

Statistical analysis of the paragraphs of the scale of servant leadership discriminatory ability:

First: Preliminary analysis of the paragraphs of the servant leadership scale

The researcher verified the ability of the paragraph to distinguish using the method of the two peripheral groups depending on the results of (80) members, and to calculate the discriminatory ability of the paragraphs, the researcher followed the following steps:

Arranging the grades of administrators on the scale from the highest degree to the lowest degree, which ranged between (75-200).

Determining (27%) of the forms with higher grades, amounting to (22) forms in which the grades ranged between (180-200), as well as (27%) of the forms with the lowest grades, amounting to (22) forms in which the grades ranged between (92-150). The discrimination coefficient of each item of the scale was calculated using the T-test for two independent samples by the Statistical Bag for Social Sciences (SPSS). The statistically significant T value was considered an indicator for paragraph discrimination, as the calculated T value was compared with the tabular value at the level of significance (0.05)

and the degree of freedom (78) of (1).99), and Table (3) shows the test results for all paragraphs

Table (3)

Shows the arithmetic mean, standard deviation of the upper and lower groups, calculated T-value and its significance in calculating the discriminatory power of the servant leadership scale

Significance	Calculated t-value	Minimum group of 22		Top 22		t
		Standard deviation	Arithmetic mean	Standard deviation	Arithmetic mean	
Characteristic	7.09	0.48	2.36	0.31	2.90	1
Unmarked	-2.59	0.78	1.76	0.65	1.41	2
Characteristic	6.36	0.50	2.52	0.18	2.97	3
Characteristic	6.41	0.69	2.36	0.18	2.97	4
Characteristic	8.96	0.59	2.28	0.13	2.98	5
Characteristic	8.20	0.56	2.12	0.37	2.84	6
Characteristic	8.33	0.56	2.22	0.28	2.91	7
Characteristic	6.77	0.68	2.24	0.37	2.93	8
Characteristic	6.76	0.82	2.03	0.41	2.84	9
Characteristic	9.10	0.53	2.22	0.29	2.95	10
Characteristic	8.48	0.54	2.33	0.18	2.97	11
Characteristic	6.71	0.54	2.47	0.18	2.97	12
Characteristic	6.25	0.62	2.43	0.18	2.97	13
Characteristic	6.66	0.64	2.38	0.18	2.97	14
Characteristic	4.72	0.54	2.47	0.35	2.86	15
Characteristic	8.65	0.55	2.21	0.28	2.91	16
Characteristic	4.58	0.72	2.03	0.69	2.64	17
Characteristic	4.31	0.65	2.29	0.51	2.76	18

Characteristic	3.94	0.57	2.52	0.35	2.86	19
Characteristic	2.60	0.49	2.61	0.38	2.83	20
Characteristic	3.37	0.57	2.53	0.41	2.84	21
Characteristic	5.67	0.58	2.14	0.47	2.69	22
Characteristic	6.29	0.60	1.50	0.78	2.31	23
Characteristic	12.03	0.53	1.60	0.51	2.76	24
Characteristic	4.20	0.68	1.43	0.86	2.03	25
Characteristic	7.63	0.68	1.53	0.71	2.52	26
Characteristic	9.46	0.65	2.07	0.26	2.93	27
Characteristic	3.60	0.60	2.43	0.42	2.78	28
Characteristic	2.52	0.60	2.17	0.56	2.71	29
Unmarked	-2.01	0.77	1.88	0.80	1.59	30
Characteristic	4.82	0.57	1.58	0.81	2.21	31
Characteristic	13.07	0.53	1.60	0.45	2.79	32
Characteristic	6.90	0.87	2.16	0.18	2.97	33
Characteristic	5.24	0.87	2.26	0.39	2.91	34
Characteristic	6.71	0.78	1.95	0.55	2.79	35
Characteristic	6.76	0.82	2.03	0.41	2.84	36
Unmarked	4.72-	0.78	1.95	0.62	2.57	37
Characteristic	4.91	0.59	1.79	0.70	2.38	38
Characteristic	4.43	0.63	1.81	0.66	2.34	39
Characteristic	5.56	0.66	1.88	0.54	2.50	40
Characteristic	4.41	0.72	1.90	0.53	2.41	41
Characteristic	4.72	0.78	1.95	0.62	2.57	42
Characteristic	4.82	0.57	1.58	0.81	2.21	43
Characteristic	6.15	0.79	1.90	0.62	2.71	44

Characteristic	9.01	0.77	2.00	0.26	2.97	45
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Through the above table, paragraphs (2/30/37) fell with discriminatory ability

Second: Internal consistency coefficient

This method is the second indicator that shows the ability of a paragraph to discriminate, and this method is based on calculating the correlation of the score of each paragraph of the scale with the total score of the scale itself.

It is noteworthy that this procedure provides the scale with several advantages, namely:

1- Shows the extent to which the paragraphs of the scale are related to each other.

2. The discriminatory power of the paragraph is similar to the discriminatory power of the paragraphs of the scale as a whole.

This procedure makes the scale homogeneous in its ability in that each of its paragraphs measures the attribute.

First: A correlation between the degree of the paragraph and the degree of the field of the scale of servant leadership

Pearson's correlation coefficient was used to extract the correlation between the scores of each paragraph for the field score of the scale in order to verify the significant significance of the correlation coefficient between the 42 paragraphs, and after calculating the correlation coefficient for each paragraph in the field degree, the calculated value of the correlation coefficient was compared with the critical tabular value of significance level (0.05) and degree of freedom (78) of (0.240) Table (4) shows this.

Table (4)

Shows the correlation coefficients of the score of each paragraph with the degree of the field to which it belongs in the Servant Leadership Scale

Significance	The relationship of paragraph grade to the field to which it belongs	t	Domain	Significance	The relationship of paragraph grade to the field to which it belongs	t	Domain
function	0.641	24	Empow erment	function	0.372	1	Vision
function	0.673	25		Deleted by discrimination		2	
function	0.664	26		function	0.585	3	

function	0.618	27	Communicate	function	0.563	4	Empowerment
function	0.538	28		function	0.581	5	
function	0.512	29		function	0.537	6	
Deleted by discrimination		30		function	0.677	7	
function	0.545	31		function	0.614	8	
function	0.511	32		function	0.473	9	
function	0.508	33		function	0.620	10	
function	0.617	34		function	0.741	11	
function	0.596	35		function	0.627	12	
function	0.572	36		function	0.629	13	
Deleted by discrimination		37		function	0.754	14	
function	0.574	38		function	0.713	15	
function	0.554	39		function	0.575	16	
function	0.665	40		function	0.431	17	
function	0.685	41		function	0.554	18	Empowerment
function	0.777	42		function	0.500	19	
function	0.689	43		function	0.730	20	
function	0.659	44		function	0.650	21	
function	0.618	45		function	0.691	22	
				function	0.695	23	

Second: A correlation between the degree of the paragraph and the total degree of the scale of servant leadership

Pearson's correlation coefficient was used to extract the correlation between the scores of each paragraph and the total score of the scale in order to verify the significant significance of the correlation coefficient between the 42 paragraphs, and after calculating the correlation coefficient for each paragraph with the total score, the calculated value of the correlation coefficient was compared with the critical tabular value of significance level (0.05) and degree of freedom (78) of (0.240) that all correlation coefficients were a function. Table 5 illustrates this.

Table (5) shows the relationship of the degree of the paragraph with the total score of the scale of servant leadership

Significance	Correlation coefficient	t	Significance	Correlation coefficient	t	Significance	Correlation coefficient	t
function	0.449	31	function	0.458	16	function	0.469	1
function	0.548	32	function	0.381	17	Deleted by discrimination		2

function	0.518	33	function	0.326	18	function	0.467	3
function	0.452	34	function	0.287	19	function	0.617	4
function	0.524	35	function	0.202	20	function	0.613	5
function	0.457	36	function	0.205	21	function	0.493	6
Deleted by discrimination		37	function	0.410	22	function	0.541	7
function	0.412	38	function	0.483	23	function	0.539	8
function	0.461	39	function	0.664	24	function	0.458	9
function	0.428	40	function	0.373	25	function	0.527	10
function	0.372	41	function	0.476	26	function	0.558	11
function	0.488	42	function	0.459	27	function	0.513	12
function	0.641	43	function	0.253	28	function	0.456	13
function	0.604	44	function	0.149	29	function	0.477	14
function	0.621	45	Deleted by discrimination		30	function	0.355	15

Third: A correlation between the score of the field and the total score of the scale of servant leadership

The Pearson correlation coefficient was calculated between the total degree of the scale and the degree of the field, in order to verify the significant significance of the correlation coefficient between the 42 paragraphs, and it appeared that all correlation coefficients are statistically significant because the calculated T values are greater than the tabular value of (0.240) at the level of significance (0.05) and the degree of freedom (67), and Table (6) shows that

Table (6) Correlation coefficients of the degree of the domain with the total score of the driving scale

Communicate	Empowerment	Vision	Domain
0.901	0.900	0.873	Correlation coefficient of the degree of the domain with the total score of the scale

4 Presentation, analysis and discussion of research results:

After the first research goal was achieved, which is to build a scale of leadership servant for the heads of sports clubs from the point of view of the administrative bodies in the third chapter, the researcher went to achieve the other research objectives as follows:

4-1 Presentation and analysis of the results of research variables and discussion:

4.1.1 Servant Leadership Scale

4.1.1.1 Presentation and analysis of the results of the servant leadership domains:

Table (7) shows the results of the domains of the servant leadership scale

Moral	Significance level	t-value	on	Going to	M. Al-Fardi	Number of paragraphs	Domain	t
Moral	0.000	60.94	2.50	64.68	45	15	Vision	1
Moral	0.000	39.00	4.05	62.40	42	14	Empowerment	2
Moral	0.000	49.81	3.15	59.28	39	13	Communicate	3
Moral	0.000	149.75	9.70	186.36	126	42	Total	

* **Moral at the level of significance (0.05) and the degree of freedom of 59**

The results of Table () show **that** the Servant Leadership Scale is distributed over three areas and its results were as follows:

❖ Where the **first field was vision**, as the number of paragraphs of the field reached 15 paragraphs with a hypothetical mean of 45, while the arithmetic mean of the field was 64.68 with a standard deviation of 2.50, while the calculated t-value of the field was 60.94 with a significance level of 0.000, and this indicates the significance of the field when compared to the significance level of 0.05 and the degree of freedom of 59.

❖ While the **second area was empowerment**, as the number of paragraphs of the field reached 14 paragraphs with a hypothetical mean of 42, while the arithmetic mean of the field was 62.40 and a standard deviation of 4.05, while the calculated t-value of the field was 39.00 with a significance level of 0.000, and this indicates the significance of the field when compared to the significance level of 0.05 and the degree of freedom of 59.

❖ While the **third area was communication**, as the number of paragraphs of the field reached 13 paragraphs with a hypothetical mean of 39, while the arithmetic mean of the field was 59.28 and a standard deviation of 3.15, while the calculated t-value of the field was 49.81 with a significance level of 0.000, and this indicates the significance of the field when compared to

the significance level of 0.05 and the degree of freedom of 59.

4.1.1.2 Presentation, analysis and discussion of the results of the Servant Leadership Scale:

The results related to the analysis of the data for the degree of the scale of leadership servant to single out the research sample using statistical means showed the arithmetic mean, standard deviation and hypothetical mean, and after inferring the significance of the differences between the arithmetic mean of the sample and the hypothesis of the scale, the researcher used the test (t) for one sample to identify the reality of servant leadership among the members of the main research sample as shown in Table (8).

Table 8

Shows the arithmetic mean, standard deviation, hypothetical mean, and calculated value (t) of the servant driving scale

Significance	Significance level	Calculated value (t)	Hypothetical mean	Standard deviation	Arithmetic mean	Number of sample members	Variables
function	0.00	149.75	126	9.70	186.36	60	Servant Leadership

* Moral at the level of significance (0.05) and the freedom of 59

The results of Table (30) and Figure (1) show the total degree of the servant leadership scale, which consists of (3) areas and (42) items, where the number of sample members was (60) and the arithmetic mean of the sample was (168.36) with a standard deviation of (9.70), while the hypothetical average was (126) and when the results were treated in order to extract the t-value for one group, the value of t was (149.75) and this indicates that the scale has a distinctive ability and efficiency And high statistical significance; because the arithmetic mean is greater than the hypothetical mean and the level of significance (0.00), which is smaller than the level of significance (0.05) and the degree of freedom (59), and this indicates that there are statistically significant differences between the two averages and in favor of the arithmetic mean of the sample, which indicates that the presidents of the clubs have a level of leadership servant above the average; Club presidents from the point of view of the research sample (members of the administrative staff) show communication skills and empathy with

stakeholders (players, fans, sponsors), but they are often forced to focus on short-term results (such as winning or financial stability), which reduces their focus on aspects Long-term humanity on which servant leadership focuses but nevertheless maintain a minimum of support for the team; adopt some of its principles (such as community service or transparency), but may resort to authoritarian decisions in crises or sensitive situations, creating the impression of inconsistency which weakens the application of concepts such as "empowering others" or "listening to the team"; engaging in visual activities (community initiatives, community support) that enhance their image as servant leaders, but less obvious aspects (such as active listening or mentoring) Individual) is not getting attention, the contradiction between positive intentions to serve the team and the community and the lack of a supportive environment to institutionalize these values, bosses tend to adopt servant leadership behaviors in specific situations (such as solving player problems or supporting urgent community initiatives), but they lack a systematic vision that integrates the principles of servant leadership into the club's long-term policies. This makes their impact a phased human without building a sustainable organizational legacy, Some presidents may confuse "servant leadership" with "administrative lenientness", neglecting the application of clear mechanisms for accountability or evaluation, servant leadership in clubs often depends on the president's personality and self-awareness, without supporting organizational structures (such as participatory work teams or moral incentive systems), this makes servant practices vulnerable to decline with a change of leadership or increased pressure, in light of the clubs' quest to survive economically or athletically, they may neglect to invest resources in employee development programs or community initiatives. Unprofitable, although it is the essence of servant leadership, and this produces "selective" leadership that only serves areas with tangible returns, effective servant leadership requires a shift from "situational action" to "institutional culture", which transforms the club from a competitive entity to an inspiring humanitarian platform, and this is consistent with what was mentioned in a study (Batayneh and Talfah, 2024) in which servant leadership appeared at an average level Some coaches use somewhat traditional methods in leading their players, and they look at their positions as a source of strength, authority and do not show aspects of humility and dedication in providing service and directing players based on their abilities and needs as important aspects or methods that show servant

leadership that accepts criticism and failure and learns from the opinions of players, and they also lack knowledge about these methods that may seem more effective in influencing players with the development in the methods of leading sports teams, and this is what the areas of leadership have shown Servant Trust, humility, service, and guidance, all of which came to a moderate degree from the point of view of their players."¹

Conclusions and recommendations

1- Building and codifying tools to measure servant leadership, based on solid theoretical models, and according to accurate methodological procedures that included literature analysis, paragraph drafting, and scientific arbitration, the tools were subjected to tests of honesty and stability, and proved their validity to measure the target phenomenon.

2- Validity of tools: The results of the statistical analysis showed that the scale has a stable structure, which supports its structural validity; the scale also proved its discriminatory ability in classifying clubs according to different levels of servant leadership, which is an indicator of their predictive truthfulness.

3- The level of variables in the field environment: In light of the application of the study to the clubs of the Iraqi Stars League 2023-2024, it was found that the arithmetic averages of the servant leadership came at a level above the standard average, which reflects the clubs' presidents' relatively advanced leadership capabilities.

Recommendations

1- The need to adopt servant leadership behaviors as basic criteria in the selection and evaluation of club presidents in the Iraqi Stars League.

2- Organizing workshops and training courses by the Iraqi Ministry of Youth and Sports related to servant leadership in terms of its concept, importance and how to practice it in sports clubs for presidents and administrators to promote concepts based on listening, growth, and guidance.

Batayneh, Uday Ahmed, Talfah, Shafea Suleiman: Servant leadership and its relationship to collective cohesion among sports team players at Yarmouk University, Jordan, Journal of the Association of Arab Universities for Research in Higher Education, (44), 2024, ¹

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Maid Driving Scale in Final Image

Strongly disagree	Disagree.	neutral	I agree	I completely agree	Paragraph	t
					The president sets goals that are consistent with the content and activities of the club.	1.
					All parties involved are involved in developing the club's vision to ensure collective commitment.	2.
					The decisions of the president of the club reflect a long-term strategy that serves sports and social goals.	3.
					The president of the club sets goals based on understanding reality and starting for the future.	4.
					The decisions of the president of the club reflect a long-term strategy that serves sports and social goals.	5.
					The vision adopted by the President stimulates creativity and innovation in various aspects of the club's work.	6.
					The vision is supported by clear operational plans to ensure its realization on the ground.	7.
					The vision is expressed in strategic management language while maintaining the human dimension.	8.
					Players and employees are seen as people with potential for growth, not just as tools for achievements.	9.
					Vision is regularly evaluated to ensure its compatibility with mathematical and managerial variables.	10.
					Sometimes the vision of the club president lacks realism, leading to difficulties in implementation.	11.
					There is a weakness in linking the vision of the club to the actual needs of players and fans.	12.
					Some of the club president's decisions seem random and do not fit into an integrated strategic vision.	13.
					It repeats outdated strategies without updating them according to variables.	14.

					Do not involve members and staff in setting future goals.	15.
					The president of the club gives the members of the administrative body the authority to make important decisions related to work.	16.
					Organizes workshops to empower members with project management skills.	17.
					The president of the club is interested in enhancing the capabilities of the members of the administrative body and developing their skills and abilities.	18.
					Ray takes members into account when making decisions.	19.
					The president of the club trusts the team and gives them the necessary space to innovate and take initiatives.	20.
					Empowerment contributes to the preparation of efficient administrative leaders.	21.
					Administrative empowerment helps ease the burden on superiors.	22.
					Understands the functions of the governing body and their place as a vital part of the club.	23.
					Employees have access to information and resources that enable them to perform their tasks effectively.	24.
					Sometimes employees have difficulty making important decisions due to excessive centralization.	25.
					There is a lack of administrative support for employees when facing challenges related to their work.	26.
					Some employees and coaches feel that they do not have enough influence over the course of work.	27.
					Mistakes are punished instead of turning them into opportunities for group learning.	28.
					We lack the resources to carry out our tasks as required.	29.
					The boss is interested in developing positive relationships with members or subordinates.	30.
					Uses a variety of communication channels for meetings, apps, bulletin boards.	31.
					Shows sincere empathy for players and staff when faced with personal or professional challenges.	32.

					Members are encouraged to lead community initiatives as part of the club's social responsibility.	33.
					Listen attentively to the opinion of the members before making any decision.	34.
					Enhances communication with audiences through continuous interactive initiatives.	35.
					Organizes periodic meetings with players to answer their queries.	36.
					Lack of interest of the club's presidency in holding open discussions with members of the administrative body.	37.
					The president of the club rarely shares important developments or decisions with us.	38.
					Internal work systems and regulations may contribute to poor communication between the boss and subordinates.	39.
					Does not organize sessions to support players psychologically after losses or serious injuries.	40.
					Lack of trust between the boss and subordinates generates unwillingness to communicate between them.	41.
					The president of the club ignores the importance of mutual dialogue in the management of the club.	42.