



The role of administrative leadership plays in creating the culture of sports club administrators in Sulaymaniyah Governorate

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Abstract

This study investigates the role of administrative leadership plays in creating the culture of sports club administrators in Sulaymaniyah Governorate. It explores the relationship between leadership styles and practices and the formation of key elements of organizational culture within these clubs, such as shared values, norms, communication patterns, and overall work environment. The research aims to identify the specific leadership behaviors that contribute to a positive and effective organizational culture, fostering collaboration, motivation, and achievement among sports club administrators. The researcher utilized the descriptive method utilizing The survey method because it is one of The most suitable methods for the nature of the research problem. The research sample consists of (150) members in the College of Physical Education and Sports Sciences at the University of Sulaimani, with (110) males and (54) females it was treated using the statistical program SPSS as it is as suitable for the type of data Ultimately, It is recommended that organizational development criteria be implemented by active sport administrative bodies clubs, as it is a key indicator of continuous improvement in the work of sports clubs the study seeks to offer practical recommendations to enhance leadership effectiveness and cultivate a thriving organizational culture that supports the goals and success of sports clubs within the governorate

Keyword: Administrative Leadership, Organizational Culture, Sports Clubs, Sulaymaniyah Governorate, Iraq.



1. Introduction

A leader is described by the Cambridge Dictionary as someone Who oversees or controls others, primarily due to their capability or status. But this definition appears to be lacking, as it focuses solely on management and control—qualities that also apply to a boss, manager, or administrator. Napoleon Bonaparte, as referenced in *Definitions of Leadership by Scholars* described a leader as "a dealer in hope." This perspective highlights a crucial leadership trait: the ability to inspire and motivate people, instilling hope. According to this view, what truly sets a leader apart is their capacity to encourage and uplift others. Another perspective defines a leader as someone responsible for guiding and overseeing people to achieve specific goals or targets

Leaders have been described as people who have an impact on other people's intentions, drives, and behaviors; they frequently start changes to accomplish both new and current goals. This definition is quite comprehensive, as it not only emphasizes reaching current goals but also highlights the creation of new ones. Additionally, it distinguishes executives from supervisors or administrators by incorporating the aspect of "shaping motivation." Unlike managers who focus on task execution, leaders inspire and motivate people to take action.

Furthermore, leadership is defined in a more nuanced way, stating that "leaders are not always driven by the desire to bring change for the collective benefit of an organization and its members; rather, they may prioritize personal outcomes." This explanation broadens the perspective on leadership by suggesting that a leader's vision and objectives extend beyond organizational success to include the personal growth and development of those they work with. Leaders tend to focus on long-term advancement and human resource development rather than immediate successes.

A successful leader is one who demonstrates flexibility in adapting to diverse groups and evolving situations, making adaptability a crucial leadership trait.

Additionally, cognitive and mental abilities have been identified as essential qualities for effective leadership.

while strong moral and ethical values are also emphasized as key components of successful leadership.

Furthermore, effective and inspiring communication skills are highlighted as vital attributes of a leader.

Leadership is fundamentally about motivating and inspiring others. As stated, “The primary purpose and value of a leader and leadership practice is to inspire others, deemed The phrase “followers, to willingly engage together to achieve a goal” (p.1) emphasizes the importance of the terms “inspire” and “willingly,” underscoring that a leader’s role is to motivate rather than impose authority.

Leaders hold a central role in directing organizations toward their goals. They are tasked with setting objectives and guiding their teams to achieve them. A genuine leader remains dedicated to these objectives and demonstrates resilience in overcoming obstacles to attain success.

The professionalization of sports organizations has increased significantly, driven in part by the globalization of sports. In addition to promoting physical well-being, sports contribute to economic development and tourism, offering widespread benefits to countries around the world. The growing public interest in sports has also produced various social benefits, such as increased participation in physical activities, improved educational achievements, and stronger social connections.

Sports organizations are essential in advancing the sports industry by promoting and developing sports at all levels. Their responsibilities include conducting research to determine and apply best practices for enhancing sports services and products. These organizations operate both nationally and internationally, aiming to

improve access to sports, implement effective marketing strategies, and offer athletes opportunities for global competition. Furthermore, sports leagues contribute to raising public awareness, increasing sports engagement, and stimulating economic activity across local, national, and international levels. As a result, they play a significant role in societal development and transformation.

Organizational performance (OP) refers to how well an organization utilizes its resources to deliver products and services. It includes both qualitative indicators—such as customer satisfaction, efficiency, and innovation—and quantitative metrics like financial performance and operational outcomes. High levels of OP are often attributed to effective leadership and a strong organizational culture (OC).

Leadership styles (LS) influence how leaders interact with their teams, while OC is shaped by the collective beliefs, values, attitudes, and behaviors of an organization's members. A positive OC can significantly improve OP by enhancing employee productivity, customer satisfaction, and overall effectiveness. It also fosters innovation, accountability, and creativity within the organization. The LS adopted by leaders directly affects OC—for example, democratic leadership supports openness and inclusivity, whereas authoritarian leadership can foster a climate of fear. Both leadership style (LS) and organizational culture (OC) are critical determinants of organizational performance (OP). Organizations continuously seek to identify and implement the most effective leadership approaches and cultural frameworks to enhance overall performance. In particular, they aim to cultivate a meaningful culture that promotes innovation, fosters teamwork, and strengthens internal cohesion. Thus, LS and OC play fundamental roles in improving OP by facilitating trust, encouraging open communication, and promoting collaboration. Fostering creativity and innovation is equally vital, as these elements significantly contribute to enhanced organizational outcomes.

This study investigates the influence of LS and OC on OP. Evidence indicates that sports performance in Sulaymaniyah is currently experiencing a decline in areas such as achievements, economic impact, and public health, which highlights the vital role of sports in societal development. To maximize the contributions of sports organizations, it is important to examine the factors that affect their performance. Accordingly, this research aims to evaluate the impact of OC and LS on OP and to explore how OP, in turn, influences leadership style. Additionally, the study assesses the mediating role of LS in the relationship between human resource management (HRM) practices and OP. An explanatory research design is employed to address these objectives.

Culture is a multifaceted and nuanced concept that has been defined in various ways. One interpretation views culture as a system of shared values, norms, and symbols that shape decision-making and interpersonal interactions.

Another perspective describes culture as a set of shared meanings that influence individuals' behavior, priorities, and value systems.

Because each culture is distinct, it contributes to diverse viewpoints and practices. This study focuses specifically on the impact of OC on OP. OC encompasses the collective values, norms, beliefs, attitudes, and assumptions that influence how an organization operates.

It is often reflected in managerial behavior and has been examined in relation to innovation performance.

Workforce diversity also contributes to shaping OC

Which can be interpreted as the patterns of behavior and responses exhibited by an organization under varying circumstances. It comprises a network of interrelated standards and values that influence attitudes and conduct. OC includes the thoughts, expectations, values, and experiences that individuals acquire through socialization processes.

Whether formed deliberately or inadvertently, OC encompasses norms, values, and procedures that affect an organization's identity and functionality. A clearly defined culture should align with the organization's objectives and respond effectively to external environmental changes. It also serves as a tool for management to facilitate rational decision-making and empower employees.

One of the key responsibilities of leadership is to create, shape, and sustain the organization's culture.

OC is expressed through practices such as direct supervision, managerial oversight, and staff guidance. It encompasses a range of organizational elements, including workplace atmosphere, communication channels, and employee engagement in daily operations.

2. Research Hypotheses

There is a meaningful statistical association between leadership communication methods and the shaping of organizational culture.

3. Study Scope

Based on the objectives of the study, the study scope includes

1. Human domain: It includes faculty members At the University of Sulaimani's College of Physical Education and Sports Sciences.
2. Time domain: 12/22/2024 – 2/4/2025.
3. Spatial domain: At the University of Sulaimani's College of Physical Education and Sports Sciences.

Materials and Methods

Human resource management represents a critical component of any institution and, therefore, requires greater attention than other areas to achieve progress and drive organizational change. This can be accomplished by enhancing its efficiency and effectiveness within the college setting. Such development is only possible through the implementation of effective leadership capable of shaping a positive organizational culture aligned with the institution's goals. Administrative leadership serves as the foundation and primary benchmark for evaluating success and operational efficiency. From this definition, we can conclude that .The organizational culture that all institutions seek to bring about important change and positive development in it needs to provide harmony and integration to ensure the continuity of the group, its efficiency and its ability to solve its problems on its own to achieve its common goal. Therefore, institutional orientations and future planning are related to the leadership style in general, and successful leadership can show a specific behavior that inevitably affects future planning for a flexible organizational culture. Accordingly, the development of the college is based on the role of administrative leadership in the leadership hierarchy, and in this regard, the current study aims to know the role of administrative leadership plays in creating the culture among faculty members in the College of Physical Education and Sports Sciences.

4. Research Methodology

The researcher employed a descriptive approach through the use of a survey, as it is considered one of the most suitable methods for addressing the nature of the research problem.

4.1 Research Sample

The research sample consists of (150) members in the College of Physical Education and Sports Sciences at the University of Sulaimani, with (110) males and (54) females.

4.2 Research Tools and Data Collection

The researcher used various sources to study the phenomenon under study.

- A. Foreign sources
- B. Literature, previous studies and experts.
- C. Questionnaire form.
- D. Observation
- E. Survey form, information and data analysis.

4.3 Research Procedures

The researcher submits a questionnaire on the topic "The role of administrative leadership in developing organizational culture" Validation of the items was carried out by referring them to subject matter experts. and whether there are paragraphs that need to be modified, deleted or added.

Data Analysis and Results.

Research Hypotheses:

In alignment with the research objectives, the following hypotheses were developed:

1–H1: Sports clubs in Sulaymaniyah exhibit a high level of administrative leadership.

2–H2: Sports clubs in Sulaymaniyah demonstrate a strong organizational culture.

3–H3: There is a significant correlation between administrative leadership and organizational culture within sports clubs in Sulaymaniyah.

4–Analysis of Administrative Leadership Level:

One–Sample Statistics and T–Test Results (Test Value = 87)

Descriptive Statistics

N	Mean	Standard Deviation	Standard Error of the Mean
85	118.82	14.11	1.53

One–Sample T–Test

Test Value = 87	t– value	df	Sig. (2– tailed)	Mean Difference	95% CI Lower	95% CI Upper
	20.80	84	0.000	31.82	28.78	34.87

Interpretation:

Since the p–value (0.000) is less than 0.05, the result is statistically significant. This indicates that the level of administrative leadership is significantly higher than the neutral value, supporting H1.

2. Analysis of Organizational Culture Level:

N	Mean	Standard Deviation	Standard Error of the Mean
85	112.99	11.71	1.27

One-Sample T-Test Results:

Test Value =	t-value	df	Sig. (2-tailed)	Mean Difference	95% CI Lower	95% CI Upper
78	27.54	84	0.000	34.99	32.46	37.51

Interpretation:

The p-value (0.000) indicates a statistically significant result. The organizational culture level is significantly higher than the neutral value, supporting H2.

3. Relationship between Administrative Leadership and Organizational Culture:

Descriptive Statistics:

Variable	Mean	Std. Deviation	N
Administrative Leadership	118.82	14.11	85
Organizational Culture	112.99	11.71	85

Correlation Analysis (Pearson):

Variables	Pearson Correlation (r)	Sig. (2-tailed)	N
Administrative Leadership	1	–	85
Organizational Culture	–0.064	0.559	85

Interpretation:

The correlation coefficient of –0.064 and a p-value of 0.559 (which exceeds the 0.05 threshold) indicate that there is no statistically significant relationship between administrative leadership and organizational culture. Therefore, hypothesis H3 is not supported.

Summary of Findings:

–H1: Supported – A high level of administrative leadership exists in sports clubs.

–H2: Supported – A high level of organizational culture exists in sports clubs.

–H3: Not Supported – No significant relationship was found between administrative leadership and organizational culture.

These findings highlight the strengths of administrative leadership and organizational culture in sports clubs in Sulaymaniyah while suggesting that other factors may mediate the relationship between them.

5. conclusions

In summary, this study highlights several important findings regarding the influence of administrative leadership on faculty staff. Firstly, positive engagement from leadership builds confidence, reassurance, and credibility among faculty members, facilitating their adaptation to new environments. Secondly, effective leadership nurtures a stable and harmonious cycle of positive interactions, where trust in staff fosters a sense of belonging and encourages voluntary cooperation. Thirdly, strategic leadership enhances collaboration and fosters a respectful and supportive work atmosphere, ultimately improving overall performance.

Additionally, administrative leadership must have a deep understanding of the elements and dimensions of organizational culture, as it serves as the foundation for institutional operations. A key leadership responsibility is to create pathways for success, align team efforts, and cultivate harmony, understanding, and teamwork—all of which enhance employees' creative and cultural potential. Thus, it is concluded that administrative leadership plays a pivotal role in shaping and strengthening organizational culture through various strategies and influencing factors

Recommendations

Based on the results of this study, a number of recommendations can be proposed to improve overall effectiveness. administrative leadership. Firstly, it is essential to deepen the administrative body's understanding of the role of leadership by providing them with relevant information that enables sports club members to make well-informed, research-based decisions that align with their goals. Secondly, organizing specialized courses led by management experts and academics is vital for fostering a strong organizational culture within sports clubs.

Additionally, conducting practical training workshops focused on administrative leadership and organizational culture—delivered through seminars, conferences, and direct meetings—will equip individuals with valuable skills and insights. Lastly, continuous research into emerging trends in administrative leadership is crucial to refining and advancing organizational culture, ensuring it adapts to evolving best practices.

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