RESEARCH ARTICLE

The Effect of the Task-Oriented Leadership Style of Coaches on the Moral 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
	There are many stakeholders around every decision; Some of them are influential decisions and some of them are influential decisions. The purpose of this study was the effect of the task-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. The research method of the present study is descriptive and contextual. 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 part and university professors in the scientific part. Due to the impossibility of accessing all members, 150 people were selected as a sample through stratified random sampling. Cochran's formula was used to determine the sample size. 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 this research, descriptive statistics and structural equation model were used to analyze the data obtained through the questionnaire. Descriptive statistics (mean, standard deviation and prevalence 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 SPSS25 software and PLS version 3 software. The results showed that the duty-oriented leadership style of the coaches has a direct, positive and significant relationship with the level of ethical decision-making. The results showed that the task-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. The results showed that team satisfaction has a direct, positive and significant relationship with the level of ethical decision making. In general, team satisfaction is influenced by factors such as self-efficacy, perception of decision-making processes, ethical leadership, emotional support and cultural sensitivity. Regarding the relationship between team satisfaction and 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.

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INTRODUCTION

Attention to the factors influencing success and failure has become a critical issue, making it essential to thoroughly examine these factors across all fields. Therefore, identifying the factors of success and failure in every domain is necessary to implement reactive behaviors regarding current conditions (Weiner, 2018). Sports, as one of the most widespread activities worldwide, have attracted

significant attention in various programs and activities. Nowadays, diverse activities related to sports are expanding (Balinova et al., 2020). Athletes, as key and essential pillars in the realm of sports, are at the core of this dynamic (Gustafsson et al., 2017). Athletes must consistently achieve an optimal level of performance in sports environments. In other words, athletic performance plays a crucial role in achieving success in sports, which has prompted researchers to consider athletic performance a key area of focus (Singh & Parmar, 2016). Sporting success requires a holistic, multidimensional, and interactive approach that can describe elite athletes in terms of their physical abilities, psychological skills, personality traits, technical skills, and tactical expertise (Vaeze-Mousavi & Mousavi, 2015). To achieve the set goals, it is necessary for a sports manager to provide guidance to coaches, players, and other staff working in the best interest of the team. For coaches to meet their objectives, strong collaboration between coaches and management is essential, as coaches are the primary decision-makers (Halliwell et al., 2021).

Task-oriented leadership is a form of leadership that is imposed within an institution and has a coercive nature. This leadership style is important because it positively influences subordinates' knowledge-creation behaviors and impacts academic progress. Additionally, task-oriented leadership is linked to organizational commitment in small and medium-sized enterprises. Moreover, the behavior of task-oriented leaders is associated with organizational performance. Ultimately, task-oriented leadership, combined with communication competence, has a significant effect on employee performance (Ma et al., 2023).

Decision-making is an integral part of all organizations and institutions. Given that decision-making in the real world is highly complex due to the diversity and influence of various factors, the multiple relationships between these factors, their generally nonlinear nature, and the prevalence of uncertainty and risk, it becomes challenging for decision-makers and senior managers in sports organizations. Moreover, each decision involves multiple stakeholders, some of whom influence the decision while others are affected by it (Chowdhury, 2018).

Ethical decision-making is influenced by various factors, including leadership styles. It has been demonstrated that ethical leadership positively impacts organizational performance (Tapa, 2019). Ethical leadership also plays a crucial role in the decision-making processes of leaders, particularly within organizations. Furthermore, a task-oriented approach to leadership has been shown to enhance employees' perceptions of ethical work conditions and strengthen organizational commitment. Therefore, there is a connection between task-oriented leadership and ethical decision-making, as task-oriented leaders tend to prioritize achieving goals and promoting high performance, which can contribute to ethical decision-making processes (Arar & Saiti, 2022).

Leadership communication plays an important role 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 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 team satisfaction 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 et al., 2022). In a research conducted by Zareian Mirabadi (1400), 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 studies conducted on task-oriented leadership style by Chan (2014), it was found that task-oriented leadership has a negative relationship with employee performance. Wang and Guan (2018) argue that the effects of task-oriented leadership style depend on specific circumstances and may influence the relationship between task-oriented leadership and employee performance. Hardman (2011) showed in his research that the leadership styles of managers have a positive effect on the progress of employees. In the global arena, Teri, Barbara and

Lucindia (2013) stated; The task-oriented leadership style of managers affects the relationship with employees and the decision-making process. Wang & Guan (2018) point out that task-oriented leaders have full control over decisions in the organization and make choices based on their own ideas and preferences. Okumbe (2001) describes task-oriented personnel as those who have no concern for workers' welfare. Chan (2014) agrees that task-oriented leadership is necessary when there is too much freedom in the organization and low productivity from workers.

In recent years, along with the significant increase in income 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 causes It is possible for this sport to seek to compensate these costs through increasing the efficiency of coaches and some kind of effective leadership, while the amount and diversity of the income of athletics in Iraq is very limited and is limited to ticket sales and little support from private sponsors. is Therefore, according to the importance of the issue, it is necessary for the field of athletics to remain in the competitive environment and to provide funds, to use all their potentials, including their human resources, as an internal capability of the organization for team satisfaction, 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. 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 aims to find out the difference between the duty-oriented leadership style of the coaches and the moral decision-making of the team players. What is the relationship between Iraq's national athletics team and the mediator role of team satisfaction? It is hoped that the results of this research can take a step towards the improvement of athletics athletes in Iraq.
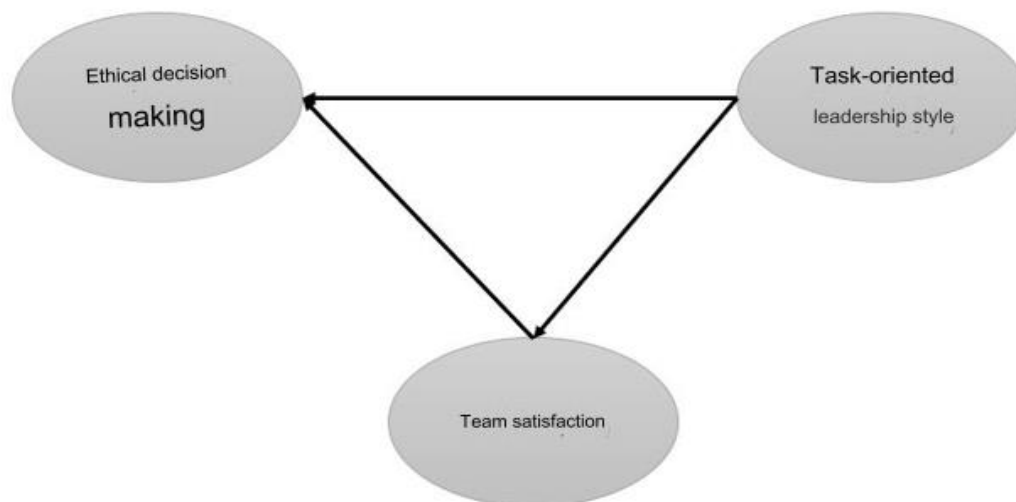

Figure 1: Conceptual model of the research

METHODOLOGY

The research method of the present study is descriptive and contextual. In order to collect the necessary information about the research problem, demographic information was also included from three types of questionnaires; It was used that includes; The leadership style questionnaire was Salzman and Anderkulek (1982), Reimer and Cheladurai (1988) team satisfaction questionnaire, and Lee and Thominas (2007) ethical decision making questionnaire. The location of this research is Iraq. Therefore, the statistical population of the research included all the employees who work in this 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. 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. 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 analyzed, and finally 150 people formed the sample under the current research. 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 SPSS25 software and PLS software.

FINDING

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%) are 31 to 40, 43 people (28.7%) are 41 to 50, 15 people (0.10%) are 51 to 60, and 11 people (3.7%) are 60 and above.

Table 1: Coefficients of factor loadings (Team satisfaction)

Structure	Object	Operational	Structure	Object	Operational
Team Satisfaction	From the coach's training during this season	0.915	Team Satisfaction	From the level of the coach's honesty towards me	0.962
	From teaching techniques and tactics related to my post	0.953		How much the coach appreciates me when I do something right	0.960
	From how the team works to get better	0.911		From improving my performance compared to the previous season	0.943
	From training the coach's techniques and tactics during this season	0.948		From the extent of achieving my performance goals during this season	0.923
	From the extent of the coach's knowledge of me	0.960		From the progress level of my individual skills	0.956
	From the teacher's kind behavior towards me	0.953		From the overall performance of the team this season	0.827
	The amount of support the coach gives me	0.957		From the team's achievement of its goals this season	0.955

Table 2: Coefficients of factor loads (task-oriented leadership)

Structure	Structure	Object	Operational	Structure	Object	Operational
Task	Free will	I act as the spokesperson of the group.	0.961	Consolida	I tolerate ambiguities and delays and uncertainty of the situation.	0.894

Structure	Object	Operational	Structure	Object	Operational
	I encourage employees to work overtime.	0.962		If there is a party at our workplace, however, I speak for the group members and express my opinions.	0.967
	I give people under my supervision the freedom to do things.	0.961		I do things one step faster.	0.956
	I encourage people to use consistent, uniform procedures.	0.947		I let people rotate freely and let them move around in different jobs.	0.945
	I allow people under my supervision to use their own judgment in solving problems.	0.944		When there is tension in the group, I defuse it	0.962
	I urge my subordinates to outperform competing groups.	0.956		When the information is detailed, I get caught up in the details and get lost	0.937
	I speak as a representative of the group	0.945		In the meetings and meetings I have outside the organization, I introduce the group.	0.960
	I encourage employees to work harder.	0.945		I am reluctant to give members freedom of action.	0.935
	I try to express my thoughts and ideas in the group.	0.966		I myself decide what should be done and how it should be done	0.941
	I give people under my supervision the freedom to do their work the way they think is best; to do	0.969		I push people to increase production and service.	0.939
	I work hard to move up in the organization.	0.954		I delegate authority to people.	0.950
Imperative	Things are usually done as predicted.	0.964	**Imperative**	I plan the work that needs to be done.	0.936
	I allow group members to use individual initiative in their work.	0.950		I refuse to describe my actions.	0.969
	I assign specific tasks to group members.	0.938		I justify people that my thoughts and ideas are for their benefit.	0.936
	I have a desire to make changes.	0.959		I give freedom to the people of the group to determine the speed and steps of their own work.	0.941
	I want the group members to work harder.	0.929		I insist that the members of the group break their previous records.	0.951
	I trust that the people under my supervision make the right judgments.	0.929		I act without consulting the group.	0.943
				I ask the members of the group to respect the legal standards and regulations.	0.953

Table 3: Coefficients of factor loadings (ethical decision making)

Structure	Object	Operational	Structure	Object	Operational

Ethical decision making	From the coach's training during this season	0.915	Ethical decision making	From the level of the coach's honesty towards me	0.962
	From teaching techniques and tactics related to my post	0.953		How much the coach appreciates me when I do something right	0.960
	From how the team works to get better	0.911		From improving my performance compared to the previous season	0.943
	From training the coach's techniques and tactics during this season	0.948		From the extent of achieving my performance goals during this season	0.923
	From the extent of the coach's knowledge of me	0.960		From the progress level of my individual skills	0.956
	From the teacher's kind behavior towards me	0.953		From the overall performance of the team this season	0.827
	The amount of support the coach gives me	0.957		From the team's achievement of its goals this season	0.955
	If someone does not smell it, it is possible to cheat.	0.952		I always compete legally	0.930
	If I know that cheating will bring me closer to winning, I will not give up on doing it	0.938		If I know that cheating will make the team win. I will cheat	0.969
	If others are cheating then I am allowed to do it too	0.966		Winning and losing are both part of life.	0.961
	I will do it if I have the chance to reach the authorities	0.967		It's okay to lose sometimes because we can't win everything in life	0.962
	Apart from winning, you should think about others, not just think about winning	0.937		We are better off if we win by rules than if we win by cheating	0.956
	People who want to win at any cost annoy me	0.964		It is permissible to disturb others psychologically because it is not against the law	0.965
	Sometimes I try to eliminate the objectionable	0.812		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

Table 4: Divergent validity, Fornell and Larcker matrix (ethical decision making)

	Free source	Imperative	Ethical decision making	Consolidated	Team satisfaction	Responsible leadership
Free source	0.956					
Imperative	0.994	0.946				
Ethical decision making	0.947	0.938	0.942			

Consolidated	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

Table 5: Duty-oriented leadership style of educators on the level of ethical decision-making

		Task-oriented leadership style of coaches
The level of ethical decision making	Impact factor	0.103
	A significant statistic	547/5

Because their significant numbers are not between 1.96 and -1.96, as a result, the duty-oriented leadership style of the coaches has a direct, positive and significant relationship with the level of ethical decision-making (t=5.547; β=0.103).

Table 6: Task-oriented leadership style of coaches on ethical decision-making of players through team satisfaction

		Task-oriented leadership style of coaches
Ethical decision making of players through team satisfaction	Impact factor	0.003
	A significant statistic	393/374

The reason is that their significant numbers are not between 1.96 and -1.96, so the task-oriented leadership style of coaches has a mediating role on players' ethical decision-making and team satisfaction (t=374.393; β=0.003).

Table 7: Team satisfaction on the level of ethical decision making

		Team satisfaction
Ethical decision making	Impact factor	0.103
	A significant statistic	058/4
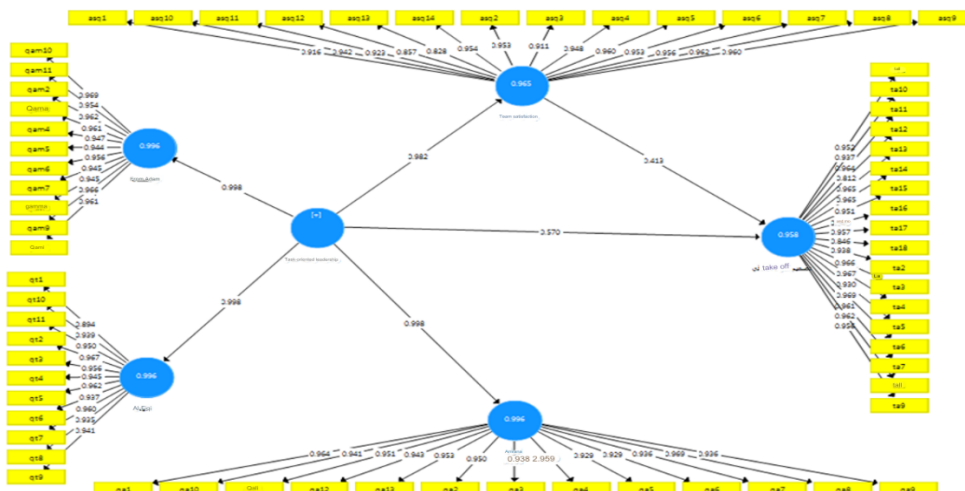
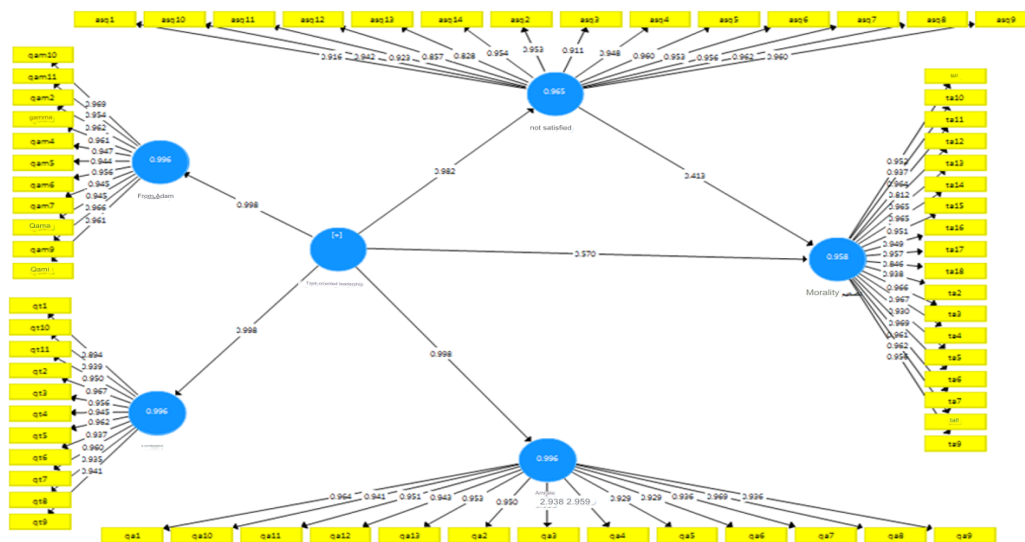**Figure 2: Structural model with path coefficients (Ethical decision making)**

Figure 3: Structural model with significant coefficients (Ethical decision making)

DISCUSSION AND CONCLUSION

Task-oriented leadership style is important because it has a positive and significant effect on job satisfaction and employee performance. It also promotes subordinates' knowledge creation behavior and has a strong positive relationship with achievement. In addition, it has a positive effect on organizational commitment in small and medium enterprises. However, it has been found to indicate a low degree of organizational performance in institutions and may not play a significant role in the implementation of policy reforms. In general, a task-oriented leadership style is important for stimulating 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 effect of the task-oriented leadership style of the coaches on the ethical decision-making of the players of the Iraqi national athletics team with the role of mediator of team satisfaction.

The results showed that the duty-oriented leadership style of the coaches has a direct, positive and significant relationship with the level of ethical decision-making. Teachers' task-oriented leadership has a positive relationship with ethical decision-making (Moss, 2020). Ethical leaders who show positive behaviors and ethical leadership style have leverage in employee performance (Almanden and Dawood, 2019). This shows that when supervisors show ethical leadership, it affects teachers' loyalty and their ongoing commitment to the organization (Heidari et al., 2022). Another study also showed that ethical leadership has a positive effect on organizational performance (Tappa, 2019). As shown, the task-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 et al., 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 et al., 2022). Ethical leaders also emphasize core values such as honesty, integrity, and ethical responsibility that help develop a strong ethical culture in the organization (Arar & Saiti, 2022). By demonstrating task-oriented behavior, ethical leaders influence followers' evaluations of ethical leadership and reduce followers' feedback avoidance behaviors. Therefore, the task-oriented leadership style of educators plays an important role. A vital role in promoting ethical decision-making in educational settings. Therefore, task-oriented 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 the level of their moral decision-making, it is suggested that in every season of the game, an evaluation is made on the quality and result of the coaches' decisions, so that through it, the training of the duty-oriented leadership style can be carried out.

The results showed that the task-oriented leadership style of the coaches has a positive and significant relationship on the moral decision-making of the players with the mediating role of team satisfaction. It has been found in consistent studies that the task-oriented leadership style of coaches has a positive effect on players' ethical decision-making. This relationship is mediated by team satisfaction (Ahmed and Omrani, 2019). Coaches' satisfaction with their team has a positive relationship with the satisfaction of their support needs and style towards athletes. In addition, coaches' transformational leadership has a positive effect on coaching competence, which in turn leads to athlete satisfaction (Pulido et al., 2022). In addition, coaching behaviors, such as teaching/learning, have been found to influence It pays attention to athletes' satisfaction and team cohesion (Kim and Cruz, 2016). Democratic behavior, autocratic behavior and social support of coaches also play an important role in determining the satisfaction of football players (Dauert et al., 2017). In general, these findings show 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 task-oriented leadership style of coaches on the ethical decision-making of players and the mediating role of team satisfaction, it is suggested that in order to increase the moral decision-making of players in their teams, coaches should do satisfaction with incentives such as encouragement, rewards, etc.

The results showed 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 (Chen et al., 2020). 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 (Jorjon Bilget et al., 2019). Ethical champions using ethical frameworks can also reduce team ethical disengagement, resulting in more ethical team decisions (Della-Torre Rose et al., 2014). Cultural sensitivity and knowledge about patients' cultural backgrounds can facilitate the ethical decision-making process in health care (Groput and Heckel, 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. Regarding the relationship between team satisfaction and 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.

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