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## Characteristics of women's leadership and the significance of their impact on the reality challenges from the viewpoint of the administrative body's members of some women's sports clubs in Iraq

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### Abstract

The aim of the research is to identify the characteristics of women's leadership level and their dimensions, the reality challenges level and their dimensions, the relationship and percentage of the contribution of women's leadership characteristics and their dimensions to the reality challenges from the viewpoint of the administrative bodies' members of some women's sports clubs in Iraq. To achieve the research objectives, the researchers used the women's leadership characteristics questionnaire prepared by (Al-Dulaimi, 2016) and the reality challenges questionnaire prepared by (Muhammad, 2017). The questionnaire consists of five dimensions of women's leadership characteristics (empathy, cooperation, patience, intuition, and composure). The reality challenges questionnaire consisted of three dimensions (organizational frameworks, community challenges, and personal preparations), and then their face validity and stability were verified. The research sample included women members in the administrative bodies of some women's sports clubs in Iraq, who numbered (30) members. In processing the data statistically, the percentage, arithmetic mean, standard deviation, alpha coefficient, chi-square ( $\chi^2$ ), and simple regression coefficient were used by using the statistical program (SPSS) to analyze the data. The researchers concluded that a very high level of women's leadership characteristics and their dimensions (empathy, cooperation, patience, intuition, composure) emerged. The emergence of varying levels between medium and low of reality's challenges and their dimensions (organizational frameworks, community challenges, personal preparations) for assuming women's leadership, and the presence of a relationship and contribution percentage with non-significance between the characteristics of women's leadership and its dimensions and the reality challenges for assuming women's leadership for members of the administrative bodies of some women's sports clubs in Iraq.

**Keywords:** Characteristics of women's leadership, reality challenges, members of administrative bodies in sports clubs

### Introduction

Women's leadership is one of the forms of administrative leadership, which denotes a set of characteristics that permit women to self-determination and increase confidence in themselves to take on sensitive leadership and administrative positions and develop their capabilities to achieve superior performance (Weidenfeller, 2012) <sup>[17]</sup>.

Today, women are half of society, not only in terms of description but through the behavior and effectiveness they perform in the systems of society and country. Sports today is one of the important pillars adopted by people and defines some of the policies of countries and even their economies. Therefore, the trend began to develop the outlook towards women's sports so that it reaches, in some sport activities, the level of men's activities and may even surpass them. In addition to changing the view of the global sports community of women sports. Hence, there must be a women's leadership that takes the reins to develop women's sports and break into all available fields to achieve this goal, considering the various challenges that it may face, to prepare for it, develop appropriate solutions, change Special systems to serve women's sports, and adopt ideas that change the reality perception of women's sports.

Therefore, the importance of the current study lies in trying to know the characteristics of women's leadership and the reality challenges from the viewpoint of the administrative bodies' members of some women's sports clubs in Iraq and the extent to which these characteristics can play in determining the challenges of the sports reality for sportswomen.

### Research problem

It has been noted in recent times and following sports events that there has been an increase in interest in women's sports in general and in many sports events. Through the academic work of researchers in the field of women's sports and communication with women's sports clubs, it is noted that sports women in sports institutions and organizations in general and sports clubs in particular, regardless of their diversity and variety, did not take a sufficient share of their leadership of those clubs despite working for various periods in the administrative bodies of some sports clubs, despite of effective leadership plays a major role in attracting athletes. Therefore, there must be a women's leadership that has a comprehensive view of the women's sports reality to attract girls to be the foundation of the sports club and to support Iraqi women's sports. From here, it can be determined that women's leadership in sports clubs may lack more characteristics, represented by the determination to achieve what women leaders aspire to, enhancing the characteristic of cooperation, patience with situations and obstacles that hinder reaching goals, and how to achieve harmony and compatibility between these characteristics, represented by thinking and intuition. On the other hand, the challenges of the environment and the reality that sportswomen live in are a real obstacle to their appropriate assumption of leadership, represented by their personal readiness and acceptance to adopt leadership, in addition to the society and values that determine their sporting behaviors and the internal regulations of Iraqi sports institutions and organizations.

Hence, the researchers have always raised the question about the problem of their study: What is the level of characteristics of women's leadership and the level of challenges in reality? Do the characteristics of women's leadership have a role in determining the challenges of reality for the administrative bodies' members of some women's sports clubs in Iraq?

### Research objectives

The goal of the research is to identify:

1. The level of the characteristics and dimensions of women's leadership from the viewpoint of the administrative bodies' members of some women's sports clubs in Iraq
2. The level of reality's challenges and their dimensions from the viewpoint of the administrative bodies' members of some women's sports clubs in Iraq.
3. The relationship and the percentage of contribution of the characteristics of women's leadership and its dimensions to the reality challenges from the viewpoint of the administrative bodies' members of some women's sports clubs in Iraq.

### Research fields

- Human field: The administrative bodies members of some women's sports clubs in Iraq.
- Spatial field: Administrative bodies of some women's sports clubs in Iraq.
- Time field: 10/15/2023 until 10/25/2023.

### Definition of terms

- **Women Leadership Characteristics:** A set of distinctive characteristics in the performance of women compared to men that enable women to achieve desired and effective results and maintain success (Rouleru-Carroll, 2014) <sup>[15]</sup>.
- **Empathy:** The ability of a woman leader to communicate effectively with colleagues enhances her leadership strength enabling her to handle critical situations. (Vasavada, 2012) <sup>[16]</sup>.
- **Cooperation:** Being side by side with employees, which represents the key to leadership in order to reach correct and sound decision-making (Fahmy, 2013) <sup>[13]</sup>.
- **Patience:** Dealing with a comprehensive situation not from one aspect, which is a deeper understanding of circumstances outside the norm (Rouleru-Carroll, 2014) <sup>[15]</sup>.
- **Intuition:** The leader's ability to be flexible and think when faced with difficulty in achieving a specific goal, meaning that she sometimes moves from one objective to another to reach the desired objective (McCullough, 2012) <sup>[14]</sup>.
- **Composure:** Enduring the difficulties and hardships facing the leader and reaching success and desired goals (Rouleru-Carroll, 2014) <sup>[15]</sup>.
- **Challenges:** The researchers defined them procedurally as every obstacle facing a woman athlete assuming leadership positions in a sports club, which is represented by theoretical frameworks, reality challenges, and personal preparations.
- **Organizational frameworks:** Organizational challenges are all the hindrances and obstacles facing women's work and assuming positions of leadership in their work field in the sports institution and are often represented by laws, regulations, advice, instructions, and pressures (Al-Qudah, 2011, 138) <sup>[9]</sup>.
- **Community challenges:** Several obstacles hinder women from assuming leadership roles and being recognized for their work in society. These include societal biases towards women's work and leadership capabilities, the prevalent notion that leadership tasks are reserved for men, and the limitations placed on women's career opportunities. (Muhammad, 2017, 384).
- **Personal preparations:** All the challenges related to a woman's personality include her family situation, difficulty balancing work and home responsibilities such as raising children and attending to marital rights, and a lack of self-confidence. (Muhammad, 2017, 385).

### Related Studies

#### 1- (Al-Dulaimi, 2016) <sup>[3]</sup>

Women's Leadership Characteristics and its Impact in Developing the Psychological Capital: Test of the Moderating Role of Experience Power Analytical Study from the Perspective of Subordinates in Private Education Schools In Amman. This study pointed to demonstrate the effect of women's leadership characteristics on rising psychological capital, in the presence of the experience power. To achieve the study objectives, the researcher adopted a questionnaire as a main tool for his work, and after testing its validity and stability, it was distributed to the sample of study that consisting (376) individuals holding positions (teachers and administrators). To answer the study's questions and test its hypotheses, the researcher intended to use a set of descriptive and inferential statistical methods supported by the statistical

package program (SPSS-21). The study found that private education schools in Amman Governorate have a high level of practicing women's leadership characteristics. Subordinates have an average level of psychological capital, and women's leadership has a high experience power. The characteristics of women's leadership have a statistically significant effect on developing psychological capital. Additionally, the impact of women's leadership characteristics on psychological capital development increases with the presence of power experience in private education schools in Amman. Based on the findings, the study proposes several recommendations. Firstly, it suggests enhancing women's leadership traits by providing them with greater support from senior management. Secondly, the study emphasizes the significance of psychological capital and its impact on an individual's performance within the organization. Lastly, it recommends further research on women's leadership characteristics and their experience of power, particularly in the context of education. The study also urges investing in psychological capital. 2- (Mohammed, 2017)<sup>[10]</sup>.

The Reality of the Performance of Women's Leadership in Sports Administration in Light of the Challenges They Face in Society. The study aimed to examine the reality of women's leadership in the sports field and to identify the successes and failures that women have achieved in the field of assuming sports responsibilities. Add new research in the field of sports leadership and its relevance to the woman element. The study sample included a total of (30) women who held leadership or responsible positions in sports federations in the Djelfa Province. The researcher prepared a questionnaire on the performance of women's leadership and the challenges they face in society. The results were derived from the percentage, arithmetic mean, standard deviation, Cronbach's alpha, and Pearson's correlation coefficient. The researcher concluded that (70%) of the sample members agree with women's ability and competence to hold positions, and women are more disciplined by (15%), (30%) of the sample do not agree with women assuming leadership positions because of their view of women as emotional, and (60%) agreed that their duties towards their families constitute a challenge or obstacle to their assuming leadership positions.

## Research procedures

### Research methodology

The researchers used the descriptive survey method because it suits the type of study and its objectives.

### Research community and its sample

The research community and its sample were selected through a comprehensive and deliberate exclusion methodology. The research included women members in the administrative bodies of some women's sports clubs in Iraq (Nineveh Girl, Erbil Girl, Babylon Girl, Duhok Girl, Diyala Girl, and Aphrodite Sulaymaniyah), numbering (35) members, and the researchers obtained (30) forms subject to statistical analysis, which constitute (85.714%) of the research community.

## Research variables

### Default variable

The default variable, which reflects the use of the characteristics of women's leadership and their dimensions (empathy, cooperation, patience, intuition, composure) can be identified as an independent variable and challenges reality as a dependent variable.

## Demographic variables

The demographic variables of the sample members were determined according to the requirements of the study (academic achievement, duration of work in the club) as shown in Table (1).

**Table 1:** Distribution of the study sample members according to demographic variables

Variables	Category	Repetition	Percentage%
	Bachelor	17	65.666
	Diploma	2	6.666
	Others	11	36.666
Service duration	Less than (5) years	11	36.666
	From (5) to (10)	12	40
	More than (10) years	7	23.333

Table (1) shows the variation in the percentages for the variables of the study sample members. The highest percentage was for the bachelor's degree according to the academic achievement variable and for the years (5) to (10) years according to the duration of service variable.

Regarding the variable of academic achievement, the researchers attribute that the bachelor's degree is an ideal academic achievement for members of sports clubs, where University study teaches women in the club to put things and work into perspective, how to deal with the variables, and the methods for her access to leadership after obtaining the appropriate education and knowledge. As for the variable duration of service to work in the club's administrative body, the period ranges from 5-10 years, enabling women to obtain the appropriate experience to be leaders in the future. From here, the normal distribution of the study sample and its representation of society becomes clear.

## Research tool

To achieve the research objectives, the researchers used the women's leadership characteristics questionnaire prepared by (Al-Dulaimi, 2016)<sup>[3]</sup> and the reality challenges questionnaire prepared by (Mohammed, 2017)<sup>[10]</sup>. The questionnaire on the characteristics of women's leadership consisted of (20) items distributed equally along five dimensions (empathy, cooperation, patience, intuition, composure). The reality challenges questionnaire consisted of (9) items distributed equally along three dimensions (organizational frameworks, community challenges, and personal preparations). The items in the two questionnaires were answered according to five alternatives to the characteristics of women's leadership: (always, often, sometimes, rarely, never) and the challenges of reality (strongly agree, agree, neutral, disagree, and strongly disagree). Some minor modifications were made to it to suit the work of members in the administrative bodies of some women's sports clubs in Iraq, and then their face validity and stability were verified, as follows:

## Apparent validity

This procedure is an appropriate way to ensure the validity of the questionnaire, as the researcher presents the study tool in its initial form to a number of arbitrators who specialize in the field of the research title and specialization. This is to ensure the face validity of the scale tool, which shows the ability of the items to cover the field to which they belong" (Al-Taie and Al-Abadi, 2018, 144)<sup>[6]</sup>. Therefore, the researchers presented the questionnaires to a number of experts specialized in sports administration to judge the paragraphs of the questionnaires. Each of them was asked to express his



comments about each paragraph of the two questionnaires, whether it was valid or invalid in the designated field. They were also asked to express their opinions on the clarity of the paragraphs and their suitability to the sample, as well as the validity of the alternatives\*. No paragraph of the questionnaire was deleted. Some paragraphs were also amended according to the agreement of experts' opinions. The paragraphs whose significance ( $\chi^2$ ) is smaller than (0.05) were retained in favor of repeating the answer (valid) and deleting phrases whose significance ( $\chi^2$ ) is smaller than (0.05) in favor of repeating the answer (not valid) and phrases whose significance level is greater than (0.05). It has been shown that the values of ( $\chi^2$ ) for the questionnaire paragraphs have ranged between (3.5-7). The values of the significance percentage reached (0.000), which is all smaller than the approved significance level (0.05), and this means retaining all items of the two questionnaires. Thus, the final version of the two scales was formed, which the researchers will adopt in completing their research procedures, which is shown in Appendix (1).

### Stability of the two questionnaires

To obtain the stability of the two questionnaires, the Alpha coefficient method was used. It is worth noting that the alpha

method is of particular importance because it is used in calculating the stability coefficient of essay and objective tests (Al-Nabhan, 2004, 248) [11], questionnaire items whose answers require choosing from multiple alternatives" (Allam, 2006, 100) [7]. The value of the alpha stability coefficient for the characteristics of women's leadership was (0.908), while it was for the challenges of reality (0.806). Thus, the stability coefficients are good.

### Description of the two questionnaires in their final form

The questionnaire on the characteristics of women's leadership consists of (20) items distributed over five dimensions (empathy, cooperation, patience, intuition, and composure), with (4) items for each dimension. The reality challenges questionnaire consists of (9) items distributed over three dimensions (organizational frameworks, community challenges, personal preparations), and each dimension has (3) items. In front of each item of the two questionnaires was placed five alternatives, for the characteristics of women's leadership: (always, often, sometimes, rarely, never) and for the challenges of reality (strongly agree, agree, neutral, disagree, strongly disagree) carrying weights (5, 4, 3, 2, and 1) respectively. The researchers performed a regular random mixing of these paragraphs as shown in Table (2).

**Table 2:** Sequence of items on the dimensions of the questionnaire on characteristics of women's leadership and reality challenges.

Questionnaire	Dimensions	Items No.	Sequence of items in the questionnaire
Characteristics of women's leadership	Empathy	4	1 6 11 16
	cooperation	4	2 7 12 17
	Patience	4	3 8 13 18
	Intuition	4	4 9 14 19
	Composure	4	5 10 15 20
Reality challenges	organizational frameworks	3	1 4 7
	Community challenges	3	2 5 8
	Personal preparations	3	3 6 9

Thus, the two questionnaires became in their final form ready to be applied to the research sample, as shown in Appendix (1). The answer levels for the dimension were divided based on similar studies in this field, including the study (Al-Hasso, 2021, 66) [2], the study (Al-Naimi, 2022, 53) [12], the study (Al-Sharafani, 2022, 46) [5], the study (Al-Anazi, 2022, 47) [8], and the study (Al-Rawi, 2022, 52) [4] and the study (Al-Babowat, 2023, 55) [1] and as in Table No. (3).

**Table 3:** Divided of response levels for the dimension

T	Category	Level
1	80% or more	Very high
2	From 70% - to less than 80%	high
3	From 60% - to less than 70%	medium
4	From 50% - to less than 60%	low
5	Less than 50%	Very low

### Statistical methods

Percentage (%), arithmetic mean (AM), standard deviation (SD), alpha coefficient, chi-square ( $\chi^2$ ), and simple regression coefficient using the SPSS statistical program to analyze the data.

### Presentation, analysis, and discussion of the results

This section includes the results and their discussion according to the research objectives, as follows:

**First objective:** is to identify the level of characteristics and dimensions of women's leadership from the viewpoint of the

administrative bodies' members of some women's sports clubs in Iraq.

**Table 4:** Arithmetic means, standard deviations, and level of the dimensions of women's leadership characteristics

Women's leadership characteristics	AM	SD	Percentage %	Level
Empathy	18.066	2.083	9.033	Very high
Cooperation	17.766	2.011	88.83	Very high
Patience	17.266	2.572	86.33	Very high
Intuition	17.8	2.734	89	Very high
Composure	18.433	2.079	92.165	Very high
Overall	89.333	9.664	89.333	Very high

It is clear from Table (4) that the arithmetic means of the dimensions of women's leadership characteristics (empathy, cooperation, patience, intuition, composure) for the administrative bodies' members of some women's sports clubs in Iraq ranged between (18.433-17.266), with a standard deviation ranging from (2.734-2.011), with percentages ranging between (92.165 - 86.33%) and at a very high level for all dimensions. The overall arithmetic mean was (89.333), with a standard deviation of (9.664), and a percentage of (89.333%), and the level in general was very high.

The researchers believe that the emergence of a very high level suggests the pursuit of sports women in Iraqi clubs to advance and reach the highest levels and their attempt to excel with characteristics that they consider to be the reasons for their reaching the summit and assuming leadership in sports

institutions and organizations of all kinds and diversity. She seeks to lead with her empathy, build effective communication with others, express her cooperation and participation in all circumstances, ability to bear adversity and problems, interact with them rationally and instinctively, listen to others without speaking in many situations, and accept difficulties and hardships in order to achieve her leadership goals.

**Table 5:** Arithmetic means, standard deviations, and item levels of the dimensions of women's leadership characteristics

Dimensions	Items	AM	SD	Percentage %	Level
Empathy	1	4.633	0.614	92.66	Very high
	2	4.766	0.568	95.32	Very high
	3	4.566	0.897	91.32	Very high
	4	4.1	0.959	82	Very high
Cooperation	1	4.366	0.668	87.32	Very high
	2	4.366	0.718	87.32	Very high
	3	4.4	1.003	88	Very high
	4	4.633	0.614	92.66	Very high
Patience	1	4.566	0.897	91.32	Very high
	2	4.3	0.794	86	Very high
	3	4.4	0.674	88	Very high
	4	4	1.144	80	Very high
Intuition	1	4.3	1.055	86	Very high
	2	4.566	0.727	91.32	Very high
	3	4.6	0.855	92	Very high
	4	4.333	0.884	86.66	Very high
Composure	1	4.566	0.727	91.32	Very high
	2	4.566	0.678	91.32	Very high
	3	4.666	0.606	93.32	Very high
	4	4.633	0.556	92.66	Very high

It is clear from Table (5) that the arithmetic means for the dimensions of women's leadership characteristics items ranged between (4.766 - 4), with a standard deviation ranging from (1.144 - 0.556), and with percentages that ranged between (95.32 - 80%), and the level of the items is very high. The researchers attribute these levels to the fact that sportswomen always seek leadership by adopting effective communication skills with others and giving them advice when needed to give them some positive comfort, share members' feelings, share members' constructive ideas to solve important performance problems, as well as their participation in setting the goals of the club and her keenness to involve members in decisions related to their tasks to build a more mature future vision for the club. In addition to being patient in many situations and accepting to work in the club with determination, even if she has other additional tasks, she also seeks to help members in their ways of thinking and contribute to predicting future situations and obstacles for the club.

**Second objective:** To identify the level of reality challenges and their dimensions from the viewpoint of the administrative bodies' members of some women's sports clubs in Iraq.

**Table 6:** Arithmetic means, standard deviations, and the level of the reality challenges dimension.

Reality challenge	Arithmetic averages	Standard deviation	Percentage %	Level
organizational frameworks	9.166	2.547	61.106	medium
Community challenges	8.166	2.574	54.44	low
Personal preparations	8.366	2.108	55.773	low
overall	25.7	6.176	57.111	low

It is clear from Table (6) that the arithmetic means of the

dimensions of reality challenges (organizational frameworks, community challenges, personal preparations) for assuming women's leadership for the administrative bodies members of some women's sports clubs in Iraq ranged between (9.166 - 8.166), with a standard deviation ranging from (2.574 - 2.108) and with percentages that ranged between (61.106 - 54.44%) and a level that ranged between medium and low, the overall arithmetic mean was (25.7), a standard deviation of (6.176) and a percentage that reached (57.111%), and the level, in general, was low.

The generally low level of reality challenges suggests that reality is not the main obstacle to sportswomen assuming leadership in sports clubs despite their determination, according to the opinion of the study sample, as is the case with reality challenges and personal preparations, which can be dealt with scientifically and professionally to reduce their impact.

As for the medium level in the organizational frameworks, despite the presence of laws, rules, and regulations in sports institutions and organizations that contribute to assuming leadership, they still need to be activated and developed in accordance with the internal and external changes of the club. As for the medium level in the organizational frameworks, despite the presence of laws, rules, and regulations in sports institutions and organizations that contribute to assuming leadership, they still need to be activated and developed in accordance with the internal and external changes of the club.

**Table 7:** Arithmetic means, standard deviations, and levels of the dimensions of reality challenges items

Dimensions	Items	AM	SD	Percentage %	Level
organizational frameworks	1	3.633	1.098	72.66	High
	2	2.566	1.04	51.32	Low
	3	2.966	1.159	59.32	Low
Community challenges	1	3	0.982	60	Average
	2	2.633	1.376	52.66	Low
	3	2.533	1.074	50.66	Low
Personal preparations	1	2.166	0.833	43.32	Very low
	2	2.8	0.924	56	Low
	3	3.4	1.275	68	Average

It is clear from Table (7) that the arithmetic means for the dimensions of reality challenges items for adopting women's leadership ranged between (3.633-2.166), with a standard deviation ranging from (1.376-0.833), and with percentages that ranged between (72.66-43.32%), and the level of the items ranged from high to very low.

The researchers believe that the high level of leadership tasks in the club constitutes an obstacle, such as traveling and working extra hours because the traditions and nature of society limit the travel of sportswomen. The low level of physical condition, that women do not have, is not a major challenge that hinders women from assuming leadership, as it is an individual factor that differs from one person to another, in addition to the fact that some women are physically superior to some men. The low level of work competencies in the club among female employees does not constitute a fundamental obstacle if sportswoman in general improve their performance competency according to scientific programs. The average level of difficulty in reconciling women leaders between work in the club and domestic work depends on what the sports woman needs from an increased organization and compatibility between work in the club and domestic work so that one is not affected by the other. As for the low level of society's view of women leaders in the club less than men, a

sports woman can overcome this belief by showing her energies and dedication to working side by side with men and that she is not inferior to men in many situations and may even reach the best. The very low level of lack of ambition for women in the club to assume leadership positions, this challenge can be strongly refuted by showing women sports their leadership ability and that one of their primary goals is their ambition to assume leadership positions in the club. The low level of a woman's opinion that taking care of the family is more important than the leadership position in the club can be determined by the balance in her tasks between taking care of the family and the leadership position in the club. The

average level of early marriage is considered an obstacle to assuming leadership positions, as it varies from one woman to another. There are those who see it as natural things that do not hinder women's tasks in general and assume leadership positions in particular.

**Third objective:** The relationship and the percentage of contribution of the characteristics of women's leadership and its dimensions to the reality challenges from the viewpoint of the administrative bodies' members of some women's sports clubs in Iraq.

**Table 8:** Results of testing the relationship of the dimensions of women's leadership characteristics to reality challenges.

Independent variables	Correlation coefficient (R)	Determination coefficient of (R <sup>2</sup> )	f- cal.	Regression coefficient (B)		DF	Sig Level
Reality Challenge	0.34	0.116	0.627	Empathy	0.864	5	0.681
				Cooperation	1.115	24	
				Patience	0.635	29	
				Intuition	0.515		
				Composure	0.583		

Table (8) shows that there is a significant non-significant relationship between the characteristics of women's leadership dimension and the reality challenges to adopt women's leadership for the administrative bodies' members of some women's sports clubs. The characteristics of women's leadership do not contribute to the reality challenges of assuming women's leadership, as the correlation coefficient (R) reached (0.34) at the significance level (0.05). The coefficient of determination (R<sup>2</sup>) reached (0.116), the lack of significant of this effect is confirmed by the calculated F value, which amounted to (0.627), which is significant at the level of (0.05). The researchers attribute the non-significant effect and relationship to the fact that women's leadership and the characteristics it possesses are not sufficient, according to the sample's opinion, to overcome the social challenges of reality, represented by society's view of women assuming leadership, the limitations of women's work, and how to deal with systems, laws and regulations that limit women's leadership practices. Even the usual tasks in the Sports Club, as well as the personal repercussions that women face and the extent of their conviction and insistence on the need to take leadership in the sports institution.

## Conclusions and Recommendations

### Conclusion

1. The emergence of a very high level of women's leadership characteristics and dimensions (empathy, cooperation, patience, intuition, composure) for the administrative bodies' members of some women's sports clubs in Iraq.
2. The emergence of different levels between medium and low levels of reality challenges and its dimensions (organizational frameworks, community challenges, personal preparations) to assume the women's leadership of the administrative bodies' members of some women's sports clubs in Iraq.
3. There is a relationship and a non-significant contribution percentage between the characteristics and dimensions of women's leadership and the reality challenges of assuming women's leadership for members of the administrative bodies of some women's sports clubs in Iraq.

### Recommendations

1. Enhancing the women's leadership characteristics of sports women in sports clubs and institutions and demonstrating their positive impact on women's sports and developing their capabilities through training and development programs that deal with sports leadership.
2. Holding seminars and workshops and activating their recommendations, which are concerned with clarifying the bright picture of the leadership role of women to society and those in charge of sports, clubs and sports institutions, to reduce obstacles and challenges and include laws that enhance the leadership role of sports women.
3. Increase interest in the characteristics of women's sports leadership to reduce the effects of reality challenges and conduct studies and research on the characteristics of women's sports leadership on other sports samples.

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**Appendices**

**Appendix (1)**

**The final version of the questionnaire on the characteristics of women's leadership and the challenges of reality.**

Respected Mrs./Miss Member of the Administrative Body. Intending to conduct research entitled “Characteristics of Women's Leadership and the Significance of Their Impact on the Reality Challenges from the Viewpoint of the Administrative Bodies Members of Some Women's Sports Clubs in Iraq,” please kindly answer accurately and impartially by placing a mark (√) in the field designated for the service of scientific research only, and there is no need to mention the name. Thank you for your cooperation.

Researchers

Name of the sports club ..... The governorate in which the club is located ..... Academic achievement: Doctorate ( ) Master ( ) Bachelor's ( ) Diploma ( ) Other ( ). Age in years only.....Duration of work In the club: Less than (5) years..... From (5) to (10) years.....More than (10) years.....

Women Leadership Characteristics / Group of Distinguished Performances in Women's Performance compared to men that enable women to achieve desired and effective results and maintain success.

No.	Items	Always	Often	Sometimes	Rarely	Never
1	The club's women leaders possess effective communication skills					
2	The club's women leaders provide clear advice when you turn to it					
3	The club's women leaders are present among us, which makes us feel comfortable					
4	The woman leader of the club shares their feelings with the member					
5	Women leaders in the club emphasize generating ideas to solve performance problems					
6	Women leaders in the club participate with members in setting the organization's goals					
7	The club's women leaders are keen to involve members in decisions that affect the performance of their tasks					
8	The club's women leadership requires all members to participate in building the club's future vision					
9	Women leaders have patience in dealing with club problems					
10	The woman leader participates in the club in more than one task in addition to her current job					
11	Women leaders in the club reduce members' negative emotions by helping them change their way of thinking					
12	Women leaders eliminate members' anxiety when carrying out tasks through simple explanations					
13	Women leaders are characterized by their ability to anticipate obstacles to work in the club					
14	The club's women leaders test new ideas to ensure their viability					
15	Women leaders In the club care about members' different perspectives when solving problems					
16	The woman leader manages the difficulties faced in working in the club with professionalism					
17	The woman leader In the club bears the consequences of her decisions					



18	Women leaders have the ability to withstand difficult circumstances in the club					
19	Women leaders overcome negative feelings because the interest of the club is more important to them					
20	Women leaders stick to their positions if they serve the interest of the club					

**Challenges:** All the difficulties facing qualified women to assume leadership positions, which were identified in this study through organizational frameworks, community challenges, and personal preparations.

No.	items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Leadership duties at the club pose a hindrance, such as travel and working extra hours					
2	Taking on leadership responsibility in the club requires physical conditions that women do not have					
3	The club's work competencies are only available to female employees					
4	The difficulty of reconciling a leading woman between working in a club and domestic work					
5	Society sees a woman leading a club as less capable than a man					
6	Refusal to mix in the club with men					
7	Women in the club have no ambitions to assume leadership positions					
8	Women believe that taking care of the family is more important than the leadership position in the club					
9	Early marriage hinders sports women from assuming leadership positions in the club					