

THE REALITY OF PRACTICING SERVANT LEADERSHIP DIMENSIONS FOR HEADS OF SCIENTIFIC DEPARTMENTS IN BAGHDAD UNIVERSITIES FROM THE POINT OF VIEW OF THE FACULTY MEMBERS OF THE FACULTIES OF PHYSICAL EDUCATION AND SPORTS SCIENCES

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Abstract

Universities undertake multiple and important responsibilities and tasks in the field of preparing specialized competencies to take on the burdens. Development in different areas of life, and in the field of finding scientific solutions to the problems faced by society, in addition to Their role is to spread and develop knowledge of the various branches of science, and therefore universities are a major means for the progress of society and an address its renaissance.

The aim of the research is to investigate the reality of the practice of servant leadership dimensions among the heads of scientific departments at the University of Baghdad.

In this study, we used the descriptive approach, and the tool consisted of a questionnaire to measure the degree of practice, which was applied to (131) out of (350) faculty members from the University of Baghdad (13.10%) of the faculty members, and one of the most important results of this study was: It comes: - The general arithmetic average for all fields of study was (3.70) out of (5), and this means that the faculty members confirm that the degree of the practice of servant leadership by department heads is high.

The order of the servant leadership dimensions according to the degree of the practice of department heads from the faculty members' point of view came in descending order according to the values of arithmetic averages, where it came in the first place after conceptual skills with arithmetic mean (3.76) and came in the



second place after empowerment with arithmetic mean (3.70), and came in third place after paying attention to subordinates first, with a mean of (3.65)

All of the servant leadership practice phrases contained in the questionnaire came with a high and medium degree, and finally, none of the questionnaires received a very high, low, or very low degree.

- There are statistically significant differences in the gender variable at level (0.01) in favor of males, and there are no statistically significant differences in the scientific rank variable at level (0.01). In light of the results of the research, a number of recommendations and proposals were presented to enhance the practice of servant leadership dimensions among the heads of scientific departments in the universities of Baghdad, the faculties of physical education and sports sciences, and the various Iraqi and Arab universities.

Keywords: the reality of administrative performance, faculties of physical education and sports sciences, faculty members, sports management.

1. Introduction

Universities assume multiple and important responsibilities and tasks in the field of preparing specialized competencies to carry out the burden of development in various areas of life, and in the field of finding scientific solutions to the problems facing society, in addition to their role in the dissemination and development of knowledge in various branches of science. The head of the department occupies the position of the heart in the body because the university that can fulfill its mission or achieve its goals through those who lead it efficiently, is the real key to raising the level of performance in the university in quantity and quality, and the head of the department is one of the most important university leaders who play an active role in the development of science departments in universities. Moreover, he bears the burden of supervising the department and undertakes its scientific, research, and teaching tasks. The head of the department is an example of the department in the various administrative responsibilities and tasks [1]. The issue of leadership is of great interest among researchers and workers in institutions, whether educational or non-educational, due to its great importance in institutions and its impact. On the interaction of individuals - leaders and employees - and the consequent results associated with the level of outputs of the institution and its competition with its counterparts locally and internationally.



Studies indicate that more than two-thirds of people who leave their jobs in organizations in general - resign because of an unsuccessful manager, that is, they do not leave the institution itself, but leave the president [2]. In the development movement, which dealt with leadership theories and approaches and finding appropriate solutions to the problems that may exist in leadership approaches and theories, one of the modern leadership approaches appeared, which gained popularity and attention by researchers and leaders, especially Westerners, which is Servant Leadership, whose idea is based primarily on attention to subordinates. And increase production, and that the leader serves the followers first and then can lead them easily and smoothly, and this generates a strong desire among the followers to serve, motivate and encourage others, but how can we imagine that leadership is linked to influence and at the same time linked to serving followers, The concept of leadership by service may be the opposite of some people's perception of the concept in our Arab culture, in which the concept of leadership is linked, especially to the presidency [3].

Servant leadership encourages individuals to strike a balance in their lives between exercising leadership and serving others. It urges leaders that their first priority is serving their followers, and at the same time, it encourages followers to invest in opportunities to exercise leadership, as the purpose of servant leadership is to improve individuals' lives. themselves, and then raise the level of their institutions [4], and some studies have indicated that the servant leadership theory can be applied as an institutional philosophy practiced by leaders in all types of organizations, whether for-profit or for-profit, such as schools, universities, health care institutions, religious and social, and others [5].

Universities are considered one of the most important service organizations in society, and they are in dire need of a servant leadership style that unleashes the energies of workers to achieve the desired educational goals. With the emergence of recent trends in the performance of university work, such as remote work, virtual classes, and the extensive use of information technology and various means of communication, it has become imperative for universities to deal with the fact that traditional organizational values and beliefs no longer form the basic link that links a faculty member to his university, and this in turn also imposes It is necessary to take the lead in enhancing the commitment of faculty members and working to develop it from time to time according to innovative mechanisms that are more attractive and flexible in order to meet their renewed expectations and requirements. Universities in achieving the desired goals.



2. Study Problem

Iraqi universities have witnessed a great boom in university education in recent decades that led to the establishment of many universities throughout Iraq, and these universities have paid remarkable attention to leadership, realizing that the traditional leadership style is no longer able to confront and overcome the difficulties of work in light of recent rapid developments in the science of leadership. And it became imperative to practice leadership methods that override the public interest over the private interest and provide everything that can be offered to serve others.

Some studies indicate that the reality of the formation of department heads is beset by many problems, the most important of which are: the failure of department heads to perform their responsibilities in community service, the low level of human relations between department heads and members of the department, the preoccupation with administrative aspects at the expense of developing teaching performance and community service, and the lack of Dealing with uncooperative and problematic members [6].

Some studies have been concerned with revealing the practice of servant leadership and its impact on performance in the institution, including the study of Ali and Al-Qarni [7], which revealed the existence of a relationship between the practice of servant leadership by the heads and supervisors of academic departments at the University of Tabuk, and the degree of organizational commitment of faculty members, and Bin Taleb's study [8], which proved the contribution of servant leadership to achieving organizational confidence for secondary school leaders in the governorates of Hotat Bani Tamim and Al Hariq from the teachers' point of view, and the study [9], which revealed the availability of some dimensions of servant leadership among secondary school principals in Madinah from the teachers' point of view. The importance of servant leadership and its practice in the universities of Baghdad, the faculties of physical education and sports sciences, so the research sought to reveal the reality of the practice of the heads of the scientific departments, the universities of Baghdad, the faculties of physical education and sports sciences, of the dimensions of servant leadership from the point of view of the faculty members.



3. Research Methodology and Field Procedures

3-1- Research Methodology

In dealing with this study and answering its questions, the researcher used the descriptive-analytical approach that is based on a description of what is an object and its interpretation, and it is an appropriate approach for this study, which aims at the reality of the faculty members' viewpoints of the faculty members of the departments of Baghdad from the practice of scientific leadership in Baghdad departments of all dimensions Physical and sports sciences and its relationship to some variables.

3-2- Research community and sample

The field study sample was selected from the faculty members of the universities of Baghdad for the faculties of physical education and sports sciences, and it consisted of (131) out of a total of (350) faculty members at a rate of 21% according to the study variables as shown in Table (1).

Table No. (1). It shows the characteristics of the study sample according to the variables of gender, degree, years of experience

Type	Variables	Number	Percentage
	Male	90	70%
	Feminine	40	30%
The Scientific Degree	Assistant Professor	90	68%
	Associate Professor and Professor	40	32%
Total		130	100%

It is clear from Table (1): The number of the sample members amounted to (131) faculty members, including (90) males and (41) females, while the number of the sample members according to academic degree reached (91) assistant professors, and (40) Associate Professor and Professor.

3-3- Information collection methods

(This was done by reviewing the literature on education in the field of public leadership and private servant leadership, foreign and Arab sources and the international information network, studies, and research related to the questionnaire).

3-4- Tools and equipment used

The research used the most important tools and devices in the subject of the research in order to carry out the field research procedures, which are:



(interview, questionnaire, auxiliary team, data collection and unloading forms, LAPTOP Lenovo computer), hand-held calculator (SHARP-E1-531), Statistical means.

3-5- Questionnaire Description

The questionnaire, in its initial form, consisted of (39) phrases distributed over three areas. It was presented to (10) arbitrators. They indicated that some of the phrases were modified and some phrases were deleted for repetition. The researcher modified it in the light of the arbitrators' opinions, and the questionnaire in its final form consisted of (35) from the phrase.

- **Apparent honesty:** the method of the arbitrators' sincerity was followed to ensure the apparent sincerity of the questionnaire to determine its suitability for measuring what it was developed for, by presenting it to (10) specialized arbitrators, and it has been modified in the light of their suggestions, and it has been put into its final form and applied to a sample of members The university faculty is not the sample of the study.

- **Internal consistency validity:** To calculate the internal consistency validity, the stability of the resolution and its axes were calculated using Cranach's alpha coefficient, which is shown in the following table (2).

- It is clear from Table No. (2) that the reliability coefficient is high, reaching (0.977) for the questionnaire as a whole, which is statistically acceptable. Thus, the questionnaire has become valid for application to the study sample , According to the following pentagonal scale:

very high	High	medium	low	very low
5	4	3	2	1

Table (2) The reliability coefficient

Questionnaire Axes	Number of Paragraphs	Stability Coefficient
conceptual skills	12	0.985
Attention to subordinates	12	0.919
Empowerment	11	0.963
Total	35	0.977



3-6- The foundations and scientific transactions of the questionnaire:

3-6-1 Test the validity of the questionnaire:

The questionnaire was subjected to tests before its distribution to ensure its integrity.

- Tests Before Distribution (Measuring Apparent Validity and Comprehensiveness)

In order to ensure the questionnaire's ability to measure the variables of the study, it was subjected to a test of apparent validity and comprehensiveness, by presenting it to a number of arbitrators and experts in the field of management, psychology, testing, and measurement to ensure the validity of the paragraphs contained in the form and their relevance to the study's hypotheses and objectives, and to explore their opinions regarding its ability to measure The variables of the study in order to ensure the clarity, comprehensiveness, and accuracy of its paragraphs from a scientific point of view, and in light of this, some paragraphs were deleted, modified and added in the manner in which the majority's opinion was gained on the validity and comprehensiveness of its paragraphs in line with the hypotheses of the study.

3-6-2- Questionnaire Stability

For the purpose of identifying the validity of the scale and the stability of the resolution, (Cronbach's alpha) was used, and it became clear that the alpha coefficient was (0.913) on the overall level of the variables, and this ratio is considered good in the field of mathematical sciences.

Exams After Distributing The Form

1- Neutrality

Ensure to emphasize the neutrality of the questionnaire by not interfering with the answers of the respondents and giving them the freedom and sufficient time to answer its paragraphs.

2- The Internal Consistency of the Questionnaire Variables

For the purpose of testing and to ensure the validity of the questionnaire, it was relied on the internal consistency of the paragraphs expressing the variables of the study. "The moral correlation values express the credibility of these paragraphs' representation of the main variables investigated"[4]. The following is an explanation for that at the level of the study variables.



3- The Internal Consistency of the Leadership Dimension

Tables (1, 2, 3) indicate a significant correlation of the moral and positive relationships of servant leadership, represented by the axes (conceptual skills, attention to subordinates, empowerment), which indicates the availability of internal consistency between the paragraphs of the variables mentioned and expresses the sincerity of the construction of its contents and the stability of its validity.

3-7- Exploratory Experience

The researcher conducted an exploratory experiment on a sample of (7) members of the staff of the faculties of physical education and sports sciences of Iraqi universities, they were randomly selected on (10/11/2021) in order to achieve the following objectives:

1. Ensure that the questionnaire paragraphs are clear and that there are no errors in them.
2. Identify the extent to which the research sample understands the questionnaire.
3. Diagnose the obstacles and negatives that may occur during the main experiment.

3-8- The Main Experience

After ensuring the safety and correctness of all procedures, including the scientific conditions, a field study was conducted on the main application sample, which numbered (131) members, for the period from (15/11/20121 - 30/12/2021).

3-9- Statistical Analysis Methods

In order to reach accurate indicators that serve the objectives of the research and test its hypotheses, the study relied on a set of statistical tools, which are as follows:

- 1 - The percentage and Pearson correlation coefficient to measure the strength of the relationship between two variables, as well as its use in determining the internal consistency between the study variables.
 - 2 - For simple and multiple linear regression to measure the significant effect of the independent variable on the dependent variable.
- Graduated regression to determine the indicators of the most influential independent variables in the dependent dimension.



4. Presentation, Analysis and Discussion of Results

4-1- Analysis of the correlation between the study variables

Table (2) correlation values reflect the dimensions of servant leadership at the level of the overall indicator in order to identify the strength and nature of the relationship between the study variables, and then test its hypotheses using the simple and multiple correlation coefficient.

The relationship between the reality of servant leadership and the variables:

The content of this correlation represents the validation of the first main hypothesis, which states that there is a significant correlation between the reality of servant leadership in terms of its variables and variables. The data in Table (2) indicate that there is a significant correlation between the reality of servant leadership and the variables in the faculties of physical education and sports sciences at the total level, with a correlation coefficient of (0.661) at the significance level (0.05).

Table (3) shows the correlation of the score of each domain with the total score of the scale

fields	Relationship of the score of each domain to the overall score of the scale	probability value	Sample count	the extent	lowest degree	the highest degree	Arithmetic mean	The error in the arithmetic mean	standard deviation	skew modulus
fields	.634**	0.00	167	19	11	30	31.13	.359	4.815	-.426
conceptual skills	.693**	0.00	167	20	18	38	127.26	.965	12.941	.398
Empowerment	.558**	0.00	167	19	17	36	20.52	.274	3.676	-.025
The overall score for the scale	1.885	0.00	167	58	46	104	179.11	.325	4.364	-.849

**Tabular = (0,250) at the degree of freedom = $n-2 = 62-2 = 60$ and the level of significance is 0.05 And based on the foregoing results of the relationship between administrative performance and the variables, we arrive at the acceptance of the main hypothesis at the level of the studied clubs.

4-2- Analysis of variance for servant leadership variables

The content of this effect reflects the test of the hypothesis of the third study, which states that there is a discrepancy in the effect of the reality of servant leadership. And they are verified using step-wise regression analysis and at the general level as shown in Table (4)



Table (4) shows the values of the latent roots, the percentage of variance, and the cumulative variance of the results of the preliminary analysis before rotation

Factor table									
Factor s	Prime factors			Factors extracted before recycling			Factors extracted after recycling		
	In- kind value	Explaine d variance	cumulativ e variance	In- kind value	Explaine d variance	cumulativ e variance	In- kind value	Explaine d variance	cumulativ e variance
1	23.753	48.475	48.475	23.753	48.475	48.475	13.946	28.460	28.460
2	4.231	8.635	57.110	4.231	8.635	57.110	10.337	21.096	49.556
3	3.295	6.724	63.835	3.295	6.724	63.835	3.778	7.711	57.267
4	2.073	4.230	68.064	2.073	4.230	68.064	3.379	6.897	64.163
5	1.815	3.704	71.768	1.815	3.704	71.768	2.109	4.303	68.467
6	1.553	3.168	74.937	1.553	3.168	74.937	1.903	3.883	72.350
7	1.293	2.640	77.576	1.293	2.640	77.576	1.832	3.739	76.089
8	1.031	2.105	79.681	1.031	2.105	79.681	1.760	3.592	79.681
9	0.892	1.821	81.502						
10	0.734	1.498	83.000						
11	0.716	1.461	84.461						
12	0.631	1.288	85.749						
13	0.603	1.230	86.979						
14	0.557	1.137	88.116						
15	0.446	0.911	89.027						
16	0.408	0.834	89.860						
17	0.403	0.823	90.683						
18	0.388	0.793	91.476						
19	0.312	0.637	92.113						
20	0.281	0.574	92.687						
21	0.275	0.561	93.248						
22	0.253	0.515	93.763						
23	0.246	0.502	94.265						
24	0.224	0.456	94.721						
25	0.208	0.425	95.146						
26	0.196	0.401	95.547						
27	0.192	0.392	95.939						
28	0.179	0.366	96.305						
29	0.168	0.343	96.648						
30	0.159	0.325	96.974						
31	0.145	0.295	97.269						
32	0.138	0.281	97.550						
33	0.127	0.259	97.809						
34	0.117	0.238	98.047						
35	0.113	0.230	98.277						

- Through these results, the research questions can be answered as follows:
 To answer the first question, we point out that servant leadership is one of the most important assets in the college, and the reason for this is that the leader



possesses the value of direct and indirect leadership in the organization. Indirect to its use of other factors of production and other methods in achieving the objectives of the college.

In this field, the skills, knowledge, capabilities, and desires of servant leadership are important factors, and indeed they are considered one of the most important factors that affect the success of the organization in the short term and enhance its ability to survive and continue in the long term.

5. Conclusion

The efforts of this study were represented in its attempt to present a methodology in diagnosing a major dimension and analyzing it with a set of variables and depending on these dimensions and variables and the findings of the study, it was found that there is a concentration in the respondents' answers about the strong agreement on the adoption of servant leadership by the majority of the cadre of the faculties in the respondents and study sample. And, that the percentage of respondents' agreement was high, and this indicates the presence of some leaders who seize power in the faculties of physical education and sports sciences. There is a high agreement regarding the variables related to leadership, and this indicates the interest of the faculties of physical education and sports management sciences and their awareness of the importance of this aspect in achieving goals and raising standards. Despite the gap in terms of technology owned by the faculties investigated between them and similar faculties in developed countries, the teaching staff believes that their faculties own the technology and use it well in a way that contributes to supporting and achieving knowledge for the college. The results of the analysis revealed a significant correlation between the axes (conceptual skills, attention to subordinates, and empowerment), and based on these results, the researcher recommends paying attention to the technical knowledge necessary to build value, and the college should work to enhance its ability to generate those experiences and the need to develop the technology used in colleges And work to train employees to use it and employ it in strengthening the college. The study also recommends working to strengthen the servant leader as he is more influential in supporting the building of colleges of physical education and sports sciences in Iraq.



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The Scale

Sequence	Ferries	Very High	High	Medium	Poor	Very Weak
conceptual skills						
1	Provides members with experiences that enable them to develop new skills.					
2	Possesses the ability to think effectively to face problems					
3	Appreciate the role of members in achieving the goal					
4	He tells us if he finds something wrong with the work					
5	Can solve business problems with new and innovative ideas					
6	He is keen to know the professional goals of the members					
7	It is concerned with making sure that members achieve their goals					
8	It is concerned with the professional development of members in the light of the university's goals					
9	It presents alternatives to achieve goals that are consistent with the goals of the university					
10	He has a deep understanding of the university and its goals					
11	Analyzes goals that members are having difficulty achieving					
12	Provides support to members individually and collectively					
Attention to subordinates						
1	His service to others is governed by a human conscience					
2	His service to others is evident through his dealings with them.					
3	Realizes that serving others is the essence of servant leadership					
4	He offers his services to others free of charge					
5	His actions match his words at work					
6	He seeks to serve others more than to be served by them.					
7	It is characterized by altruism in working with the other					
8	He shall abide by the promises made by other members					
9	Serving others is seen as a human responsibility					
10	It encourages others to be proactive					
11	He spends a large part of his time for others					
12	He prioritizes the needs of the members over his own					
Empowerment						
1	It grants members the necessary powers to carry out the work					
2	Members encourage collaborative teamwork rather than competition					
3	Opinions raised by members regarding university work					
4	He considers himself a member of the department					
5	He makes a great effort to promote teamwork					
6	Trusts members when making college decisions					
7	Takes initiative in helping members to face professional difficulties					
8	Members encourage professional growth through training courses					
9	It provides opportunities for members to fully develop their potential					
10	He makes an effort to defend the rights of members					
11	He has wisdom in times of crisis					