

# **LEADERSHIP METHODS OF PROFESSIONAL CLUBS' PRESIDENTS AND THEIR ROLE IN ENHANCING COMMUNICATION SKILLS AND THEIR RELATIONSHIP TO DECISION-MAKING IN SAUDI ARABIA**

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## **ABSTRACT**

The most effective part in administrative fields is modern leadership and its impact on different sectors. This study sheds light on the relationship of leadership methods and decision-making of Professional Clubs' Presidents in Saudi Arabia. The study was based on interviews and questionnaires, in addition to Saudi legislations. The major findings of the study are as follows: a) the relationship between Professional Clubs' Presidents and their employees is based on practical leadership that supports communication skills. b) Professional Clubs' Presidents use communication skills with employees to a great extent. The study recommendations included: a) Supporting communication skills among Professional Clubs' Presidents. b) Provide training for Clubs' Presidents on listening skills. c) Pay Clubs' Presidents attention to the importance of non-verbal communications.

**KEYWORDS:** Professional clubs, leadership, decision-making

## **1. INTRODUCTION**

Modern leadership is one of the most important things underpinning the success of administrative work, and leadership determines the fate of much of today's work. The evolution, progress and creativity of today's world need to find people who are able to lead to safety, and the topic of sports leadership took a special place in modern times because of its clear importance in evolving management work, and sociologists' attempts to study the phenomenon of leadership as a sociological phenomenon have emerged as a result of these sporadic concerns. As a result of these scattered concerns, a myriad of concepts and terminology have emerged that are directly or indirectly linked to the phenomenon of leadership and administrative work.

Leadership in sports institutions and organizations is the main player of its work as it is important in ensuring the continuity of the organization's work. The sports sector in the Kingdom of Saudi Arabia is one of the most important and supportive ones of the national economy. Sports clubs, like other community institutions and organizations, are rapidly evolving and changing, calling for a revision of traditional leadership patterns, replacing them with modern leadership patterns that help increase the effectiveness of the administrative decision-making process in general and public relations decisions in particular, especially after the numerous and successive changes and crises experienced by Arab society in recent years, which have been termed the Arab Spring revolutions, and the subsequent security, political, social and moral disturbances and changes.

The leadership style of professional club presidents has a significant and influential role in the negative or positive functioning of sports institutions and organizations, consequently this is reflected in the extent to which overall objectives are achieved and the performance of all professional club workers. The

leadership pattern affects many dimensions of the organizational climate: organizational structure, business procedures, communications, decision-making, incentives and human development (Farghaly, 2013).

Through his work, the researcher found that the leadership style between clubs' presidents and subordinates is not based on scientific foundations, using the dictatorial pattern and a current using the democratic leadership pattern and the lenient pattern, as the leadership pattern used by professional clubs' presidents is based on unknown variables, and therefore we cannot govern any leadership pattern that may be the best. Leadership is one of the most important pillars of the guiding process and the management functions. Modern leadership must achieve the following equation: command = positive leader + subordinate + position + goal.

## **2. OBJECTIVES OF THE STUDY**

The study aims to recognize the following objectives: Learn about the leadership methods of professional club chiefs; Learn about the communication skills of professional club chiefs; Recognize the relationship between leadership methods and communication skills of professional club chiefs and their impact on professional club decision-making; Differences in communication skills of professional clubs' presidents according to each axis; Recognize differences in leadership methods practiced by professional club presidents according to each axis.

## **3. QUESTIONS OF THE STUDY**

1. What are the most popular leadership methods of professional club presidents in Saudi Arabia?
2. What is the degree of availability of communication skills for the presidents of professional clubs in Saudi Arabia?
3. What are the mechanisms of professional club presidents in the decision-making process?
4. What is the relationship between leadership methods (autocratic - democratic - chaotic) and communication skills (speaking - listening - non-verbal skills) that have professional club presidents?
5. Are there statistically significant differences between both the democratic leadership style and the authoritarian dictatorial leadership style of the heads of professional clubs in Saudi Arabia and decision-making?

## **4. SIGNIFICANCE OF THE STUDY**

Importance of the current study can be determined by the following points: The current study is an attempt by the researcher to shed light on that vital sector primarily concerned with young people and young people, so the researcher was keen to select the topic discussed in the current study. The possibility to benefit from the results of the study in establishing a list of personal and professional criteria for the selection of professional club presidents. However, the current study is based on the following limits: Human Limit: The current study was conducted on a sample of 16 professional club presidents in Saudi Arabia. Geographical limit: Sample selected for study in Saudi Arabia. Methodological limit: The researcher used the descriptive method. Time limit: Applied during the 2022/2023 sports season.

## **5. STUDY TERMS**

Leadership Methods: Procedurally defined by the researcher as: "It is a set of behavioral patterns and procedures used by the President of the club in an attempt to influence the Club Association for their solicitation, and to motivate them to make decisions consistent with the policies and regulations of the club to achieve its objectives."

Professional Clubs: Procedurally defined by the researcher as: "They are clubs that meet professional standards and that include financial budget announcement and based on a stable management and organizational structure, contracts for players and coaches in various games, various support teams, health insurance, club-owned stadiums or stadium contracts, and the provision of financial accountants, specialized club management committees and club staff."

## **6. LITERATURE REVIEW**

Al-Amadi, 2021 in his study "Management Leadership Methods of Qatar Group Games Coaches: A Comparative Study." Stated that the aim of the research is to learn about management leadership methods in the coaches of some group games in Qatar a comparative study. The research was based on the descriptive approach of the survey method. Search tools were personal interview, questionnaire form, they were applied to a sample of 45 coaches from top-flight clubs for some group football, basketball and volleyball games for the training season (2018/2019). The results of the research confirmed that there were significant differences of morale at a level (0.05) between the opinions and answers of football coaches. The results also emphasized that there are significant differences in morale at 0.05 between the opinions and answers of basketball coaches.

Wael, 2021 in his study entitled "Communication Skills of Sports Trainers" analytical and comparative study mentioned that the research aimed to identify and analyze the communication skills of sports trainers to find the most important skills that help trainers to communicate well with their players, as well as to identify differences in their communication skills grades. The researcher used the descriptive curriculum on a sample of 240 trainers from among sports trainers in Cairo and Giza governorates for seven types of sports and various games (soccer, handball, volleyball, swimming, boxing, judo, and ground tennis). The data collection tool was the researcher's design communication skills scale, and the most important results of the research were the availability of high communication skills among sports trainers.

Gaber, 2021 in his study "The Extent to which the Management of Football Professional Clubs in Jordan Applies Strategic Planning and Analysis in Reality." aimed to identify the extent to which Jordan's football professional club departments applied strategic planning and analysis in their clubs, from the point of view of the board members of each club. The researchers designed a questionnaire measuring the planning and strategic analysis processes. The study sample consisted of 47 members of the board of directors of professional football clubs including a board member and a club president. The researchers used the descriptive method and the results of the study showed that Jordanian clubs in general suffer from a weak financial budget, which limits the process of strategic planning for the future. Jordanian clubs also use strategic planning to an intermediate degree, while using strategic analysis to a high degree.

## **7. THE METHODOLOGICAL PROCEDURES OF THE FIELD STUDY**

These procedures include: Field Study Objectives: The field study aimed to identify leadership methods reality of professional club presidents in Saudi Arabia and the role of these methods in enhancing communication skills and their relationship to decision-making. Field Study Community: The study community contained all presidents of the professional 16- football teams in Saudi Arabia for the 2022/2023 sports season.

The study sample and how to be selected: The researcher selected the field study sample from the original community. A well-prepared sample is required by containing all characteristics of its community for the conclusion to be correct. Otherwise, these characteristics will be misjudged (Fouad El Sayed, 2011, 375). Furthermore, the community from which the sample is selected should also be the same as the community from which it is intended to be researched, and should not be replaced by another one for easy collection of data and information. When determining the community from which the sample units are selected, the researcher should link his/her description of the community of origin with the study's objectives (Osama Al-Nather et al., 2022).

Due to the limited nature of the study community, all members of this community are used as a sample for the field study. They are the following clubs: Saudi Al-Hilal Club, Saudi Al-Ittihad Club, Saudi Al-Nasr Club, Saudi Al-Shabab Club, Saudi Damak Club, Saudi Al-Tai Club, Saudi Al-Raed Club, Saudi Al-Fateh Club, Saudi Abha Club, Saudi Al-Fayhaa Club, Saudi Al-Ittifaq Club, Saudi Al-Taawon Club, Saudi Al-Batin Club, Saudi Gulf Club, Saudi Al Adalah Club and Saudi Al-Wahda Club.

**Table 1: This table shows the study community, and the study sample and its percentage**

Job Title	Study Community	Study sample	The sample percentage to the community
Club's President	16	16	100%

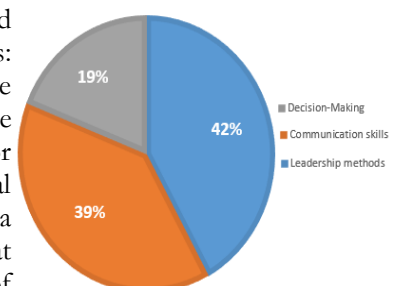
It is clear from the previous table that the study sample size represents 100% of the study community, due to the limited nature of the study community. Data collection tools include the personal interview included a group of experienced people specializing in sports management; Analysis of references and previous studies; Analysis of documents, regulations and legislation; International Information Network (Internet); The researcher prepared a questionnaire about leadership styles, communication skills, and sports decision-making.

**Table 2: It shows the relative weights of questionnaire phrases.**

Response	Agree	Slightly agree	Disagree
Relative weight	3	2	1
	From 2.34 Till 3	From 1.67 Till 2.33	From 1 Till 1.66

In its final form, the questionnaire consists of three sections as follows: The first section: it contains the general characteristics of the study community. The second section: consists of (78) phrases distributed over three axes, discussing leadership methods of professional club presidents and their role in enhancing communication skills and their relationship to decision-making as follows:

The first axis: leadership methods, consisting of (33) phrases. The second axis: communication skills, consisting of (30) phrases. The third axis: decision-making, consisting of (15) phrases. When formulating the questionnaire, the researcher paid attention to the following points: Be objective and clear in its language, so that only the meaning intended for it can be understood. Placing identification phrases in a logical sequence to help sample individuals answer and raise their attention to a proper response. The number of phrases was appropriate in a way that kept boredom away from the respondents, so that the total number of phrases covers all required aspects of the questionnaire.



**Table 3: Correlation matrix between the degree of each axis in the questionnaire and other axes as well as each axis of the overall degree in the questionnaire.**

The questionnaire areas	Pearson correlation value	Significance level
First: Leadership methods	0.911	0.01
Second: Communication skills	0.932	0.01
Third: Decision- making	0.899	0.01

The previous table shows a high significant correlation between the degree of each of the axes of leadership methods and their role in enhancing communication skills and their relationship to decision-making and the overall score of the questionnaire. Thus, correlation coefficients for all axes are statistically significant i.e. the questionnaire has an internal degree of validity and is capable of measuring what it was designed for.

**Table 4: Reliability Coefficient**

Questionnaire Axes	Split-Half Method	Cronbach's Alpha	Significance level
First: Leadership methods	<b>0.98</b>	<b>0.99</b>	<b>0.01</b>
Second: Communication skills	<b>0.97</b>	<b>0.97</b>	<b>0.01</b>
Third: Decision- making	<b>0.87</b>	<b>0.88</b>	<b>0.01</b>
<b>The overall questionnaire</b>	<b>0.94</b>	<b>0.95</b>	<b>0.01</b>

The results of Table (4) indicate that the stability coefficient in the Alpha-Cronbach's method was limited between (0.88-0.99). In the half-split method, it was limited between (0.87-0.98), which is a statistically significant value, and is acceptable for conducting the study. Moreover, it is clear that the value of the stability coefficient of the questionnaire in the Alpha-Cronbach's method is (0.95) and in the half-split method is (0.94), which is a high value and statistically significant, which indicates the stability of the questionnaire. Thus, the questionnaire in its final form is distributable and the researcher ensures the validity and stability of the questionnaire, making him confident that the questionnaire is valid and applicable.

Statistical methods used: The study data was processed according to the Statistical Package for Social Science program, which is expressed in short (SPSS) where the researcher used the following statistical treatments: (1) Frequencies & Percentages: To describe the study sample. (2) Arithmetic Mean, relative weight and standard deviation. (3) Cronbach's Alpha test, as well as the split-half method, to find out the reliability of the questionnaire statements. (4) Pearson Correlation Coefficient to measure the degree of correlation: This test is based on studying the relationship between two variables, and it was used to calculate the internal consistency and constructive validity of the questionnaire and the relationship between the variables. (5) T-test in the case of two samples (Independent Samples T-Test) to find out if there are statistically significant differences between two sets of independent data.

First: to answer the first question of the study, which reads: "What are the most common leadership methods of professional clubs' presidents in Saudi Arabia? The relative weight was extracted to identify the sample's results for the axis of leadership methods. Table (6) shows frequencies, percentage, relative weight and percentage estimate of the sample responses.

**Table 5: Overall results of study areas**

m	Areas	Relative average weight	Verification level	Arrangement
1	<b>Democratic method</b>	<b>2.51</b>	Large	2
	<b>Authoritarian dictatorial method</b>	<b>2.74</b>	Large	1
	<b>Lenient chaotic method</b>	<b>2.26</b>	Medium	3
	Overall axis	<b>2.51</b>	Large	
2	<b>Second: communication skills</b>	2.47	Large	
3	<b>Third: decision- making</b>	2.50	Large	
	<b>Overall Questionnaire</b>	2.50	Large	

The previous table shows that the average relative weight for all areas of the questionnaire is (2.50). In other words, it is a high verification degree. The researcher attributes this to the understanding of the professional club presidents in Saudi Arabia of the nature of their work as sports leaders bearing a great responsibility. It is also attributed to the presence of quality and evaluation units that follow up the fieldwork, and to the presence of an administrative staff that assists club presidents in carrying out the tasks entrusted to them. The subsequent table clarifies the following: The first axis: Professional club presidents' leadership methods in Saudi Arabia in the first place, with an average relative weight of (2.51) i.e. a high degree of approval of the statements of this axis. The researcher attributes this to the relationship between professional clubs' presidents in Saudi Arabia and their subordinates that is based on following practical leadership methods in a way that enhances communication skills and supports the ability to make decisions in the sports field.

The researcher also attributes this to the constant monitoring and follow-up of the higher administrative sports authorities and the lack of tolerance with anyone who tries to exploit their position for their gain personal or matters. Additionally, they- professional clubs' presidents- receive instructions on the importance of preserving the work property and the humanitarian aspect of the subordinates. Therefore, they are careful regarding the need to diversify the leadership methods as required by the nature of the situation and in the club's interest.

The second axis: it represents communication skills ranked third with a relative average weight (2.47) i.e. a high degree of approval of the statements of this axis. The researcher attributes this to the fact that the communication methods and communication skills, whether verbal or non-verbal, and whether speech or listening, represent the tools through which the work and communication are carried out administratively and humanely between the professional clubs' presidents and their subordinates to achieve the desired goals within the club. Moreover, these communication skills are at the heart and core of the tasks that the president of the Club must master and ensure that they are diversified in the interest of the Club.

The third axis: (decision-making) ranked second with a relative average weight of 2.50 i.e. a high degree of verification and a high degree of approval of the statements of the axis. The researcher attributes this to the fact that professional clubs' presidents in Saudi Arabia attach great importance to this axis as it represents the essence of the work. This axis also takes a considerable weight from the periodic assessment of the president of the club, meaning that subordinates need to be disciplined with a second line of leadership in accordance with the functional and leadership hierarchy. Below is a presentation of the questionnaire's results and their interpretation according to each axis:

The previous table shows the following: The average relative weight of the axis (2.51), which is a large level, ranged from 1.93 to 3. This indicates that professional clubs' presidents in Saudi Arabia have exercised the sample study of leadership methods largely, with responses ranging from medium to large.

Second: to answer the second question of the study, which reads: "What is the degree of availability of communication skills for professional clubs' presidents in Saudi Arabia? The relative weight was extracted to identify the sample's results for the axis of communication skills. Table (6) shows frequencies, percentage, relative weight and percentage estimate of the sample responses

**Table 6: Second axis which contains three items and number of every item, axis n = 16**

<b>Second axis: Communication Skills.</b>	
First: Speaking Skill	Phases from 1:10
Second: Listening Skill	Phases from 11:20
Third: Non-verbal skills	Phases from 21:30
Mean for axis	2.47

The previous table shows the following: The average relative weight of the axis is (2.47), which is a high level. The relative average score ranged (1.87 - 2.75), indicating that professional clubs' presidents in Saudi Arabia have exercised the study sample of communication skills to a large extent, with responses ranging from medium to large.

Phrase No. (26), stating, "Caring about wearing perfumes" ranked first in the communication skills axis, with an average relative weight of (2.75), which is a high degree of verification. It also indicates the interest of professional clubs' presidents in Saudi Arabia in appearing in a decent appearance in front of subordinates. This is consistent with the words of our prophet Muhammed (peace be upon him) in his prophetic saying "The Messenger of Allah said: 'in this world, perfume and women, have been made dear to me, and my comfort has been provided in prayer.'" It is noted from that saying that the prophet (peace be upon him) mentioned perfume first due to its distinctive psychological impact between contacts and during daily direct dealing in various situations. The researcher attributes this to the fact that the appearance ranked first, because the nature of club presidents' work and tasks are closely related to the public work, which requires attending meetings and interviews with various groups in society. Additionally, it represents a large sector linked to various ministerial bodies, where appearance is one of the main factors to serve as an example and role model, whether at the level of subordinates or those associated with the sports field with the diversity of their job positions. Moreover, it is of a high importance among young people with their different categories and ages. Appearance is therefore one of the most noticeable communication skills for employees and administrators in their dealings with club presidents.

Phrases No. (12, 23, 29) ranked second, stating in order, "Giving enough opportunity to others when they speak", "Appearing in a decent way in different situations" and "Walking quietly and steadily", with an average of one relative weight of (2.68), which is a high degree of practice.

Phrases No. (2, 18, and 25) ranked third, stating in order that "Using short expressive sentences", "Raising questions from time to time" and "Keeping his office tidy and arranged", with an average of one relative weight of (2.62), which is a high degree of practice.

Phrase no. (10) got the penultimate rank, stating that "Focusing on creating a fun, tension-free atmosphere during conversations", with an average relative weight of (1.93), which is a medium degree of practice. On the other hand, phrase no. (11), ranked last, stating that "Paying attention and noticing well the speech of others", with an average relative weight of (1.87), which is a medium degree of practice.

The results of the current study are consistent with the study of "Wael Ibrahim et al." (2021), where the results of the study in the field of recognition of the degree of communication skills of sports trainers shows that sports trainers have a high degree of communication skills.

The study of (Ibrahim, 2003, 50) emphasizes the importance of the communication skills of the sports coaches and their impact on the efficiency of decision-making. It is worth noting that communication skills raise perception procedures and awareness of communication and competition skills as well as improving these skills. The study pointed out the importance of the trainers' communication skills with the players and the need to modify their behavior towards good communication with the players and not be limited to one type of communication skills, and this is applied to club presidents as well.

Third: To answer the third question of the study, which reads: "What are the mechanisms of professional clubs' presidents in the decision-making process? The relative weight was extracted to identify the sample's results for decision- making axis. Table (15) shows frequencies, percentage, relative weight and percentage estimate of the sample responses

**Table 7: The Mean of third axis decision- making, axis n = 16**

<b>Third axis: Decision-Making.</b>	
Mean for axis	2.50

The previous table shows the following: The average relative weight of the axis is (2.50), which is a high level. The relative average score ranged (1.87 - 2.75), indicating that professional clubs' presidents in Saudi Arabia have exercised the study sample of decision-making to a large extent, with responses ranging from medium to large.

To answer the fourth question of the study, which reads" what is the relationship between leadership methods (autocratic - democratic - chaotic) and communication skills (speaking - listening - non-verbal skills), among professional club presidents? The Pearson correlation coefficient was used, and the results were as shown in the following table:

**Table 8: Correlation between leadership methods and communication skills among professional club presidents**

Variable	Speaking	Listening	Non-verbal Skills
Democratic	0.683*	0.732**	0.521**
Authoritarian dictatorial	0.331**	0.338*	0.627**
Lenient chaotic	0.713**	0.348*	0.495**

(\*\*) means that there is a statistical significance at the level (0.01).

(\*) means that there is a statistical significance at the level (0.05).

According to the previous table, the following points are clarified;

- There is a statistically significant correlation between the democratic leadership method and speaking at the level of statistical significance (0.05).
- There is a statistically significant correlation between the democratic leadership method and listening at the level of statistical significance (0.01).
- There is a statistically significant correlation between the democratic leadership method and non-verbal skills at the level of statistical significance (0.01).
- There is a statistically significant correlation between the authoritarian dictatorial leadership method and speaking at the level of statistical significance (0.01).
- There is a statistically significant correlation between the authoritarian dictatorial leadership method and listening at the level of statistical significance (0.05).



- There is a statistically significant correlation between the authoritarian and dictatorial leadership method and non-verbal skills at the level of statistical significance (0.01).
- There is a statistically significant correlation between the chaotic leadership method and speaking at the level of statistical significance (0.01).
- There is a statistically significant correlation between the chaotic driving style and listening at the level of statistical significance (0.05).
- There is a statistically significant correlation between the chaotic leadership method and non-verbal skills at the level of statistical significance (0.01).

The above mentioned results refer to the fact that communication skills of successful club presidents are consistent with the leadership method he follows with subordinates in different situations. The current study is consistent with the study of Shehadeh (2008), where the results of the study indicate that there are statistically significant correlations at (0.01) and (0.05) levels between different communication and leadership methods (autocratic, democratic, and subordinate) are due to the factor of experience and educational qualification. The current study also is consistent with the study of Saad (2016), where the study concluded that there is a statistically significant relationship between the level of communication skills between the principal and the teacher, and the level of teacher's self-efficacy. Furthermore, the study is also consistent with the study of Farghali (2013), which indicates that there is a statistically significant relationship at the level (0.05) between leadership behavior methods and communication patterns among academic administrators in universities due to the university variable. Moreover, the study also agrees with the study of Al-Fahaidi (2009) which its results indicated the availability of the degree of effective communication skills among the directors of educational institutions, and the availability of the degree of effective communication skills among educational leaders in private schools to a large extent.

The researcher attributes this to the need for distinguished leaders to have communication skills and to have the ability to use those verbal and non-verbal communication skills. In addition, he attributes this to the need for an effective leader to use different skills, whether related to appearance or body language or to use sound tones to increase the ability to communicate and influence his subordinates. The results also indicate the importance of communication skills (speaking - listening - non-verbal skills) and that the non-verbal communication skills of the successful leader are inseparable from the leadership method of the leader in various situations as well as the nature of his management and influence in his surroundings within his administration. The results of studies and research indicate that good leadership is linked to his ability to use communication skills. Therefore, many universities have included their study programs and plans into courses to teach communication skills as a prerequisite for all students.

To answer the fifth question of the study, which reads: "Are there any statistically significant differences between both the democratic and the authoritarian dictatorial leadership methods of professional clubs' presidents in Saudi Arabia and decision-making? The arithmetic mean and standard deviation were calculated for both methods, as show in the following table:

**Table 9: The differences between leadership methods in decision-making.**

Variable	Leadership Method	n Study sample individuals	m Average	p standard deviation
Decision-making	Democratic	16	67.5625	5.894535
	Authoritarian doctorial		67.7916	3.778995

The previous table shows that there are non-statistically significant differences between each of the leadership methods of the professional club presidents in the Saudi Arabia in decision-making; where the arithmetic mean of the differences of decision-making axis for the democratic method was 67.5625 and the authoritarian method was 67.7916. The current study is consistent with the study of both (Dhiabat 2016, Farghali 2015), which indicated that there were no statistically significant differences in the decision-making process between the democratic method and the dictatorial method, as the decision is taken individually by club presidents.

Additionally, the current study is consistent with the study of "Hill" (2006) which indicated that decision-makers use a number of different ways in decision-making process. The researcher attributes this to the nature of Saudi society, which encourages the presence of a leader capable of making decisions in accordance with the nature of the timing and stage at which the decision is taken, as well as the fact that most club presidents represent a source of social strength for professional clubs.

The current study is also consistent with the study of Abdulrahman Al-Rumeih & Mohammed, 2021. It pointed out that leaders working in youth welfare deal with decisions individually in the belief that their personal experience exceeds scientific qualifications. It also clarified the sense that decision-making must be away from employees and must be characterized by confidentiality. The study also pointed out the firm belief that there is a difference between theory and practice, which led to the individuality of decisions and the prominence of qualified people to push them to participate in decision making.

## 8. CONCLUSION

The dictatorial method is the pattern practiced in most Saudi clubs. The democratic method is the best when it comes to the practice of administrative work. Decision-making is a dynamic process; the club president must monitor and follow up the consequences of his decisions to amend them when needed and in the required manner.

The researcher recommends the following points: Working on enhancing the communication skills of clubs' presidents that have achieved high levels. Giving courses to club presidents in the art and skills of listening, which have represented low levels, to activate them. Raising the awareness of club chiefs of the importance of communication skills in general and non-verbal skills in particular, because of their positive effects on the delivery of orders and assignments. Currently, sports clubs' presidents must determine the problem very precisely before making any administrative decision and find out the reasons for the problem.

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