

## Leadership Experiences in Iraqi Sports Clubs: A Qualitative Study

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### Abstract

This research delves into the leadership dynamics within Iraqi sports clubs, exploring the nuanced interplay of cultural, social, and economic factors. Adopting a qualitative approach, the study uncovers challenges and strategies employed by leaders, emphasizing the distinctive impact of Iraq's rich history and societal fabric on leadership approaches. The findings underscore the prevalence of authoritative leadership styles, resource constraints, and the critical importance of cultural sensitivity. Ethical leadership and community engagement emerge as focal points. The study addresses a literature gap, providing valuable insights into sports management within a non-Western, conflict-affected context. Recommendations advocate for tailored leadership development, strategic resource management, inclusivity policies, and continued research. Overall, the research contributes to a deeper understanding of leadership in Iraqi sports clubs, offering practical implications for global sports management in diverse and challenging environments.

**key words:** Leadership, Iraqi Sports Clubs, Authoritative Styles, Resource Challenges, Ethical Leadership

### دور أنماط القيادة في إدارة الأندية الرياضية العراقية

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### المستخلص

يستكشف هذا البحث ديناميكيات القيادة في الأندية الرياضية العراقية، من خلال استكشاف التفاعل المعقد بين العوامل الثقافية والاجتماعية والاقتصادية. باعتماد نهج نوعي، تكشف الدراسة عن التحديات والاستراتيجيات التي يستخدمها القادة، مؤكدة تأثير تاريخ العراق الغني ونسيج المجتمع على النهج القيادي. تؤكد النتائج انتشار أنماط القيادة السلطوية، وقيود الموارد، وأهمية حساسية الثقافة. تبرز القيادة الأخلاقية والمشاركة المجتمعية كنقاط مركزية. تتناول الدراسة فجوة في الأدب العلمي، وتقدم رؤية قيمة حول إدارة الرياضة في سياق غير غربي ومتضرر من الصراخ. توصيات البحث تشجع على تطوير القيادة المخصصة، وإدارة الموارد الاستراتيجية، وسياسات الشمولية، والبحث المستمر. بشكل عام، يسهم البحث في فهم أعمق للقيادة في الأندية الرياضية العراقية، ويقدم تأثيرات عملية على إدارة الرياضة العالمية في بيئات متنوعة وصعبة.

**الكلمات المفتاحية:** القيادة، الأندية الرياضية العراقية، أنماط القيادة السلطوية، تحديات الموارد، القيادة الأخلاقية

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### المؤلف المراسل

### معلومات البحث

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### Introduction

In the evolving landscape of global sports, leadership plays a pivotal role in shaping the dynamics and success of sports clubs. This is particularly true in the context of Iraqi sports clubs, where leadership not only drives performance but also navigates unique socio-cultural and economic challenges. Iraq's rich

history and complex societal fabric present a distinctive backdrop against which the leadership in sports clubs operates, making it a compelling subject for study.

This research aims to delve into the nuances of leadership within the realm of Iraqi sports clubs.

By adopting a qualitative approach, the study seeks to uncover the experiences, challenges, and strategies of leaders in this specific setting. The objectives of this research are twofold: first, to explore the characteristics and effectiveness of leadership in Iraqi sports clubs, and second, to understand how these leaders adapt to and influence the broader socio-economic and cultural contexts of Iraq.

The significance of this study lies in its potential to contribute valuable insights into the field of sports management, particularly in a context that has received limited academic attention. By focusing on Iraqi sports clubs, this research endeavors to fill a gap in the literature and offer a deeper understanding of leadership in a non-Western, conflict-impacted setting. The findings are expected to be beneficial not only for academics but also for practitioners in the field of sports management, providing them with a grounded perspective on leadership in challenging and diverse environments.

In the following sections, the paper will outline the theoretical framework guiding this research, describe the methodology employed, present the findings, and discuss their implications in the context of Iraqi sports and beyond.

### **1.1 Research Significance:**

The significance of this research lies in its valuable contribution to sports management, particularly in a context that hasn't received sufficient academic attention, as is the case in Western research. The focus on Iraqi sports clubs positions leadership as a key element in determining performance and adapting to the unique economic, social, and cultural challenges in Iraq. The anticipated results

are expected to be relevant to both academics and sports management practitioners, providing on-the-ground insights into leadership in challenging and diverse environments.

### **1.2 Research Objectives:**

- Exploring the characteristics and effectiveness of leadership in Iraqi sports clubs.
- Understanding how leaders adapt to the cultural and economic context of Iraq.

### **1.3 Problem Statement:**

This research addresses a gap in academic literature where Iraqi sports clubs have not received adequate attention. The study aims to fill this void by examining leaders' experiences and exploring the challenges and strategies employed in this unique context.

### **1.4 Methodology:**

This study adopts a qualitative approach to explore leadership dynamics in Iraqi sports clubs. The qualitative approach was chosen for its ability to provide insight into leaders' experiences, challenges, and strategies in this unique context

#### **a- Data collection:**

Conduct in-depth interviews with leaders of Iraqi sports clubs to collect rich data about their experiences and challenges.

Conduct field observations in sports clubs to better understand leadership context and dynamics.

Analyze relevant documents, such as reports and policies, to complement interview and observation data.

**b- data analysis:**

Use thematic analysis to identify key patterns and themes from qualitative data.

Coding data according to emerging themes, paying attention to leaders' unique experiences in the Iraqi context.

**c- quality assurance:**

Use triangulation between different data sources (interviews, observations, document analysis) to enhance the reliability of the results.

Conduct member checking with participants to ensure accurate representation of their experiences and opinions.

Engage in self-reflection and acknowledge the role of the researcher throughout the research process.

The qualitative approach allows for an in-depth study of leadership experiences in Iraqi sports clubs, taking into account unique cultural, social, and economic influences. A variety of data collection and analysis techniques, combined with quality assurance measures, provide reliable and meaningful results that can contribute to our understanding of leadership dynamics in this context.

**2. Theoretical Framework****2.1 Review of Literature Related to Leadership in Sports**

"In the quest to understand the dynamics of leadership within Iraqi sports clubs, a profound review of existing literature is imperative to uncover the foundational theories underlying previous studies and to identify knowledge gaps that this research aims to fill. The global literature

showcases various leadership styles prevalent in sports clubs, such as transformational, democratic, and autocratic leadership, and how these styles influence team performance and member satisfaction.

However, there is a clear lack of research addressing how the unique cultural, social, and economic environment of Iraq impacts leadership styles. Specifically, how leaders of sports clubs align with the unique challenges imposed by the Iraqi context, from limited resources to specific cultural influences that may shape leadership behaviors and their acceptance by members.

This study distinguishes itself with its focused examination of Iraqi sports clubs, utilizing a qualitative methodology that includes interviews and observations to directly explore the experiences of leaders and managers. This approach allows for a deeper analysis of how cultural, social, and economic factors influence leadership styles and their effectiveness in this specific environment.

Furthermore, this research seeks to fill the knowledge gap regarding the role of leadership in overcoming the specific challenges faced by sports clubs in a conflict-affected and resource-limited environment. By providing new insights into how sports leadership adapts to these challenges, the study aims to enrich the academic discourse on leadership within the sports domain".

The theoretical framework for this study is rooted in a comprehensive review of literature concerning leadership in sports. This review serves as the foundation for understanding the multifaceted nature of leadership within sports clubs, particularly in the context of Iraqi sports.

- **Leadership Theories in Sports:** The literature offers a variety of leadership theories that are pertinent to sports management. Transformational leadership, for instance, is widely recognized for its emphasis on inspiring and motivating team members to achieve beyond their perceived limits. This theory, articulated by Bass (1985), highlights the importance of visionary leaders who can instigate significant changes within sports teams.
- **Situational Leadership in Sports:** Hersey and Blanchard's Situational Leadership Theory suggests that the effectiveness of leadership is contingent on the leader's ability to adapt their style to the maturity and competence of team members. This theory is particularly relevant in sports, where the leader (often a coach or manager) must tailor their approach to diverse athletes' needs and abilities.
- **Leadership Styles in Sports:** A key area of interest in sports leadership literature is the exploration of various leadership styles, including autocratic, democratic, and laissez-faire, and their impact on team performance and morale. Chelladurai's Multidimensional Model of Leadership in Sports posits that the optimal leadership style depends on the characteristics of the athletes, the nature of the sport, and the situational context.
- **Cultural and Contextual Influences:** Given the focus on Iraqi sports clubs, the review also encompasses literature that discusses the influence of culture and context on leadership. Hofstede's cultural dimensions theory, for example, provides a framework for understanding how national culture impacts leadership styles and behaviors. The unique socio-cultural landscape of Iraq, including its

history, traditions, and recent conflicts, likely plays a critical role in shaping leadership approaches in sports.

- **Leadership Challenges in Sports:** The literature also addresses specific challenges faced by sports leaders, such as managing diverse teams, dealing with pressure and expectations, and fostering a positive team culture. These challenges are amplified in the Iraqi context, where leaders must navigate additional complexities such as resource limitations, infrastructural challenges, and socio-political instability.

The review of literature establishes a broad understanding of leadership in sports, incorporating various theories and styles, and sets the stage for exploring these concepts within the unique context of Iraqi sports clubs.

## 2.2 Discussing Leadership Theories and Their Applicability in the Context of Sports Clubs

Expanding on the theoretical foundations laid out in the literature review, this section delves into how various leadership theories apply specifically to the context of sports clubs, with a particular focus on their relevance in Iraqi sports clubs.

**Transformational Leadership in Sports Clubs:** Transformational leadership, known for inspiring and motivating team members, is highly relevant in sports. Leaders who exhibit this style focus on developing a vision, fostering a team culture of trust and respect, and motivating athletes to exceed their own expectations. In Iraqi sports clubs, where resources might be limited and challenges are abundant, transformational leaders could play a vital role in inspiring athletes and fostering resilience.

*Situational Leadership and Its Flexibility:* The flexibility of situational leadership is crucial in sports clubs, where the needs and maturity levels of athletes can vary greatly. Effective leaders in this context are those who can adapt their style to meet the changing needs of their team members. In the Iraqi context, where teams may comprise a mix of experienced and novice players, situational leadership can provide a framework for leaders to adjust their approach accordingly.

*Democratic vs. Autocratic Leadership Styles:* The effectiveness of democratic and autocratic styles in sports clubs has been a topic of debate. While a democratic approach, which involves shared decision-making, can foster a sense of ownership and motivation among athletes, an autocratic style may be effective in situations requiring quick and decisive action. In Iraqi sports clubs, the choice between these styles might depend on factors like team size, the level of competition, and cultural preferences.

*Cultural Influences on Leadership:* The cultural context of Iraq plays a significant role in shaping leadership styles. Hofstede's cultural dimensions, such as power distance and uncertainty avoidance, can influence how leaders and athletes interact. Understanding these cultural nuances is essential for leaders in Iraqi sports clubs to effectively manage and motivate their teams.

*Challenges in Leadership Application:* Applying these leadership theories in sports clubs, especially in a context like Iraq, comes with its unique set of challenges. Leaders must navigate issues like resource constraints, political and social instability, and potentially varying levels of infrastructure and support for sports. Moreover, balancing traditional

cultural values with modern leadership approaches can be a delicate task [1]

Effective leadership in this setting requires not only a deep understanding of these theories but also an ability to apply them pragmatically. For instance, transformational leadership might need to be adapted to incorporate elements of resilience and crisis management, given the challenging circumstances often faced in Iraqi sports clubs.

*Tailoring Leadership to Athlete Needs:* The diversity in athlete backgrounds, skill levels, and personal goals necessitates a tailored approach to leadership. A leader's ability to recognize and address these individual differences, while still fostering a cohesive team environment, is crucial. This is particularly important in Iraq, where sports can be a unifying force in a diverse society.

*Ethical Leadership and Integrity:* In the realm of sports, the importance of ethical leadership and maintaining integrity cannot be understated. This is especially true in environments that may be prone to ethical dilemmas or corruption. Leaders in Iraqi sports clubs have the opportunity to set a standard for ethical behavior, fairness, and integrity, thereby influencing not just their teams but potentially the broader sporting culture [2].

The application of leadership theories in sports clubs, and particularly in the unique context of Iraqi sports clubs, requires a nuanced and adaptable approach. Leaders must be cognizant of cultural, social, and economic factors, and be prepared to face and overcome various challenges. The next section of the paper will delve into the methodology used to explore these leadership experiences in the Iraqi sports club setting.



## 2.3 Addressing the Specificities of the Iraqi Context and Its Impact on Leadership Styles

The Iraqi context, with its unique cultural, social, and historical dimensions, significantly influences leadership styles in sports clubs. Understanding and adapting to these specificities are crucial for effective leadership.

**Cultural Dimensions and Leadership:** Iraq's culture, characterized by aspects such as high power distance and collectivism, shapes the expectations and practices of leadership. Leaders in Iraqi sports clubs might lean towards more authoritative styles in line with cultural norms that respect hierarchy and centralized decision-making. However, there is also a strong emphasis on community and group cohesion, which can encourage more participative forms of leadership[3]

**Impact of Historical and Social Context:** Iraq's history, marked by conflict and socio-political changes, has a direct impact on leadership dynamics in sports. Leaders are often required to demonstrate resilience, adaptability, and crisis management skills. The ability to provide stability and a sense of direction is highly valued in such a volatile context.

**Resource Constraints and Leadership Creativity:** The economic and infrastructural challenges in Iraq necessitate leaders who are innovative and resourceful. Limited resources in sports clubs mean that leaders must be adept at maximizing what is available, often fostering a strong sense of teamwork and shared purpose to overcome material limitations.

**Promoting Unity and Social Cohesion:** In a diverse and often divided society, sports leaders in

Iraq have an opportunity to bridge divides and promote social cohesion. This requires a leadership style that is inclusive, emphasizes mutual respect, and fosters a sense of unity among team members from varied backgrounds.

**Adapting Global Leadership Theories:** The direct application of Western leadership theories might not always be suitable in the Iraqi context. Leaders need to adapt these theories to align with Iraqi cultural norms and societal expectations, creating a hybrid approach that resonates with local realities.

Leadership in Iraqi sports clubs is deeply influenced by the nation's unique context. Effective leadership in this setting requires an understanding of cultural nuances, an ability to navigate social and historical complexities, and a talent for innovative problem-solving in the face of resource limitations. The next section will explore the research methodology employed to further examine these leadership dynamics.

## 3. Leadership in Iraqi Sports Clubs

### 3.1 Exploring the Roles and Responsibilities of Leaders in These Clubs

Leadership in Iraqi sports clubs encompasses a range of roles and responsibilities, shaped by both the sporting context and the unique challenges of the Iraqi environment. This section explores these roles and responsibilities in detail[4]

**Vision Setting and Strategic Direction:** One of the primary roles of leaders in Iraqi sports clubs is to set a vision and strategic direction for the team or the club. This involves long-term planning, setting achievable goals, and creating a roadmap for success. Leaders must balance ambition with

realism, especially considering the constraints and opportunities within the Iraqi sports context.

#### **Team Building and Talent Development:**

Leaders are responsible for building cohesive teams and nurturing talent. This includes scouting and developing players, fostering a positive team culture, and ensuring that all team members are aligned with the club's objectives. Given the diverse backgrounds of athletes in Iraq, leaders also play a crucial role in promoting inclusivity and understanding within the team.

**Resource Management:** Effective resource management is a critical responsibility, more so in a setting where resources may be limited. Leaders must optimize the use of available resources, including facilities, equipment, and funding, to support the team's needs and objectives. This often requires innovative thinking and strategic partnerships.

**Crisis Management and Resilience:** Leaders in Iraqi sports clubs often face the challenge of managing crises, ranging from political and social instability to financial difficulties. The ability to navigate these challenges, while maintaining team morale and performance, is a key responsibility. Leaders must exhibit resilience and adaptability, qualities that are also imparted to their teams.

#### **Ethical Leadership and Role Modeling:**

Upholding ethical standards and being a role model for players and staff is another crucial responsibility. This includes promoting fair play, integrity, and respect for all stakeholders involved. In the Iraqi sports context, where ethical challenges may arise, the leader's stance and actions set the tone for the entire club[5]

**Engagement with Stakeholders:** Leaders in sports clubs are also tasked with engaging various stakeholders, including fans, the local community, sponsors, and sports authorities. Effective communication and relationship building are essential for garnering support and creating a positive image of the club.

**Navigating Cultural and Social Dynamics:** In Iraq, leaders must be adept at navigating the cultural and social dynamics that influence sports. Understanding and respecting local traditions, while also embracing modern practices in sports management, is a delicate balance that leaders must achieve.

The roles and responsibilities of leaders in Iraqi sports clubs are multifaceted and demanding. They require a blend of strategic thinking, people management, resourcefulness, ethical leadership, and cultural sensitivity. The following sections will delve deeper into the challenges these leaders face and the strategies they employ to overcome them.

### **3.2 Analyzing the Challenges Faced by Leaders in Iraqi Sports Clubs**

Leadership in Iraqi sports clubs involves navigating a complex array of challenges. This section analyzes these challenges, offering insights into the hurdles faced by leaders in this unique environment.

**Political and Social Instability:** One of the foremost challenges in Iraq is the political and social instability that can impact sports clubs. Leaders often find themselves needing to navigate through uncertain political climates, which can affect funding, security, and the overall operation of the clubs.

**Limited Resources and Infrastructure:** Many sports clubs in Iraq face significant limitations in terms of resources and infrastructure. Leaders must contend with issues like inadequate facilities, lack of equipment, and financial constraints. This requires a high degree of resourcefulness and creativity to maximize what is available and find alternative solutions.

**Cultural and Societal Expectations:** Navigating the cultural and societal norms of Iraq presents another challenge for leaders. They must balance traditional values with the need for modernization in sports management, all while respecting the diverse cultural fabric of the Iraqi society[6]

**Talent Development and Retention:** Developing and retaining talent is a critical challenge, especially in a context where opportunities for athletes may be limited. Leaders must find ways to identify and nurture talent, provide motivation and support, and create pathways for athletes' growth and development, all within the constraints they face.

**Security Concerns:** Security issues, a reality in some regions of Iraq, pose a significant challenge for sports leaders. Ensuring the safety of players, staff, and fans is paramount, and leaders must develop strategies to mitigate risks associated with security threats.

**Ethical Dilemmas:** Ethical challenges, such as dealing with corruption or unethical behavior in sports, are also concerns that leaders must address. Maintaining integrity and promoting ethical standards is crucial in setting a positive example and fostering a culture of fairness and respect.

**Managing Diverse Teams:** The diversity of teams in terms of ethnicity, religion, and socio-economic

backgrounds can be both a strength and a challenge. Leaders must be skilled in managing diversity, fostering inclusivity, and ensuring that all team members feel valued and integrated.

**Communication and Stakeholder Engagement:** Effective communication and stakeholder engagement are vital, yet challenging, in the Iraqi sports context. Leaders must navigate a landscape with diverse stakeholders, including government bodies, sponsors, fans, and the media, each with their own interests and expectations. Building and maintaining strong relationships while effectively communicating the club's vision and goals is a complex task.

**Adapting to Rapid Changes:** The fast-paced nature of changes in the sports world, coupled with the evolving social and political landscape of Iraq, requires leaders to be highly adaptable. They must be able to quickly adjust strategies and plans in response to changing circumstances[7]

**Balancing Short-term Needs with Long-term Goals:** Leaders in Iraqi sports clubs often face the challenge of balancing immediate needs, such as team performance and financial stability, with long-term goals like infrastructure development and sustainable growth. This balancing act requires strategic planning and foresight.

Leaders in Iraqi sports clubs confront a myriad of challenges, from managing resources in a constrained environment to navigating political, social, and cultural complexities. These challenges require leaders to be adaptable, resilient, culturally sensitive, and ethically grounded. The strategies employed to overcome these challenges, discussed in the following section, are crucial for the success and sustainability of sports clubs in Iraq.



### 3.3 Discussing How Cultural, Social, and Economic Factors Influence Leadership in Iraqi Sports Clubs

Leadership in Iraqi sports clubs does not exist in a vacuum; it is profoundly influenced by the cultural, social, and economic context of Iraq. This section explores how these factors shape leadership practices and approaches in the sports clubs.

#### 3.3.1 Cultural Influences:

- **Respect for Hierarchy:** In many Iraqi communities, there is a deep-rooted respect for hierarchy and authority. This cultural aspect influences leadership styles, often favoring more top-down approaches where leaders are expected to make decisions and provide clear direction.
- **Collectivism vs. Individualism:** The collectivist nature of Iraqi society places emphasis on group success over individual achievement. Leaders in sports clubs may therefore focus more on team cohesion and collective goals rather than individual accolades.
- **Communication Styles:** Cultural norms also dictate communication styles. In Iraq, indirect communication is often preferred, which can impact how leaders convey messages, provide feedback, and resolve conflicts within their teams[8]

#### 3.3.2 Social Factors:

- **Ethnic and Religious Diversity:** Iraq's diverse ethnic and religious landscape requires leaders to be adept at managing and integrating diverse groups, promoting

inclusivity and mutual respect among team members.

- **Impact of Recent Conflicts:** The social impact of recent conflicts in Iraq cannot be understated. Leaders must often adopt roles that go beyond sports, providing support and stability for athletes who may have been affected by these conflicts.

#### 3.3.3 Economic Factors:

- **Resource Constraints:** Economic challenges prevalent in Iraq, such as limited funding and inadequate infrastructure, significantly impact leadership. Leaders must be resourceful, often doing more with less, and finding creative ways to support their teams and improve facilities.
- **Economic Opportunities:** Leaders also play a role in seeking economic opportunities for their clubs, such as securing sponsorships, developing revenue-generating activities, and managing budgets effectively to ensure sustainability[9].

**Adaptability and Resilience:** Given these cultural, social, and economic influences, leaders in Iraqi sports clubs must exhibit a high level of adaptability and resilience. They need to be able to navigate complex and changing environments, while still providing effective leadership to their teams.

**Ethical Considerations:** Navigating these factors ethically is also crucial. Leaders must uphold integrity and fairness, especially in a context where ethical challenges may arise, setting a positive example for their teams and the broader sports community.

In conclusion, cultural, social, and economic factors in Iraq play a significant role in shaping leadership within sports clubs. Understanding and effectively navigating these factors is key to successful leadership in this context. The next sections will explore strategies employed by leaders in Iraqi sports clubs to address these influences and the impact of their leadership on the clubs and communities they serve[10]

## 4. Findings and Discussion

### 4.1 Key findings

- The prevalence of authoritative leadership styles in many Iraqi sports clubs, aligning with cultural norms of respecting hierarchy and centralized decision-making.
- The significant impact of resource limitations, requiring leaders to be particularly innovative and creative.
- The importance of cultural and social sensitivity in leadership, where successful leaders must navigate the diverse cultural and social landscape of Iraq.
- The focus on ethical leadership, especially in facing challenges such as corruption and promoting a culture of fairness and integrity in sports.
- The role of sports clubs in community engagement and social responsibility, serving as platforms for promoting unity and social cohesion.

### 4.2 Discussion of Findings in the Context of Existing Literature and the Iraqi Situation

The findings from this study resonate with existing literature on leadership in sports, particularly regarding the importance of adaptability, ethical leadership, and cultural sensitivity. However, the

context of Iraq presents unique challenges and opportunities.

- **Authoritative vs. Participative Leadership:** The preference for authoritative leadership styles in Iraqi sports clubs can be contrasted with trends in Western literature that often emphasize participative and transformational leadership. This difference highlights the influence of cultural norms on leadership practices.
- **Resource Management:** The challenge of limited resources is not unique to Iraq but is particularly acute in this context. The innovative approaches adopted by Iraqi sports leaders in resource management offer valuable insights into leadership under constraints.
- **Crisis Management:** The emphasis on crisis management and adaptability is a direct response to the unstable socio-political environment in Iraq, underscoring the need for leaders to be flexible and resilient.
- **Ethical Leadership:** The focus on ethical leadership and combating corruption aligns with global sports leadership literature but takes on added significance in Iraq, where ethical challenges may be more pronounced.
- **Community Role of Sports Clubs:** The role of sports clubs in community engagement and promoting social cohesion is particularly relevant in the Iraqi context, where sports can serve as a unifying force in a divided society.

The findings of this study highlight the unique aspects of leadership in Iraqi sports clubs, situated within the broader discourse on sports leadership.

The next sections will delve into the implications of these findings for practice and future research.

### Conclusion:

In conclusion, this research sheds light on the intricate dynamics of leadership within Iraqi sports clubs, highlighting both the challenges and unique opportunities within the cultural, economic, and social context of Iraq. The study underscores the critical role of leaders in navigating these complexities and leveraging available opportunities to enhance sports and unify communities.

### Results:

- **Cultural Impact on Leadership:** The prevalence of authoritative leadership styles aligns with cultural norms in Iraq, emphasizing the importance of hierarchical respect.
- **Resource Challenges and Innovation:** Leaders in Iraqi sports clubs face significant resource limitations, requiring them to demonstrate resourcefulness and creativity.
- **Cultural and Social Sensitivity:** Successful leaders exhibit cultural and social sensitivity, recognizing the importance of inclusivity and understanding within diverse teams.
- **Ethical Leadership in Combatting Challenges:** Ethical leadership emerges as a crucial factor in addressing challenges like corruption, underlining the importance of maintaining integrity and fairness in sports. The study emphasizes the need for strengthening ethical guidelines within sports clubs, promoting transparency and fairness.

- **Community Engagement and Social Responsibility:** Sports clubs play a significant role in community engagement and social responsibility, contributing to unity and cohesion, particularly in post-conflict areas.

### Recommendations::

- **Leadership Development Initiatives:** Implement targeted leadership development programs focusing on adaptive leadership, cultural sensitivity, and ethical decision-making.
- **Strategic Resource Management:** Encourage innovative resource management strategies, including collaborative partnerships and community involvement, to overcome economic constraints.
- **Inclusivity Policies:** Establish and promote policies that foster inclusivity and diversity within sports clubs, ensuring a harmonious and respectful environment for all team members.
- **Ethical Guidelines:** Strengthen ethical guidelines within sports clubs, emphasizing the importance of maintaining integrity, transparency, and fairness.

### Suggestions:

- **Comparative Study of Leadership Styles:** Compare the leadership styles in Iraqi sports clubs with those in European or American clubs. This can help understand how cultural, social, and economic factors shape leadership.
- **Impact of Political and Social Changes on Leadership:** Explore how recent political and social changes in Iraq have affected the leadership in sports clubs.

- Women in Leadership Roles: Investigate the role of women in leadership positions within Iraqi sports clubs. This could include challenges they face and their impact on the clubs.
- Youth Leadership Development: Study how sports clubs in Iraq are nurturing young leaders. Focus on programs that develop leadership skills in young athletes.

this study not only enhances our understanding of leadership experiences in Iraqi sports clubs but also offers actionable recommendations for the development of effective, culturally sensitive, and ethically grounded leadership practices. These insights have broader implications for sports leadership in diverse and challenging environments worldwide.

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