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Relationship between management by objectives and participatory leadership among student activity workers in some Iraqi universities

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Abstract

The study aimed to know the degree of practicing management by objectives and participatory leadership among student activity workers in some Iraqi universities, and the relationship between management by objectives and participatory leadership. To achieve this, the study was conducted on a random stratified sample of (110) individuals working in student activity in some Iraqi universities. Two tools were applied to them (management by objectives consisting of 5 fields and 36 paragraphs - participatory leadership consisting of 3 fields and 30 paragraphs). The validity and reliability of the two tools were verified. The researcher used the descriptive approach for its suitability for the purposes of the study. The results of the study were: The use of management by objectives by student activity workers in some Iraqi universities was significant with a relative weight of (77.05%), and participatory leadership came with a relative weight of (80%). There is a positive relationship between management by objectives and participatory leadership that reached (0.83%). The study recommended that student activity workers continue to apply management by objectives and participatory leadership, which has a positive impact on the success of their work. It also recommended holding seminars and dialogues on the importance of applying management by objectives and participatory leadership, and the need to increase interest in setting goals and their mechanisms among those working in sports activities in some Iraqi universities.

Keywords: Management by objectives, participatory leadership, student activities

Introduction

Student activities are considered an important pillar in Iraqi universities. As it complements the scientific subjects that the student studies during the university stages. It constitutes an important element for the student through highlighting his talents and good athletic and artistic capabilities. This helps the student overcome all the hardships and obstacles that he faces during his university educational career. It is considered the basis for distinguishing him from his other peers by displaying his talents, winning championships and winning titles for the college in which he studies.

Therefore, universities are increasingly paying attention to extracurricular activities, as they are an important and effective element in fulfilling a student's university requirements. Student Activities Departments at university colleges are committed to providing all necessary resources for holding activities throughout the academic year, with the participation of a majority of students, based on their desires and capabilities, and providing ongoing support.

Management by objectives is considered one of the most important aspects of successful management, as it is a method of planning, management and evaluation, through which goals can be set and how to achieve them at the lowest costs. Management by objectives contributes to addressing all deviations and emergency situations in the work process towards achieving goals. Participatory leadership is considered one of the democratic aspects, in that it involves employees participating with their managers in decision-making, cooperation, and building human relationships. Participatory management is the most important approach because it combines these approaches and focuses on employee participation in decision-making that serves the purpose of achieving goals.

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Therefore, management by objectives and participatory leadership are two important elements that, when applied scientifically and properly, contribute to achieving the objectives.

The problem of the study lies in the fact that student activities in Iraqi universities have a significant status, interest and direct follow-up by the Ministry of Higher Education. This has led to significant interest from senior leaders in Iraqi universities. Therefore, the researcher saw a lack of studies related to management by objectives and participatory leadership among those working in student activities, and knowledge of the extent to which they use management by objectives and participatory leadership in completing their work tasks during the academic year and its role in achieving their set goals.

Study questions

1. What is the degree of use of management by objectives by student activity workers in some Iraqi universities?
2. What is the degree of use of participatory leadership by student activity workers in some Iraqi universities?
3. The relationship between management by objectives and participatory leadership among student activity workers in some Iraqi universities?

Study objectives

1. Knowing the degree of use of management by objectives by student activity workers in some Iraqi universities?
2. Knowing the degree of use of participatory leadership by student activity workers in some Iraqi universities?
3. Identifying the relationship between management by objectives and participatory leadership among student activity workers in some Iraqi universities?

Study methodology

The researcher used the descriptive approach to suit the research objectives.

Study community and sample

The study population consisted of 310 individuals working in student activities at some Iraqi universities. The sample consisted of (110) individuals.

Table 1: Sample description

No.	University	Sample No.
1	Baghdad	29
2	Nahrain	18
3	Technology	21
4	Al-Mustansiriya	15
5	Technical	12
6	Anbar	15
Total		110

Study procedures

The researcher prepared two questionnaires: Management by Objectives (MBO) with five domains and Participatory Leadership (PL) with three domains. Each domain includes a set of statements. The questionnaire was then presented to a group of experts for their opinions and to add or delete whatever they deemed appropriate.

Statistical analysis of the scale items internal consistency

First: The relationship between the paragraph score and the total score of the scale

The aim of this procedure is to determine whether the answers in general for the paragraphs are reasonably consistent with the behavioural trends they impose, as it has been shown that most of the paragraphs of the two scales achieved a significant correlation with the total score of the questionnaire.

Second: The relationship of the paragraph to the field

Given the diversity of the scale's fields, the researcher extracted the correlation between the paragraph score and the total score for each field of the two scales. We find that most of the scale's paragraphs are statistically significant.

Stability

The researcher extracted the reliability, which is one of the scientific conditions in the process of constructing the scale. The researcher used the split-half method and the pharmacological coefficient to extract the reliability.

Exploratory experiment

The researcher applied the two questionnaires to a group of (20) students working in student activities from outside the research sample. The sample accepted the two questionnaires, through the clarity of the instructions and the ease of understanding the paragraphs.

The questionnaire in its final form

After conducting statistical procedures for the two questionnaires and completing their scientific transactions, they will be in their final form.

Management by objectives

First field: setting goals (11) paragraphs

Second field: Planning (12) paragraphs

The third area: Administrative control (7) paragraphs

Fourth field: Performance evaluation (7) paragraphs

Fifth field: Senior management support (8) paragraphs

Participatory leadership

- **The first axis:** Group relations (11) paragraphs
- **The second axis:** A to share with leadership (12) paragraph
- **The third axis:** Delegation of authority (7) paragraphs

To be ready to be displayed on the sample on a five-point scale (very high - high - medium - low - very low)

Statistical methods

The researcher will use the SPSS system to extract statistical transactions and everything that achieves the research results.

- **Descriptive statistics:** (Arithmetic mean, relative weight)
- **Validity Transactions:** (Internal Consistency)
- **Reliability coefficients:** (Cronbach's alpha - split-half)

Discussion of results**The first question:** What is the degree of use of management

by objectives by student activity workers in some Iraqi universities?

Table 2: Means and relative weights of degree of use of management by objectives in field of goal setting among student activity workers in some Iraqi universities

No.	Paragraphs	Mean	Relative weight%	Degree
1	Build clear and specific goals	3.95	79	High
2	Goals are achievable	3.75	75	High
3	Action programs are compatible with goals.	3.79	75	High
4	Everyone's participation in the work	3.75	74.20	High
5	Collective contribution to goal setting	3.71	75.80	High
6	Determine the best method to achieve the goals	3.79	76	High
7	Setting objective goals	3.80	65.04	Medium
	Total score for the goal setting domain	3.86	75.87	High

Maximum response score (5) points

Table 3: Means and relative weights of degree of use of management by objectives in field of planning among student activity workers in some Iraqi universities

No.	Paragraphs	Mean	Relative weight%	Degree
1	Planned action steps achieve goals	3.71	74.20	High
2	Linking plans to goals	4.06	81.20	High
3	Collective participation in planning	4.10	82.00	High
4	The plans are clear	3.72	74.40	High
5	Execute the work on time	3.79	75.80	High
6	Having criteria for evaluating work	3.80	76.00	High
7	Work within available capabilities	3.78	75.60	High
	Overall score for planning field	3.85	77.04	High

Maximum response score (5) points

Table 4: Mean and relative weights of degree of use of management by objectives in field of control among student activity workers in some Iraqi universities

No.	Paragraphs	Mean	Relative weight%	Degree
1	Objectivity is the basis of oversight.	4.01	8.20	High
2	There is support for the distinguished	4.13	82.60	High
3	Encouraging self-censorship	3.51	70.20	High
4	Balance in delegating responsibilities	3.85	77.00	High
5	Identify errors and learn from them	3.67	73.40	High
6	Commitment to working hours	4.05	81.00	High
7	Raising the efficiency of workers	3.83	76.60	High
	Overall score for the control field	3.86	77.30	High

Maximum response score (5) points

Table 5: Means and relative weights of degree of use of management by objectives in field of performance evaluation among student activity workers in some Iraqi universities

No.	Paragraphs	Mean	Relative weight	Degree
1	Relying on specific criteria to evaluate performance	3.93	78.60	High
2	Daily reports	3.90	78.00	High
3	Performance evaluation is based on results.	3.88	77.60	High
4	Feedback is an important element of performance evaluation.	4.03	80.60	High
5	Providing management with data periodically	3.79	75.80	High
6	Writing and announcing the achievements made	3.59	71.80	High
7	Objectivity in performance evaluation	3.81	76.20	High
	Overall score for the performance evaluation area	3.85	76.94	High

Maximum response score (5) points

Table 6: Means and relative weights of degree of use of management by objectives in field of senior management support among student activity workers in some Iraqi universities

No.	Paragraphs	Mean	Relative weight	Degree
1	Encouraging innovation and achievement	3.82	76.40	High
2	Continuously monitor the workflow	4.07	81.40	High
3	Troubleshooting workflow issues	3.93	78.60	High
4	Providing material and human resources	3.90	78.00	High
5	Accept other opinions to serve the work	3.79	75.80	High
6	Commitment to achieving goals	4.02	80.40	High
7	Support consultation among members	3.62	72.40	High
8	Involve everyone in setting goals	4.10	82.00	High
	Overall score for the Senior Management Support field	3.91	78.11	High

Maximum response score (5) points

Table 7: Means, relative weights, degrees, and rankings of areas of management by objectives among student activity workers in some Iraqi universities

No.	Fields	Mean	Relative weight %	Degree	Sec.
1	Setting goals	3.79	75.87	High	5
2	Planning	3.85	77.04	High	3
3	Censorship	3.86	77.30	High	2
4	Performance evaluation	3.85	76.94	High	4
5	Senior management support	3.91	78.11	High	1
	Total score for field	3.85	77.05	High	

Maximum response level (5) degrees

Through the results of countries (7), the degree of response came out to a large degree in all areas of management by objectives. According to the relative weights and arithmetic averages in the above countries. The researcher sees in obtaining a high degree of work in student activities a voluntary work and those who have a high desire to work and who have good knowledge and good social relations accept

the work. As management by objectives is based on collective cooperation and not individual work. Al-Khader agrees with this in his reference to the philosophy of management by objectives.

The second question: To know the degree of use of participatory leadership by student activity workers in some Iraqi universities?

Table 8: Means and relative weights for degree of use of participatory leadership in field of human relations

No.	Paragraphs	Mean	Relative weight%	Degree
1	Working to provide a good working environment	3.91	78.20	Big
2	Providing an atmosphere of understanding and participation	4.20	84	Big
3	Continuous communication with the staff of the extracurricular activities department	3.96	79.20	Big
4	Developing positive attitudes among extracurricular workers	3.95	79	Big
5	Working on exchanging experiences between members	3.85	77	Big
6	Act wisely in dealing with members	4.07	81.40	Big
7	Preserving the dignity of members	4	80	Big
8	Maintaining business secrets	4.19	83.80	Big
9	Spreading an atmosphere of mutual respect	4.03	80.60	Big
10	Work without discrimination	4.23	84.60	Big
11	Helping everyone solve problems	4.05	81	Big
	Total score for the field of human relations	4.04	80.79	Big

Maximum response score (5)

Table 9: Means and relative weights for degree of use of participatory leadership in field of leadership participation

No.	Paragraphs	Mean	Relative weight%	Degree
1	Participate in decision-making	4.20	84	Big
2	Members have the right to represent the college in competitions.	3.95	79	Big
3	Contribute to solving work-related problems	3.98	79.60	Big
4	Work and tasks are distributed according to capabilities and departments.	3.94	78.80	Big
5	Contribute to setting goals	4.18	83.60	Big
6	Everyone's participation in determining the units and training	4.11	82.20	Big
7	Contribution of all members to the evaluation process	3.85	77	Big
8	Work according to the directives of senior management	3.98	79.60	Big
9	Conducting continuous training courses for members	3.93	78.60	Big
10	Teamwork	3.75	75	Big
11	Hold periodic meetings between members	4	80	Big
12	Forming ongoing committees to follow up on the work	3.93	78.60	Big
	Total score for the leadership participation domain	3.98	79.60	Big

Maximum response score (5)

Table 10: Means and relative weights for degree of use of participatory leadership in area of delegation of authority

No.	Paragraphs	Mean	Relative weight%	Degree
1	Decision making assistance	4.06	81.20	Big
2	Accept senior management decisions	3.95	79	Big
3	Member participation in solving problems	3.95	79	Big
4	Work in accordance with the directives of senior management	3.90	78	Big
5	Follow up on students' needs	3.87	77.40	Big
6	Participate in creating a competitive environment for students	3.98	79.60	Big
7	Collective participation in representing the college in competitions	4.10	82	Big
	Overall score for the delegation of authority domain	3.98	79.60	Big

Maximum response score (5)

Table 11: Means, relative weights, score, and ranking for areas of participatory leadership

No.	Areas of shared leadership	Mean	Relative weight %	Degree	Sec.
1	Human relations field	4.04	80.80	Big	1
2	Leadership participation area	3.98	79.60	Big	2
3	Scope of delegation of authority	3.98	79.60	Big	3
	Overall score for collaborative leadership	4	80	Big	

Maximum response score (5)

By displaying the results of the above tables (8-9-10-11) related to the second question, the results showed that the overall degree of using participatory leadership among student activities officials in some Iraqi universities was high, as it reached (80%), and the degree of response was very high in all areas of participatory leadership. These results were consistent with the studies of Tayfour, Al-Nofal and Abu Nasser, which showed the use of participatory leadership to a large extent.

The researcher believes that the reason for obtaining this result is due to the nature of work in student activities, as it requires group participation with students during exercises and competitions. This indicates teamwork and good human

relations among everyone. This indicates that participatory leadership is a humane collective leadership. It gives subordinates a high status, as it ensures participation in decision-making and taking. It makes subordinates feel responsible, belonging, and cooperation, and works to make the leader and the subordinate one block, so success is for everyone and failure is for everyone. This contributes greatly to creativity, achievements, and achieving goals in a good way.

The third question: Identifying the relationship between management by objectives and participatory leadership among student activity workers in some Iraqi universities?

Table 12: Pearson correlation coefficient and simple regression results for relationship between management by objectives and participatory leadership among student activity workers in some Iraqi universities

Management by objectives		Participatory leadership		R value	(R ²) value	Sig.
Mean	St.d	Mean	St.d			
3.85	0.66	4.00	0.65	0.83	0.683	0.0001*

Significant at a significance level of (0.01 >)

Table (12) shows that the relationship between management by objectives and participatory leadership among sports workers in some Iraqi universities is positive through the above results, as the value of Pearson's correlation coefficient reached (0.83) and the value of simple regression (0.683), both of which express a strong relationship. Each of them explains (68.30%) of the other. The researcher sees the reason in the essential intersection between them, which is represented in the human and social aspect and the participation of others in the work. Because they are two sides of the same coin. Therefore, the researcher sees, through the above results, the existence of a link between management by objectives and participatory leadership. Because they work on the same line and have one goal, which is to achieve the set goals with the least resources, shortest time and least effort. Abu Shamala agrees with this, as the administrative process is carried out by the president and the subordinate.

Conclusion

1. Sports workers in some Iraqi universities use management by objectives and participatory leadership to a large extent.
2. The lowest score in the areas of management by objectives among those working in sports activities in some Iraqi universities was in the area of setting objectives.
3. The lowest degree in the areas of participatory leadership among those working in sports activities in some Iraqi universities was in the area of delegation of authority and participation in leadership.
4. Management by objectives and participatory leadership are suitable for predicting each other.

Recommendations

1. The necessity for sports workers to apply management by objectives and participatory leadership, as they have a

- positive impact on the success of their work.
2. The necessity of holding seminars and dialogues on the importance of applying management by objectives and participatory leadership.
3. The necessity of increasing interest in setting goals and their mechanisms among those working in sports activities in some Iraqi universities.

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