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RESEARCH ARTICLE

The Effect of the Duty-Oriented Leadership Style of the Coaches on the Level of Commitment and Ethical Decision-Making of the Players of the Iraqi National Athletics Team with the Mediating Role of Team Satisfaction

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ARTICLE INFO	ABSTRACT
	This study aimed to investigate the effect of the duty-oriented leadership style of the coaches on the ethical decision-making of the players of the Iraqi national athletics team with the mediating role of team satisfaction. Descriptive research was conducted using structural equation modeling. The statistical population of the research included all the employees of the Iraqi Athletics Federation, players, coaches and supervisors of the athletics teams in the practical phase and university professors in the scientific phase. As it was not feasible to have access to all the participants, 150 participants were selected through stratified random sampling. Cochran's formula was run to determine the sample size. The research instrumentation included leadership style questionnaire, Salzman and Anderkulek (1982), team satisfaction, Reimer and Cheladurai (1988), organizational commitment by Lee et al. (2012) and ethical decision making questionnaire by Lee and Tominas (2007). Data were analyzed by structural equation modeling using SPSS and PLS 3 software. The results indicated that the duty-oriented leadership style of the coaches has a direct, positive and significant relationship with the level of ethical decision-making. The duty-oriented leadership style of the coaches has a positive and significant relationship on the ethical decision-making of the players with the mediating role of team satisfaction. It is suggested; the emotional and cultural aspects of the players should be on the agenda of the coaches to achieve team satisfaction.

INTRODUCTION

Paying attention to the factors involved in success and failure as important issues has led to the careful examination of these factors in all fields. Therefore, the factors of success and failure in all areas should be identified so that reactive behaviors can be applied regarding the current conditions (Weiner, 2018). Sports, as one of the most widespread activities in the world, has been able to allocate numerous different programs and activities. Recently, various activities related to sports are expanding. Meanwhile, athletes are important and key elements in sports (Gustafsson, Sagar, & Stenling, 2017). Athletes always need to have an optimal amount of exercise in sports' environments. In other words, the performance of athletes plays an important role in achieving sport success. This issue has highlighted sports performance to be considered as a key concept for various researchers

(Singh & Parmar, 2016). Sports success requires a holistic, multidimensional and interactive investigation in order to describe elite athletes in terms of physical abilities, psychological skills, personality traits, technical skills and tactical skills(Weinberg & Gould, 2023). Achieving the related goals requires a sport manager to guide the coaches, players and the other staff who work for the benefit of the team. For coaches to achieve the set goals, excellent cooperation between coaches and management is necessary. They guide the coaches in the direction they want because they are the main decision maker(Halliwell, Mitchell, & Boyle, 2021).

In sports, the coach is the official leader of the group(Beauchamp & Eys, 2014; Weinberg & Gould, 2023). A good sports leader is a coach who provides the appropriate technical preparation for athletes and the team with the support they need and motivate them to implement the vision of victory. The coach, seen as an expert whose mission to lead the athletes, encourage them to realize their full potential, and achieve the best possible results. It is important to emphasize that the coach is responsible, not only for the physical preparation, theoretical methods, and the development of motor coordination, but for the formation of the appropriate level of motivation and practice of educational effect on the racers as well(Walach-Bista, 2014). Al-Sada, Al-Esmael, and Faisal (2017) think that leadership is a process that influences others to understand and agree on what to do and how to do it and facilitates individual and collective efforts to accomplish organizational goals. Task-oriented leadership, characterized by a focus on clear objectives, structured guidance, and performance outcomes, plays a significant role in shaping the environment in which athletes operate. This leadership style emphasizes the importance of achieving specific goals and deadlines, which can influence players' ethical considerations and decision-making processes during competition and training(Basford, Offermann, & Wirtz, 2012). Duty-oriented leadership style is related to organizational commitment and performance(Ma, Zhao, & Wu, 2023). Because it has a positive effect on subordinates' knowledge of creational behavior. Finally, duty-oriented leadership style, along with communication competence, has a significant effect on employee performance(Ma et al., 2023). The leadership style has become a management philosophy to promote the sustainable development of the organization. At the same time, job satisfaction and organizational commitment bring not only quantifiable benefits but also create intangible values that cannot be fully calculated for employees and organizations. Organizations with the organizational commitment of employees are more likely to make a profit than organization without the organizational commitment of employees(Al-Sada et al., 2017).

Decision making is an integral part of all organizations and groups. Knowing that decision-making in the real world is highly complex due to the existence of diverse and effective factors, the multiplicity of relationships between factors, generally non-linear relationships, etc. It makes decision-making difficult for decision-makers and senior managers of sports organizations. On the other hand, we know that there are many stakeholders around every decision; Some of them are influential decisions and some of them are not influential decisions (Chowdhury, 2018). Ethical decision making is influenced by various factors including leadership styles. Ethical leadership has been shown to have a positive effect on organizational performance (Thapa, 2019). Ethical leadership also plays a role in the decision-making processes of leaders, especially in organizations. In addition, a duty-based approach to leadership has been shown to improve employees perceived ethical work conditions and organizational commitment. Therefore, there is a relationship between duty-oriented leadership and ethical decision-making, because duty-oriented leaders tend to prioritize achieving goals and promoting high performance, which can contribute to ethical decision-making processes (Arar & Saiti, 2022).

Furthermore, leadership communication plays are essential in team satisfaction. Effective communication between leaders and team members fosters a strong team culture, enhances team performance, and increases teamwork satisfaction. Quality of work in life is positively affected by leadership communication, which in turn affects employee job satisfaction. Team satisfaction is

critical to the success of construction projects and can be influenced by factors such as appreciation, morale, accountability, and job quality. Transformational leadership is positively related to satisfaction with one's teams and highlights the importance of leadership style in sports environments. Managers' communication skills motivate and inspire teammates, which leads to increased job satisfaction and communication competence. Overall, effective leadership communication is essential to foster team satisfaction and improve organizational outcomes(Vătămănescu, Dinu, Stratone, Stăneiu, & Vintilă, 2022). A healthy relationship among subordinates and superior is most important because it influences the organizational effectiveness, wellbeing of employees and career development(Robbins, Judge, & Breward, 2016). Suitable leadership styles of the superior will inspire the subordinates to develop trust and commitment towards the organization(Bahjat Abdallah et al., 2017; Riouch et al., 2024). Transformational leadership styles and transactional leadership styles are associated with the employee's job satisfaction (Musinguzi et al., 2018).Transformational leadership styles positively influence employee behaviours; at the same time, transactional leadership styles do not have any influence on employee behaviour(Addo & Dartey-Baah, 2020; Rahman et al., 2024). There is a positive relationship between leadership styles and the job satisfaction of employees(Freire & Bettencourt, 2020). Several researchers agree that leadership style has significant influence on job satisfaction(Amburgey, 2005). According toChiok Foong Loke (2001), employees' commitment to the organization is directly affected by the leader's behavior. Acar (2012) suggests that leadership style has a positive impact on organizational commitment. Cheng, Jiang, and Riley (2003)report that the leader-follower relationship is positively connected to employee empowerment and hence positively linked to job satisfaction and organizational commitment. In the realm of sports, where the pressure to perform is immense, the way coaches communicate expectations and provide feedback can significantly impact athletes' moral reasoning. The task-oriented approach often leads to a highly organized framework that delineates roles and responsibilities, fostering a sense of clarity among team members.

In research conducted by(Ahmad & Umrani, 2019), they stated that the effectiveness of human resource strategy and ethical decision-making was on organizational structure and performance. Therefore, it can be concluded that human resource strategy and ethical decision-making can improve the organizational performance of government offices. On the other hand, in the study conducted on duty-oriented leadership style by Chan (2014), it was found that duty-oriented leadership has a negative relationship with employee performance. Wang and Guan (2018)argued that the effects of duty-oriented leadership style depend on specific circumstances and may influence the relationship between duty-oriented leadership and employee performance. Hardman (2011)indicated in his research that the leadership styles of managers have a positive effect on the progress of employees. In the global arena, Hardman (2011)stated the duty-oriented leadership style of managers affects the relationship with employees and the decision-making process. Wang and Guan (2018) pointed out that duty-oriented leaders have full control over decisions in the organization and make choices based on their own ideas and preferences. Okumbe (2001)described duty-oriented personnel as those who have no concern for the welfare of workers. Chan (2014) agrees that duty-oriented leadership is necessary when there is too much freedom in the organization and low productivity from workers.

The mediating role of team satisfaction is vital in this dynamic. High levels of satisfaction within the team can enhance the positive effects of task-oriented leadership, creating an environment where athletes feel valued and motivated. Conversely, if team satisfaction is low, the pressure to meet task-oriented goals may lead to stress and ethical dilemmas, complicating moral decision-making. Understanding how these elements interact provides valuable insights into enhancing both team performance and the ethical standards upheld by athletes, ultimately contributing to the development of a more holistic approach to coaching in Iraqi athletics .The leadership styles of

coaches are regarded as a critical point of satisfaction in football teams (Saybani, Yusof, Soon, Hassan, & Zardoshtian, 2013). Unsuitable leadership styles of the coaches may lead to stress, lack of harmony, and the failure to achieve the goals of the team. Iraqi university teams do not have a suitable style of coach leadership. Furthermore, coaches are required to possess a range of leadership styles, training, evaluation, and humanity skills that qualify him/her to complete the task correctly. Therefore, by identifying the correct leadership style is expected to improve the performance of the athletes, and subsequently, team. In recent years, due to the significant increase in revenues in the sports industry in general and athletics in Iraq in particular, the current expenses of these sectors have also grown faster. In order to increase their share in the market and survive in the competitive environment, Iraq's athletics clubs have to spend a lot of money to buy players and coaches, sports equipment, build and equip stadiums and training camps, which makes this sport seek to compensate these expenses through increasing the efficiency of coaches and some kind of effective leadership, while the amount and variety of income of athletics in Iraq is very limited and is limited to ticket sales and little support from private sector sponsors. Therefore, according to the importance of the issue, it is necessary for the athletics to remain in the competitive environment and to cover costs, to use all their potentials, including their human resources, as an internal capability of the organization for the satisfaction of the team in order to achieve superior financial performance. They find that according to the evidence, this is very rare in Iraqi athletics. In this regard, it will be important to carefully examine the sports branches, the mental state, the job status of the athletes and meet their needs and prevent the negative effects of the epidemic (Corona virus). The field of athletics, which is known as the mother of sports, is not an exception to this rule, so the present research has investigated this field in Iraq and seeks to find the relationship between the duty-oriented leadership style of coaches on the level of decision-making, organizational and moral commitment. What is the relationship between Iraqi national athletics team players and the mediator role of team satisfaction? It is hoped that the results of this research can take a step towards the improvement of the athlete's well-being in Iraq.
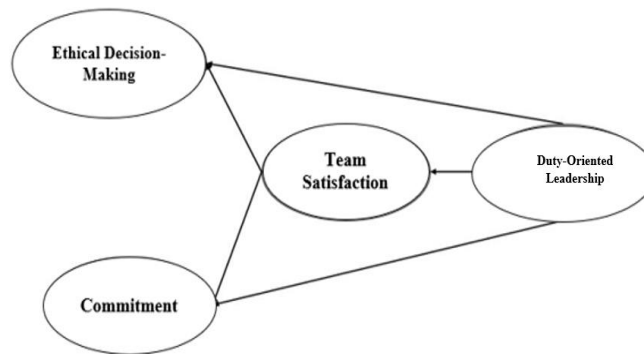

Figure 1. Research conceptual model

METHODOLOGY

This study was based on a practical purpose and a descriptive correlation data collection method conducted in the field. Therefore, the statistical population of the research included all the employees who work in these Iraqi athletics (such as: members of the marketing committee of the Iraqi Athletics Federation, university professors). Due to the impossibility of accessing all the members, the desired number was selected as a sample through stratified random sampling. Cochran's formula was used to determine the sample size. The number of the investigated population in the current research was 154 people, which was selected as the total number of samples, and 154 questionnaires were sent, 150 questionnaires could be reviewed, and finally 150 people formed the sample under the current research. To measure the validity of the questionnaires, 7 sports management professors were consulted. The reliability of the questionnaires was calculated in a preliminary study with 30 people

from the statistical sample through Cronbach's alpha coefficient. In order to collect the necessary information about the research problem, demographic information was also included among them from four types of questionnaires; It was used that includes; The leadership style questionnaire was Salzman and Anderkulek. (1982), the team satisfaction questionnaire by Reimer and Cheladurai (1998), the organizational commitment questionnaire by Lee et al. (2012) and the ethical decision-making questionnaire by Lee et al. (2007). In this research, descriptive statistics and structural equation model were used to analyze the data obtained through the questionnaire. Descriptive statistics (mean, standard deviation and frequency percentage) were used to describe the demographic characteristics, Cronbach's alpha was used to determine the reliability of the questionnaires, and structural equation model methodology was used to analyze and test the research hypotheses. Quantitative data analysis was done using SPSS 25 and PLS 3 software.

RESULTS

The demographic information of the sample under investigation showed that out of a total of 150 participants, 77 (51.3%) were male and 73 (48.7%) were female. Also, 32 people (21.3%) completed their bachelor's degree, 66 people (44.0%) completed their master's degree, and 52 people (34.7%) completed their doctorate, and finally, 31 people (20.7%) completed their 20-30 50 people (33.3%) from 31 to 40, 43 people (28.7%) from 41 to 50, 15 people (0.10%) from 51 to 60 and 11 people (3.7%) from 60 and above They gave.

Tables number 1, shows the results of the coefficients of factor loadings. Factor loadings are calculated by calculating the correlation value of the indicators of a structure with that structure. For the selection of each factor question, a factor loading of at least 0.4 has been considered by the researcher.

Table 1. Coefficients of factor loadings

Variable	Structure	Object	Operational burden	Structure	Object	Operational burden
Duty-oriented leadership	Free will	I act as the spokesperson of the group	0.961	Combined	If there is a party at our workplace, however, I speak for the group members and express my opinions	0.967
		I encourage employees to work overtime	0.962		I do things one step faster	0.956
		I give people under my supervision the freedom to do things	0.961		I leave people free to rotate jobs and let them rotate through different jobs	0.945
		I encourage people to use consistent, uniform procedures	0.947		When there is tension in the group, I defuse it	0.962
		I allow people under my	0.944		When the information	0.937

		supervision to use their own judgment in solving problems.			is detailed, I get caught up in the details and get lost	
		I urge my subordinates to outperform competing groups	0.956		In the meetings and meetings, I have outside the organization, I introduce the group	0.960
		I speak as a representative of the group	0.945		I am reluctant to give members freedom of action.	0.935
		I encourage the staff to work harder	0.945		I myself decide what should be done and how it should be done	0.941
		I try to express my thoughts and ideas in the group	0.966		I push people to increase production and service	0.939
		I give people under my supervision the freedom to do their work the way they think is best	0.969		I delegate authority to people	0.950
		I work hard to move up in the organization	0.954		I tolerate ambiguities and delays and uncertainty of the situation	0.894
	Authoritarian	I plan the work that needs to be done	0.936	Imperative	Things are usually done as predicted	0.964
		I refuse to describe my actions	0.969		I allow group members to use individual initiative in their work	0.950
		I justify people that my thoughts and	0.936		I assign specific duties to	0.938

		ideas are for their benefit				group members	
		I give freedom to the people of the group to determine the speed and steps of their own work	0.941			I have a desire to make changes	0.959
		I insist that the members of the group break their previous records	0.951			I want the group members to work harder	0.929
		I act without consulting the group	0.943			I trust that the people under my supervision make the right judgments	0.929
		I ask the members of the group to respect the legal standards and regulations	0.953				

Table number 2, shows the results of the coefficients of factor loadings. Factor loadings are calculated by calculating the correlation value of the indicators of a structure with that structure. For the selection of each factor question, a factor loading of at least 0.4 has been considered by the researcher.

Table 2. Coefficients of factor loadings

Structure	Object	Operational burden	Structure	Object	Operational burden
Team satisfaction	From the coach's training during this season	0.915	Organizational commitment	Being a member of this organization is exciting for me.	0.975
	From teaching techniques and tactics related to my post	0.953		I feel a strong sense of belonging to the organization.	0.976
	From how the team works to get better	0.911		I am loyal to the organization.	0.991
	From training the coach's techniques and tactics during this season	0.948	Ethical decision making	If someone does not smell it, it is possible to cheat.	0.952

	From the extent of the coach's knowledge of me	0.960		If I know that cheating will bring me closer to winning, I will not give up on doing it	0.938
	From the teacher's kind behavior towards me	0.953		If others are cheating then I am allowed to do it too	0.966
	The level of support and support of the coach towards me	0.957		I will do it if I have the chance to reach the authorities	0.967
	From the level of the coach's honesty towards me	0.962		I always compete legally	0.930
	How much the coach appreciates me when I do something right	0.960		If I know that cheating will make the team win. I will cheat	0.969
	From improving my performance compared to the previous season	0.943		Winning and losing are both part of life.	0.961
	From the extent of achieving my performance goals during this season	0.923		It's okay to lose sometimes because we can't win everything in life	0.962
	From the progress level of my individual skills	0.956		We are better off if we win by rules than if we win by deception	0.956
	From the overall performance of the team this season	0.827		Apart from victory, you should think about others, not only think about victory	0.937
	From the team's achievement of its goals this season	0.955		People who want to win at any cost annoy me.	0.964
Organizational commitment	Membership in this organization is of great value and importance to me.	0.977		Sometimes I try to eliminate the objectionable	0.812
	I feel that the issues and problems of the organization are my issues and problems.	0.994		It is permissible to disturb others psychologically because it is not against the law	0.965
	I feel good to say that I am a member of this organization.	0.989		Sometimes I waste time trying to confuse the other person's mind	0.965

	If I don't see the superiority of others, I disturb their focus	0.951		I believe that upsetting the opponent is a good idea.	0.949
	I never make anyone nervous	0.957		It is understandable that players make decisions without thinking due to stress and excitement.	0.846

Divergent validity

Divergent validity is the third criterion for examining the fit of measurement models that covers one issue: an important criterion defined by divergent validity is the degree of relationship of a variable with its questions compared to the relationship of that variable with other variables. that the divergent validity of the acceptability of a model shows that one variable in the model interacts with its questions more than other variables. Divergent validity is acceptable when the AVE for each variable is greater than the common variance between that variable and the other variables in the model.

Table 3. Divergent validity

Variable	free source	Imperative	Ethical decision making	Combined	Team satisfaction	Responsible leadership
free source	0.956					
Imperative	0.994	0.946				
Ethical decision making	0.947	0.938	0.942			
Combined	0.996	0.994	0.976	0.944		
Team satisfaction	0.978	0.982	0.973	0.980	0.931	
Responsible leadership	0.998	0.998	0.976	0.998	0.982	0.947

In order to check the fit of the structural model in research, the R^2 coefficients related to the endogenous (dependent) hidden variables of the model are used. R^2 is a measure that shows the influence of an exogenous variable on an endogenous variable, and three values 0.19, 0.33 and 0.67 are considered as owner values for weak, medium and strong values of R^2. Since all paths of the model are significant and the value of 0.9 was obtained for the R^2 criterion, the fit of the structural model is determined at a strong level.

The first and most basic criterion for measuring the relationship between structures in the model (structural part) is the significant numbers of T-values. If the value of these numbers exceeds 1.96, it indicates the correctness of the relationship between the constructs and, as a result, the research hypotheses are confirmed at the 95% confidence level
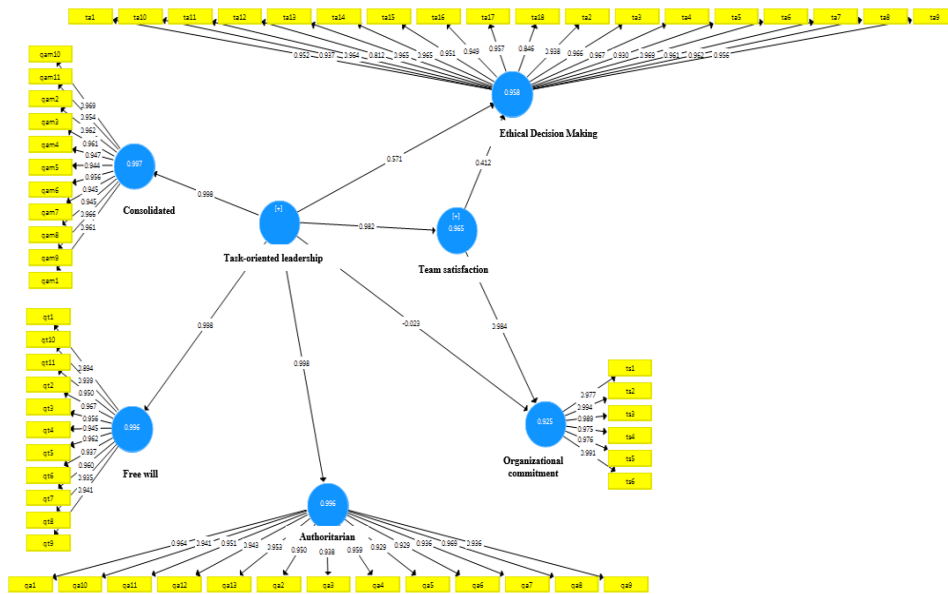
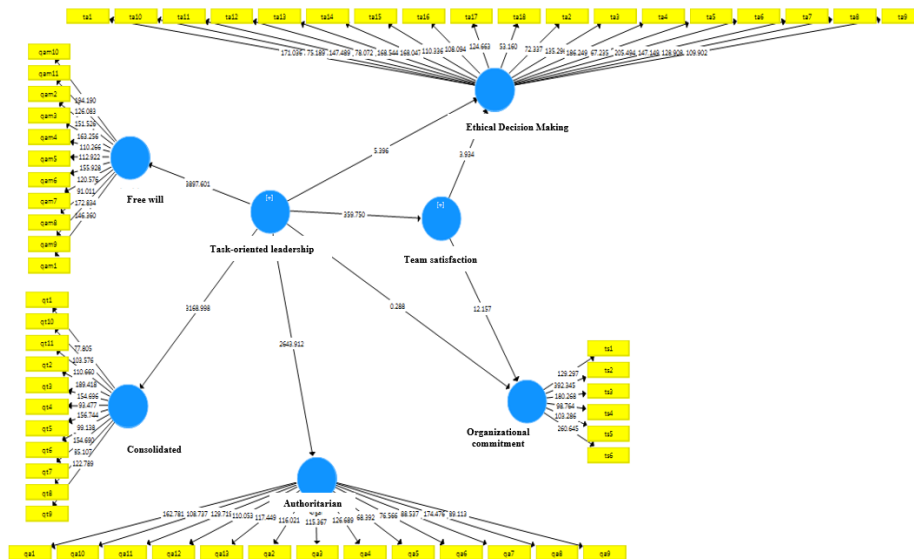**Figure 2. Structural model with path coefficients**

Figure 3. Structural model with significant coefficients

In PLS, there is no overall criterion to fit the overall model (the overall model includes both measurement and structural model parts). For this reason, many efforts were made to solve this problem. Only Tenenhaus et al. (2004) proposed a general criterion called GOF (Goodness of Fit) to solve this problem, which can be considered as a reliable indicator for the fit of the entire model. According to their studies, GOF can be calculated through equation (1). The values obtained by this formula can be divided into weak, medium and strong levels with three values of 1, 0.25 and 0.36 according to the studies of Wetzels et al. (2009).

Equation 1. formula for calculating the overall fit of the model in the PLS method

$$GOF = \sqrt{\overline{communalities} \times \overline{R}}$$

In order to explain about the components of the above formula, it should be acknowledged that (communalities) is the common mean sign of each structure, which is used to check the fit of the measurement model part of the model, and this criterion is used to evaluate the quality of the measurement models. This measure shows how much of the variability of the indicators (questions) is explained by the self-related construct. R2 is also the average value of the R Squares of the endogenous structures of the model, which is used to check the fit of the structural part of the model and shows the strength of the endogenous structures with other structures (Davari & Rezazadeh, 2012). Thus, the GOF for the research model was calculated as follows.

Note: 1) Only the communal values of the first-order hidden variables should be included in the calculation (communalities). Note: 2) To calculate (R2), the values of R2 related to all endogenous hidden variables of the model, including the first order and the second order, should be taken into consideration.

Strong overall fit, $GOF = \sqrt{0.041 \times 0.041} = 0.041$

DISCUSSION AND CONCLUSION

Leadership is the one of the most extensively studied topics in science and organizational psychology. Many leadership models have been proposed and tested, and interest and activity in the field continues to grow. Coaching styles are unpredictable, and it influences both athletic performance and satisfaction. The dynamics of domain sports encouraged frequent and intense interactions between coaches and athletes(Altahayneh, 2003; Chang, 2008).In general, the duty-oriented leadership style is very important to stimulate employee performance, knowledge creation, progress, and organizational commitment, but its effectiveness may vary depending on the specific context and goals of the organization. Therefore, the present study investigated the impact of the duty-oriented leadership style of coaches on the level of organizational commitment and moral decision-making of the players of the Iraqi national athletics team with the role of team satisfaction as a mediator.

The results indicated that the duty-oriented leadership style of the coaches has a direct, positive and meaningful relationship with the level of ethical decision-making. Duty-oriented leadership of teachers has a positive relationship with ethical decision-making(Moss, Song, Hannah, Wang, & Sumanth, 2020). Ethical leaders who show positive behaviors and ethical leadership style have a leverage in the performance of employees (M Almandeel & Dawood, 2019). This shows that when supervisors show ethical leadership, it affects teachers' loyalty and their continuous commitment to the organization(Heidari, HoseinPour, Ardebili, & Yoosefee, 2022). Another study also revealed that ethical leadership has a positive effect on organizational performance. As shown, the duty-oriented leadership style of educators has a direct, positive and significant relationship with the level of ethical decision-making. This leadership style is guided by a sense of duty and responsibility towards others and includes consideration of ethics when making decisions(Rice, Massey, & Day, 2022). Ethical leaders in education are seen as role models for their employees or followers and create a positive experience for everyone in the organization. They promote an environment in which people feel responsible for their own development for the betterment of the team and the organization(Papaloi, Balasi, & Iordanidis, 2023). Ethical leaders also emphasize core values such as integrity, honesty, and moral responsibility that help develop a strong ethical culture in the organization(Arar & Saiti, 2022). By demonstrating duty-oriented behavior, ethical leaders influence followers' evaluation of ethical leadership and reduce followers' feedback avoidance behaviors. Therefore, the duty-oriented leadership style of educators is vital. Because of a critical role in promoting ethical decision-making in educational settings, responsible leadership plays an important role in promoting ethical decision-making and fostering a positive organizational environment. Considering the relationship between the duty-oriented leadership style of the coaches and their ethical decision-making, it is suggested that an assessment be made in each season of the match on the quality and result of the coaches' decisions in order to teach the duty-oriented leadership style through it. Task-oriented leadership

emphasizes the completion of specific goals and objectives, focusing on structured tasks and performance outcomes. In the context of athletics, this leadership style can manifest through clear expectations, rigorous training regimens, and a strong focus on performance metrics. Research indicates that such a leadership style can significantly impact athletes' commitment levels. Coaches who adopt a task-oriented approach often instill a sense of discipline and accountability among team members, which can enhance their dedication to training and competition.

Also, the results of the current study showed that the duty-oriented leadership style of the coaches has a positive and significant relationship on the ethical decision-making of the players with the mediating role of team satisfaction. In parallel studies, it has been determined that the duty-oriented leadership style of coaches has a positive effect on the ethical decision-making of players. This relationship is mediated by the satisfaction of the team(Ahmad & Umrani, 2019). Coaches' satisfaction with their team has a positive relationship with the satisfaction of their need and style of support for athletes. In addition, coaches' transformational leadership has a positive effect on coaching competence, which in turn leads to athletes' satisfaction(Pulido, López-Gajardo, Ponce-Bordón, Vaquero-Solís, & Leo, 2022). In addition, coaching behaviors, such as training, have been found to have a significant impact on athlete satisfaction and team cohesion(Kim & Cruz, 2016). Democratic behavior, autocratic behavior and social support of coaches also are essential in determining the satisfaction of football players (Duarte, Teques, & Silva, 2017). In general, these findings highlighted the importance of the leadership style and behavior of coaches in influencing the decision-making and moral satisfaction of players, with the mediating role shows team satisfaction. Considering the relationship between the duty-oriented leadership style of the coaches on the ethical decision-making of the players and the mediating role of team satisfaction, it is recommended that the coaches increase the ethical decision-making of the players in their teams by using incentives such as encouragement, rewards.

Furthermore, the results indicated that team satisfaction has a direct, positive and significant relationship with the level of ethical decision making. Team satisfaction has a positive relationship with team members' self-efficacy for teamwork and their perception of decision comprehensiveness, but it has a negative relationship with their perception of team discussion and deviation between individual preference and team decision. In addition, ethical leader behavior and coworker emotional support have a positive relationship with job satisfaction(Cheng et al., 2003). The presence of a moral champion in a team can shape the ethics of team decision-making by increasing the moral awareness of the team (Goujon Belghit, Husser, & Dardour, 2019). Ethical champions using ethical frameworks can also reduce team moral disengagement, resulting in more ethical team decisions (De la Torre-Ruiz, Ferrón-Vílchez, & Ortiz-de-Mandojana, 2014). Cultural sensitivity and knowledge about patients' cultural backgrounds can facilitate the ethical decision-making process in health care(Gerpott & Hackl, 2015). In general, team satisfaction is influenced by factors such as self-efficacy, perception of decision-making processes, ethical leadership, emotional support and cultural sensitivity. Considering the relationship between team satisfaction and the level of ethical decision-making, it is suggested the emotional and cultural aspects of the players should be on the agenda of the coaches to achieve team satisfaction. Team satisfaction acts as a crucial mediator between the leadership style of coaches and the outcomes of commitment and ethical decision-making. When athletes are satisfied with their team environment—characterized by supportive relationships, effective communication, and a shared vision—they are more likely to respond positively to their coach's leadership style. A task-oriented approach that also considers athletes' emotional and social needs can lead to higher satisfaction levels. Consequently, satisfied athletes are more committed and likely to engage in ethical decision-making, as they feel valued and understood within their team context.

Considering the relationship between the duty-oriented leadership style of the coaches and the level of commitment of the players, it is suggested that the mediating role of team satisfaction; The duty-

oriented leadership style is to ask the opinions of the people in the team so that the team leader can manage the team according to the satisfaction of the people. Also, based on the relationship between team satisfaction and the level of players' commitment, it is offered that the team participation of individuals should be increased by paying attention to the motivators that the team leader determines so that they become interested in team work and as a result team success is achieved. Consequently, due to the relationship between the duty-oriented leadership style of the coaches and their ethical decision-making, it is suggested that an assessment be made in each season of the game on the quality and result of the coaches' decisions in order to teach the duty-oriented leadership style through it. Also, based on the relationship between the duty-oriented leadership style of the coaches on the ethical decision-making of the players and the mediating role of team satisfaction, it is offered that the coaches increase the ethical decision-making of the players in their teams by using incentives such as encouragement, rewards, etc. Finally, considering the relationship between team satisfaction and the level of ethical decision-making, it is suggested the emotional and cultural aspects of the players should be on the agenda of the coaches to achieve team satisfaction. It is suggested that according to the present research, the researchers should continue to investigate the decision-making style of coaches with the individual creativity of athletes, or the influence of the leadership style of coaches on the athletes, or the investigation of the leadership style of coaches on the motivational climate and satisfaction of athletes, or the investigation of the leadership style of coaches with mental preparation and Attributive and mood anxiety of athletes.

In summary, the task-oriented leadership style of coaches plays a significant role in shaping the commitment levels and ethical decision-making of players in the Iraqi National Athletics Team. By fostering an environment of clear expectations and accountability, coaches can enhance athletes' dedication to their sport. Furthermore, the mediating role of team satisfaction underscores the importance of a holistic approach to leadership that balances task completion with the emotional and social dynamics of the team. Continued research in this area can provide deeper insights into optimizing coaching strategies to benefit athletes' performance and ethical standards in sports.

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