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Ahmed Tariq Badri

College of Physical Education
and Sports Sciences, Al-
Muthanna University, Iraq

Hala Fahem Aliwi

College of Physical Education
and Sports Sciences, Al-
Muthanna University, Iraq

Enhancing administrative performance through transformational leadership at the Iraq volleyball federation

Ahmed Tariq Badri and Hala Fahem Aliwi

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Abstract

By exploring the role of transformational leadership in developing managerial performance in the volleyball federation, this study can make a valuable contribution to improving management and leadership approaches in the sports field.

Hence, the role of transformational leadership comes as a strategic tool that can lead a sports organization towards achieving its goals effectively. It is a leadership model that promotes positive interaction between leaders and employees, encouraging the development of individual capabilities and motivating the team towards shared success. Transformational leadership can contribute to enhancing the competitive spirit and innovation within the organization.

The research aims to develop administrative performance using the transformational leadership of officials in the Iraqi Volleyball Federation through.

- Knowing the goals and priorities of administrative work within the Volleyball Association.
- Knowing the impact of transformational leadership on employees and on work performance levels.

Keywords: Administrative performance, transformational leadership, volleyball association

Introduction

Improving administrative performance through the use of transformational leadership is a crucial endeavor that can be achieved by developing and enhancing leadership skills among leaders and managers within an organization. Transformational leadership is a leadership style that focuses on motivating and empowering employees to reach their full potential, develop their skills, and engage in decision-making processes.

Transformational leadership helps leaders serve as role models in developing their personal and professional skills while continually seeking to increase their knowledge and abilities. It encourages leaders to be receptive to employees' opinions and ideas, caring about their concerns and needs, which can contribute to building positive relationships and trust between management and employees.

Furthermore, transformational leadership assists leaders in effectively guiding and developing the skills and capabilities of employees. This may involve providing training, mentorship, setting clear performance goals, and encouraging employee participation in decision-making and development initiatives.

Developing administrative performance through the use of transformational leadership is a key element in enhancing organizational performance and increasing its effectiveness. This approach aims to motivate and empower employees to realize their full potential and increase their contributions to achieving the organization's objectives.

Transformational leadership is a leadership style that focuses on motivating and developing employees by inspiring and engaging them in achieving organizational goals. Transformational leaders promote creative thinking and innovation while building positive relationships with employees.

Employee performance refers to the quantity and quality of work expected from each

Corresponding Author:

Ahmed Tariq Badri

College of Physical Education
and Sports Sciences, Al-
Muthanna University, Iraq

individual in an organization. These standards are the basis for performance evaluation. Performance is the behavior or actions of the human element that affects organizational performance.

It is widely agreed upon that managers who assist employees in developing their professional lives and encourage them by providing feedback on potential performance have improved the performance of employees (Wan, 2017, 36) ^[31], (Edgar and Geare, 2005) ^[9], (Batt, *et al.*, 2012, 15) ^[4].

Transformational leadership goes beyond offering incentives in exchange for desired performance. It focuses on developing and stimulating subordinates both intellectually and creatively, making their personal interests an integral part of the organization's overarching mission (Conger, 2012, 18) ^[8], (Guest, 2011, 22) ^[11].

The importance of developing administrative performance using transformational leadership lies in its ability to motivate and empower employees, leading to increased productivity and improved work efficiency, ultimately enhancing administrative performance.

Transformational leaders encourage creative thinking and innovation by involving employees in decision-making processes and encouraging them to develop new solutions. Transformational leadership contributes to building positive relationships between leaders and employees, fostering understanding, trust, and encouraging employees to develop their skills and abilities, which can lead to improved overall organizational performance.

Transformational leadership is one of the effective leadership tools aimed at improving administrative performance in modern organizations. This leadership approach relies on guiding and inspiring employees to grow and develop personally, which is crucial for success and sustainability in today's competitive environment.

Transformational leadership is a leadership style that seeks to motivate and activate employees by inspiring them and directing them toward better achieving the organization's goals. Transformational leaders adopt a positive vision and work to motivate others to embrace this vision and actively participate in achieving it.

Developing administrative performance through transformational leadership can be the key to achieving sustainable success in organizations today. By embracing this leadership approach that encourages inspiration, motivation, and skill development, organizations can achieve positive results and enhance their competitiveness in the market.

Developing administrative performance through transformational leadership enhances the potential to achieve organizational goals and build a strong and thriving organization. Success depends on leaders' ability to effectively apply the principles of transformational leadership and continue to motivate and empower the team.

Problem Statement and Importance of the Research

The Volleyball Federation in Iraq is a sports organization that is dedicated to improving and developing its performance to achieve success and excellence in the sports arena. This organization has faced multiple challenges in the fields of management and leadership, making the use of transformational leadership a potential tool for enhancing administrative performance.

The Volleyball Federation holds a prominent position in the world of sports, striving for excellence and supremacy in various forms of sports. With the increasing challenges that sports organizations face in the modern era, they need to seek

ways to improve their administrative performance in order to achieve their sporting goals and aspirations.

In the rapidly changing landscape of sports and increased competition, volleyball organizations must search for ways to enhance their administrative performance to achieve success and excellence. Within this context, the importance of studying the role of transformational leadership in developing administrative performance in the Volleyball Federation becomes evident. Such a study can provide a model that can benefit many federations and sports organizations.

It is widely agreed that transformational leaders possess certain characteristics, including

- A clear and visible presence, engaging employees in problem-solving and providing suitable solutions.
- Viewing themselves as agents of change, aiming to achieve excellence and transform their organizations as desired.
- Striving to lead their subordinates to achieve high productivity that surpasses expectations, both individually and for the organization.
- Being capable of dealing with ambiguity and complex situations.

Believing that their purpose is to bring about significant change in people's lives, possessing high self-esteem, and having a conflict-free consciousness (Kamal Al-Din Hassan, 2020, 6) ^[13], (Mashoor bin Nasser, 2021, 11) ^[17].

Four key tasks of transformational leaders are as follows

- Defining the vision or the desired future image.
- Communicating the vision to followers.
- Implementing the vision.
- Elevating followers' commitment to the vision (Tarek al-Swaidan, 2021, 1) ^[27].

Transformational leadership works on changing and transforming individuals and organizations, meaning that continuous change is inherent to this leadership style. This change includes physical, cultural, structural, and psychological transformations. The transformational leader engages others by understanding their real needs and requirements, in a way that ensures the genuine demands of both leaders and subordinates are met. The result is collective efforts to develop and transform subordinates into leaders (Allix, 2020, 14) ^[3].

It is defined as transformational leaders who have the ability to create a clear vision for the future and are the creators of the legend of system success and distinction. Transformational leadership is characterized by setting a clear vision for organizations and working to create entirely new systems that align with future requirements (Trofino, 2020, 33) ^[28].

It is pointed out that transformational leadership is a dynamic and holistic approach that addresses the material, cultural, institutional, and psychological changes, engaging individuals in a transformational journey within the organizational context. It leads to the development of self-leadership and empowerment, fostering a sense of ownership and responsibility among individuals, and enhancing organizational effectiveness. It is worth noting that the transformational leadership is characterized by its focus on developing the intellectual and emotional aspects of individuals, as well as enhancing their self-awareness and self-confidence. The transformational leader plays a pivotal

role in shaping the organizational culture and inspiring subordinates to excel and innovate (Alaa Sayed, 2020, 4) ^[2].

And it adds that the elements of transformative leadership are

- **The Charismatic Leader:** Who inspires the followers with a vision and a sense of mission and identity, and conveys the values of the organization to create commitment and enthusiasm for its members.
- **The Educational Leader:** This leader focuses on the development of educational and professional skills, and the empowerment of teachers to take ownership of their work and the school's success. This leader fosters a culture of continuous learning and improvement.
- **The Ethical Leader:** The leader's focus is on ethical principles and values in guiding the behavior of individuals and organizations. They lead by setting a moral example and promoting ethical decision-making within the organization.
- **The Transformational Leader:** This type of leader can transform the organization by motivating individuals to use their skills to implement activities and achieve goals effectively. They empower employees to make meaningful contributions in an atmosphere of trust and mutual respect".

"It refers to leadership as the process of inspiring or influencing others to work with high commitment and perseverance in accomplishing and performing required tasks. Leadership is concerned with how to build commitment and motivate others to use their skills in carrying out activities and achieving goals. This definition emphasizes the connection between leadership and human resources, on which the success of business organizations depends." (Prince, 2008, p. 27) ^[22].

"It underscores the importance of the leader's role, especially the founder leader, in creating an organizational culture that recognizes the role of employees and their belief in their ability to progress according to the leader's vision." (Schein, 2014, p. 31) ^[24].

"Hughes and Zachariah (2011) ^[12] point out that transformational leadership works on engaging teachers with values and building natural loyalty to work and the organization. They focused on shaping a special culture for the organization, which included empowering employees. This process is considered crucial in organizations, and studies have shown that this type of leadership increases the motivation and loyalty of employees to their work. It has also proven to be more effective in providing the appropriate environment for employees to develop and innovate in their work." (Hughes & Zachariah, 2011, p. 23) ^[12].

They agree that there are essential matters that a transformative leader should consider, which include

- Creating a sense of the need for transformation in the organization and understanding the challenges and opportunities available, preparing for the appropriate efforts to mobilize the necessary resources.
- The necessity of cooperation and participation between the leader and employees and benefiting from their experiences, clarifying the vision for the organization's employees and highlighting their role in the success of transforming the organization's situation to a better one in the future and achieving its goals.
- Overcoming obstacles that may hinder the transformation

process and encouraging innovative ideas, activities, and practices at work, motivating employees towards them.

- Planning to achieve developmental goals in the short term, which can be used as a basis for achieving strategic change and demonstrating the connection between new practices, behaviors, and achievements.
- Developing methods and means that ensure the continued development of leadership and achieving outstanding performance." (Marshall Gold, 2016, p. 7) ^[16], (Layton, 2013, p. 24).

They agree that transformative leadership has a number of foundations that distinguish it from other leadership styles. The foundations of transformative leadership include

- **Establishing a clear vision:** A clear vision of what the organization can become in the future helps individuals understand the organization's goals and priorities and gives meaning to their work. The success of the vision depends on the leader's ability to clearly and attractively communicate it.
- **Clarifying how to achieve the vision:** The leader must convince subordinates that the vision is achievable and establish a clear connection between the vision and a good strategy to achieve it.
- **Acting with confidence and optimism:** Subordinates will not believe in the vision unless the leader shows confidence and self-belief. It is important to show optimism in the group's ability to achieve the vision, and the leader's optimism positively influences the confidence and optimism of subordinates.
- **Demonstrating trust in subordinates:** Subordinates' commitment to achieving the vision depends on their confidence in their abilities to achieve it. Their performance is usually better when the leader has high performance expectations and when they show high confidence in their subordinates.
- **Modeling behavior:** One of the most important ways a leader can influence the commitment of subordinates is to set an example and model ideal behaviors in their interactions with subordinates.
- **Empowering others to achieve the vision:** Empowering subordinates to achieve the vision is a fundamental aspect of transformative leadership. The leader must give subordinates the freedom to solve work problems in their own ways, determine the best ways to implement the strategy, and accomplish tasks instead of providing detailed instructions for execution." (Turnbull, 2015, p. 34) ^[29], (Yukl, 2012, p. 37) ^[33].

"They agree that the relationship between the leader and followers is an interaction between people who have common visions and tremendous potential. The first theory that explained the difference between transformative and transactional leadership described transactional leadership as a relationship between leaders and followers based on exchange. On the other hand, transformative leadership involves influencing and empowering subordinates in the process of organizational change. Transformative leaders focus on moral qualities such as shared vision, values, and higher ideals rather than the contractual relationship that includes material rewards used to control specific behaviors of followers." (Sholes, 2020, p. 32) ^[25], (Gittens, 2019, p. 21) ^[10].

"It has been described that a transformative leader is a

morally mature agent who focuses on the development of moral maturity, values, and higher ideals for his subordinates, strengthening their commitment to serving the welfare of others, their organizations, and society beyond self-interest. This differs from transactional leaders who emphasize control over their subordinates through the use of contingent transactions (contingency theory) aimed at meeting the personal needs of their subordinates in exchange for specific work effort." (Olsen, 2006, p. 38) ^[21].

"It has been clarified that in transformative leadership, both leaders and followers are elevated with the motivations and ethics of others to high levels. The relationship between the leader and the follower is a series of ethical principles and advanced rules regarding the nature of good leadership from an ethical perspective." (Sagnak, 2010, p. 370) ^[23].

"While the world is undergoing rapid changes in the field of sports and management, sports associations and organizations must modernize and adapt to remain at the forefront of success and achieve their future goals. The Volleyball Federation, as a sports organization, faces multiple challenges that require proactive vision and management".

The importance of the research becomes clear through the exploration of the role of transformative leadership in improving administrative performance within the Volleyball Federation. This study can provide valuable insights for enhancing management and leadership practices in the sports sector.

Transformative leadership plays a strategic role as a tool that can lead a sports organization towards effectively achieving its goals. It is a leadership model that fosters positive interaction between leaders and employees, encouraging individual development and motivating the team towards achieving common success. Transformative leadership can contribute to enhancing competitiveness and innovation within the organization.

Developing administrative performance within the Volleyball Federation through transformative leadership is not just an option but a vital necessity. Utilizing the principles and methods of transformative leadership can significantly contribute to achieving excellence and success in this competitive and dynamic sports sector.

Research Objectives

The research aims to enhance administrative performance through transformative leadership for officials in the Volleyball Federation in Iraq by

- Understanding the goals and priorities of administrative work within the Volleyball Federation.
- Assessing the impact of transformative leadership on employees and their work performance.

Research Questions

- What are the goals and priorities of administrative work within the Volleyball Federation?
- What is the impact of transformative leadership on employees and their work performance?

Research Terminology

Transformative Leadership

Transformative leadership is defined as leadership that maintains a sense of responsibility among group members and guides them toward achieving common goals. (Wasl Jameel, 2018, p. 15) ^[32].

Previous Studies

First: Arabic Previous Studies

- A study by Mohammed Salim Jasim (2020) aimed to

identify the construction of transformational leadership scales for sports and scouting activity managers, as well as building an organizational change scale to understand the extent to which the dimensions of transformational leadership are available among sports and scouting activity managers. It also aimed to identify the level of areas of change in the directorates of sports and scouting activity and the role of transformational leadership in bringing about organizational change in these directorates. The most important results that the researcher reached are that the dimensions of transformational leadership among sports and scouting activity managers are available to varying degrees, and that the idealized influence dimension is the most effective among sports and scouting activity managers. Furthermore, the relationship between transformational leadership dimensions and organizational change is a positive one.

- A study by Khaled Abdel Sattar El-Toukhy (2020) ^[14] aimed to understand transformational leadership and its relationship with administrative innovation in Egyptian sports federations from the perspective of employees. One of the study's key findings is that the application of transformational leadership in youth and sports directorates faces several challenges, especially in the absence of organizational flexibility, where there is a focus on following traditional methods and procedures in managing work. Additionally, it does not enable specialized competencies to carry out influential change and development processes in driving activities and shaping work behaviors and systems.

Second: Foreign Previous Studies

- A study by Berman, E.M. & Kim, C.G. (2010) ^[6] aimed to describe the applications of Seoul, Korea in stimulating creativity and initiative through the modification of training systems and existing incentives. The researchers used a descriptive method and applied it to a sample of 1,194 managers and employees in Korean public institutions. The most important results of the study indicated a positive relationship between training and creativity. It also found that creative management is associated with a higher level of employee training in decision-making processes, human resource management, total quality management, accounting, and transparency. The study also concluded that the ability of subordinates to be creative can be developed and enhanced through training, especially among individuals who are inclined towards learning and continuous training.
- A study by Stump, M., Zlatkin-Troitschanskaia, O. & Mater, O. (2016) ^[26] aimed to explore the relationship between transformational leadership among school principals and the effectiveness of decision-making from the perspective of teachers. The study sample consisted of 2,640 teachers. To achieve the study's objectives, a descriptive approach was used, along with the Transformational Leadership Scale and a questionnaire on the effectiveness of decision-making from the perspective of school principals. The results showed a statistically significant positive correlation between the school principal's transformational leadership and the effectiveness of the decision-making process from the perspective of teachers.

Research Procedures

Research Method

The researcher used the descriptive method using a survey approach, which was deemed suitable for the nature of the research.

Research Population

The research population consists of members of the board of directors, officials, and employees of the Volleyball Federation in Iraq.

Research Sample

The total research sample was purposefully selected, covering all levels of the Volleyball Federation in Iraq. It was divided into the senior management of the Volleyball Federation, the executive management of the Volleyball Federation, and the central management of the Volleyball Federation, totaling 75 officials. The survey sample consisted of 30 officials, representing 40%, while the core sample included 45 officials, representing 60%, as shown in Table (1).

Table 1: Research sample description

N	Management	Research Community		Total Research Sample		Primary Research Sample		Survey Sample	
		N	%	N	%	N	%	N	%
1	Senior Management at the Volleyball Federation	30	100%	25	83.3%	15	60%	10	40%
2	Executive Management at the Volleyball Federation	40	100%	25	62.5%	15	60%	10	40%
3	Middle Management at the Volleyball Federation	40	100%	25	62.5%	15	60%	10	40%
Total		110	100%	75	68.2%	45	60%	30	40%

Data Collection Tools and Methods

The researcher prepared a questionnaire to survey the opinions of the research sample on improving administrative performance through transformational leadership and its impact on the Volleyball Federation in Iraq. This was done by reviewing previous research, scientific journals, and studies and by accessing information networks in both general and sports management. The researcher identified the main axes of the questionnaire.

Next, the researcher presented these axes to five experts with the aim of assessing their suitability for the intended purpose. The experts were asked to approve the presence or absence of each axis and to approve or suggest modifications to its formulation.

The researcher then selected a set of phrases for each axis that corresponded to the identified questionnaire axes, taking into consideration their clarity and relevance to the research goal. A total of 38 phrases were selected.

Survey Study

The researcher conducted a survey study on 30 officials from the Volleyball Federation in Iraq. This sample was used to determine the scientific properties (validity and reliability) of the questionnaire. The study was conducted from December 20, 2022, to January 15, 2023.

Scientific Properties of the Questionnaire

The researcher conducted validity and reliability tests for the questionnaire using the following scientific methods.

Questionnaire Validity

Content Validity (Validity of the Experts): This involved assessing the questionnaire's validity by experts.

Internal Consistency Validity: The researcher calculated the correlation coefficient between the score of each phrase and the total score of the axis, as well as between the score of the axis and the total score of the questionnaire, as shown in Tables (2) and (3).

Table 2: Coefficient of correlation between phrases for each Axis and the Total Axis Score N = 30

The First Axis		The Second Axis		The Third Axis		The Fourth Axis	
Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient
1	0.413*	1	0.822*	1	0.748*	1	0.773*
2	0.693*	2	0.638*	2	0.628*	2	0.615*
3	0.627*	3	0.547*	3	0.561*	3	0.582*
4	0.591*	4	0.639*	4	0.807*	4	0.384*
5	0.462*	5	0.511*	5	0.555*	5	0.527*
6	0.628*	6	0.751*	6	0.619*	6	0.818*
7	0.426*	7	0.642*	7	0.433*	7	0.751*
8	0.548*	8	0.694*	8	0.746*	8	0.408*
9	0.757*	9	0.591*				
10	0.637*	10	0.727*				
11	0.719*						
12	0.572*						

The critical (tabular) value at a significance level of 0.05 is 0.361.

It is evident from Table (2) that the correlation coefficients between the score of each axis and the total score of the

questionnaire have statistical significance, ranging from 0.384 to 0.822. This indicates the validity of the questionnaire.

Table 3: The internal consistency reliability of the questionnaire's dimensions N = 30

N	Dimensions	Correlation Coefficient
1	Objectives and Priorities of Administrative Work within the Volleyball Federation.	0.782*
2	The senior management's direction at the Volleyball Federation towards transformative leadership.	0.396*
3	The impact of transformative leadership on employees and work performance levels.	0.648*
4	The impact of transformative leadership on officials at the Volleyball Federation	0.727*

The critical (tabular) value at a significance level of 0.05 is 0.361.

It is evident from Table (3) that the correlation coefficients indicating the internal consistency validity of the questionnaire axes are statistically significant, ranging from 0.396 to 0.782. This indicates that the axes of the questionnaire are reliable.

Reliability of the Questionnaire

The reliability of the questionnaire was calculated using the test-retest method with a time interval of 15 days to find the correlation coefficient between the first and second applications. This is shown in Tables (4) and (5).

Table 4: Correlation coefficient between the first and second applications of survey statements N = 30

The First Axis		The Second Axis		The Third Axis		The Fourth Axis	
Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient	Statement Number	Correlation Coefficient
1	0.482*	1	0.811*	1	0.639*	1	0.791*
2	0.751*	2	0.472*	2	0.582*	2	0.621*
3	0.532*	3	0.583*	3	0.683*	3	0.563*
4	0.683*	4	0.701*	4	0.594*	4	0.574*
5	0.426*	5	0.577*	5	0.652*	5	0.689*
6	0.728*	6	0.482*	6	0.449*	6	0.448*
7	0.493*	7	0.666*	7	0.414*	7	0.651*
8	0.564*	8	0.739*	8	0.804*	8	0.437
9	0.722*	9	0.554*				
10	0.612*	10					
11	0.404*						
12	0.688*						

The critical (tabular) value at a significance level of 0.05 is 0.361.

It is evident from Table (4) that the correlation coefficients ranged from 0.404 to 0.811, indicating the reliability of all the questionnaire items.

Table 5: The correlation coefficient between the first and second applications of the survey questionnaire axes N = 30

N	Dimensions	Correlation Coefficient
1	Objectives and Priorities of Administrative Work within the Volleyball Federation.	0.622*
2	The senior management's direction at the Volleyball Federation towards transformative leadership.	0.581*
3	The impact of transformative leadership on employees and work performance levels.	0.749*
4	The impact of transformative leadership on officials at the Volleyball Federation	0.451*

The critical (tabular) value at a significance level of 0.05 is 0.361.

It is evident from Table (5) that the correlation coefficients ranged from 0.451 to 0.749, indicating the reliability of the questionnaire axes.

including the use of the SPSS software to perform statistical operations, which included:

1. Correlation coefficient.
2. Percentage.
3. Chi-squared test.

Primary Study

The researcher conducted the final application of the questionnaire from January 24, 2023, to February 12, 2023.

Presentation and Discussion of Results

The researcher presented and discussed the results of the first axis, which pertained to the objectives and priorities of administrative work within the Volleyball Federation:

Statistical Analysis

Appropriate statistical procedures were used for the research,

Table 6: Repetitions, percentages, and the coefficient of variation (CV2) for statements in the first axis of the administrative work objectives and priorities within the volleyball federation N = 45

N	Always		Sometimes		Never		CV2
	Co	%	Co	%	Co	%	
1	1	2.22	0	0	44	97.78	84.13*
2	7	15.56	7	15.56	31	68.89	25.60*
3	31	68.89	0	0	14	31.11	32.13*
4	3	6.67	2	4.44	40	88.89	62.53*
5	0	0	12	26.67	33	73.33	37.20*
6	1	2.22	4	8.89	40	88.89	62.80*
7	4	8.89	12	26.67	29	64.44	21.73*
8	0	0	3	6.67	42	93.33	73.20

9	1	22.22	10	22.22	34	75.56	38.80*
10	0	0	12	26.67	33	73.33	37.20
11	0	0	2	4.44	43	95.56	78.53*
12	38	84.44	1	2.22	6	13.33	53.73*

The tabulated value of chi-squared (χ^2) at a significance level of 0.05 is 5.99.

It is evident from Table (6) that the calculated χ^2 values range between (21.73, 84.13), indicating statistically significant differences in all axis expressions.

The researcher attributes this to the fact that the goals and priorities of administrative work within the Volleyball Federation are of utmost importance to ensure success and progress in this sports sector. One of the most important objectives of the Volleyball Federation should be achieving success in sports competitions at the local and international levels. The administration should work diligently to support national teams, provide infrastructure, and necessary opportunities for training and development.

Enhancing the development of players' skills should be achieved through high-quality training programs and providing opportunities for talented young individuals to dedicate themselves to volleyball and develop their technical and physical skills. The Federation should work on promoting the sport and raising awareness in the community, which can be accomplished through organizing local leagues, promoting sports events, and collaborating with media to increase awareness of the game.

Improving organizational and managerial processes within the Federation is essential to ensure the effectiveness of administrative and financial work. This includes establishing clear procedures and regulations and implementing them correctly. Participation in the sport in general and women's participation, in particular, should be encouraged. There should be a focus on developing the game for the female category, providing equal opportunities, and building partnerships with relevant entities to secure financial support and sponsorship for the sustainability of sports activities and

programs.

This should also involve the development of training programs for referees and assistant referees to ensure the presence of high-level referees in matches, enhancing international relations with other federations, and participating actively in international tournaments to raise the level of the game on a global scale.

Transparency and accountability should be integral parts of administrative work within the Federation to ensure the efficient use of resources and the achievement of goals with integrity. The Federation should work on improving the game's environment by providing safe courts and suitable facilities for training and matches.

These objectives and priorities represent a general framework for administrative work within the Volleyball Federation and contribute to progress and success in this sport. This aligns with the findings of Khalid Abdel Sattar Al-Toukhi's study in 2020, which emphasizes the need to develop coaching and technical staff to ensure qualified coaches and administrators to support player development. It also highlights the importance of marketing the sport better, attracting sponsors and commercial partners to increase financial revenues, using modern technologies and scientific research to enhance the game and player performance, engaging in community activities and events, and respecting the environment for sustainability.

Presentation and Discussion of the Results of the Second Axis: The Transformational Leadership Orientation of the Senior Management at the Volleyball Federation

Table 7: The repetitions, percentages, and the coefficient of variation (CV2) for statements in the second axis guide the top management towards transformative leadership in the Volleyball Federation N = 45

N	Always		Sometimes		Never		CV2
	Co	%	Co	%	Co	%	
1	6	13.33	3	6.67	36	80.00	44.40*
2	0	0	3	6.67	42	93.33	73.20*
3	4	8.89	2	4.44	39	86.67	57.73*
4	1	2.22	0	0	44	97.78	84.13*
5	0	0	2	4.44	43	95.56	78.53*
6	0	0	11	24.44	34	75.56	40.13
7	12	26.67	6	13.33	27	60.00	15.60*
8	1	2.22	4	8.89	40	88.89	62.80*
9	40	88.89	0	0	5	11.11	63.33*
10	9	20.00	5	11.11	31	68.89	26.13*

The tabulated value of κ^2 at a significance level of 0.05 is 5.99.

The researcher notes that the calculated values of κ^2 range from 15.60 to 84.13, as indicated in Table (7). These values demonstrate statistically significant differences in all statements related to the second axis: the transformational leadership orientation of the senior management at the Volleyball Federation.

The researcher attributes these differences to the senior management's focus on transformational leadership, which represents a vital path towards achieving success and sustainability in the sports sector. The adoption of transformational leadership means transitioning from traditional management approaches to more modern and

flexible methods. This shift can enhance the Federation's ability to adapt to changing challenges and effectively achieve its objectives. This orientation may involve reevaluating the organizational structure, embracing innovation and technology in administrative processes, fostering interaction and communication with members and teams, motivating teamwork, and utilizing data and information for strategic decision-making. Achieving transformational leadership can assist the Federation in realizing sustainable success and growth in the world of volleyball.

Encouraging extensive participation by members and relevant stakeholders in decision-making, as well as promoting open

and transparent communication, may include the adoption and implementation of modern technology to improve administrative processes and enhance the development of the sport itself. It is essential to develop a sustainable strategy and a long-term vision aimed at successfully achieving specific objectives.

Efforts should be directed towards attracting financial resources and investments to support the development of the sport and enhance human capabilities within the Federation. This can be achieved through continuous training and development for employees and officials, with consideration for the environmental and social impact of the Federation's decisions and sports operations.

Members and teams should be motivated to achieve the highest levels of performance and excellence in the field of volleyball by adopting a transformational leadership approach. The Volleyball Federation can enhance its effectiveness and adaptability in the sports environment, thereby achieving success and sustainability in the future.

Fostering a culture of transformation and development within the Federation, including encouraging teams and employees to take initiatives and develop their skills to adapt to changes, is crucial. Identifying inspirational leaders capable of guiding the Federation towards success and positive transformation is essential, and senior management should regularly evaluate

the impact of the transformational leadership orientation and make necessary adjustments to ensure goal achievement.

Innovation and entrepreneurship within the Federation can be promoted by supporting new projects and initiatives that enhance the development of the sport, increase its revenue, and seek opportunities for collaboration with other federations, sports organizations, and partners to exchange experiences and promote sports development.

The adoption of a transformational leadership approach can help the Volleyball Federation achieve excellence and success in the world of sports while better meeting the needs of its members and the sports community. It is a strategy aimed at achieving long-term evolution and sustainability.

This perspective aligns with a study conducted by Stump, M., Zlatkin-Troitschanskaia, O., & Mater, O, 2016 ^[26], which suggests that senior management can support and encourage members and employees to provide new and innovative ideas to improve processes and programs within the Federation. Senior management should also provide sustainable financial plans to ensure the stability of financial resources for the Federation and effectively fund activities and programs.

Presentation and Discussion of the Results of the Third Axis: The Impact of Transformational Leadership on Employees and Work Performance

Table 8: The repetitions, percentages, and the coefficient of variation (CV2) for statements in the third axis assess the impact of transformative leadership on employees and work performance levels N = 45

N	Always		Sometimes		Never		CV2
	Co	%	Co	%	Co	%	
1	0	0	21	46.67	24	53.33	22.80*
2	40	88.89	0	0	5	11.11	63.33*
3	2	4.44	13	28.89	30	66.67	26.53*
4	3	6.67	2	4.44	40	88.89	62.53*
5	7	15.56	7	15.56	31	68.89	25.60*
6	3	6.67	19	42.22	23	51.11	14.93
7	2	4.44	3	6.67	40	88.89	62.53*
8	0	0	0	0	45	100.00	90.00*

The tabulated (critical) value of Chi-squared (χ^2) at a significance level of 0.05 is 5.99.

It is evident from Table (8) that the calculated Chi-squared (χ^2) values range between (14.93, 90.00), indicating statistically significant differences in all statements of the third axis.

The researcher attributes this to the far-reaching impact of transformational leadership within the organization, which has a positive effect on employees and work performance. Encouraging innovation and creative thinking through transformational leadership contributes to team spirit, commitment to common goals, and employees feeling like they are part of a positive transformation journey, motivating them to work diligently.

Transformational leaders continually strive to enhance the skills and capabilities of employees, offering support, guidance, training, and development opportunities. This leads to skill development and increased qualifications for employees. Transformational leaders inspire teams and employees with opportunities for innovation and change, encouraging the exploration of new ideas and learning from failures as opportunities for growth.

Transformational leadership promotes transparency and open communication, which can enhance trust between employees and leaders. This improves collaboration and teamwork, encourages innovation, and actively addresses complex challenges as employees feel free to contribute their ideas and

seek new solutions.

Transformational leaders also boost personal motivation among employees, assisting them in setting and achieving higher personal and professional goals. In general, transformational leadership encourages employee development and motivation, leading to high performance. It enhances organizational commitment and effectiveness, resulting in improved success and sustainability.

Transformational leaders empower employees by giving them greater responsibility, which enhances employees' confidence in decision-making and their ability to influence outcomes. Transformational leaders encourage continuous improvement, ambitious goal achievement, and the development of innovative ideas.

Transformational leadership contributes to better understanding among teams and members, encourages constructive communication, and effectively addresses conflicts. Its impact can lead to increased employee satisfaction and loyalty to the organization. Employees feel a sense of belonging and appreciation, making them more likely to stay committed and dedicated to their work.

In general, employees under transformational leadership exhibit better performance and higher productivity. This enhances overall organizational performance and contributes to the achievement of goals and success. Transformational

leadership positively affects employees and work performance in multiple ways. Implementing this leadership approach can be a key to achieving sustainable success and growth in institutions and organizations.

Transformational leaders contribute to fostering positive thinking among employees, emphasizing positivity and hope in achieving goals and overcoming challenges. They encourage diversity and inclusivity in the workplace and create an environment that promotes collaboration and embraces cultural and gender differences.

This aligns with the findings of Mohammad Salim Jasim's study (2020), where the results indicate that transformational

leadership encourages the development of problem-solving skills and smart decision-making, contributing to excellence in facing challenges. Employees under transformational leadership often perceive an improvement in the quality of their professional lives, as they are empowered to excel, develop their skills, and achieve a balance between work and personal life.

Presentation and Discussion of the Results of the Fourth Axis: The Impact of Transformational Leadership on Officials in the Volleyball Federation

Table 9: The repetitions, percentages, and the coefficient of variation (CV2) for statements in the fourth axis assess the impact of transformative leadership on officials in the Volleyball Federation N = 45

N	Always		Sometimes		Never		CV2
	Co	%	Co	%	Co	%	
1	9	20.00	5	11.11	31	68.89	26.13*
2	0	0	0	0	45	100.00	90.00*
3	2	4.44	13	28.89	30	66.67	26.53*
4	6	13.33	3	6.67	36	80.00	44.40*
5	1	2.22	1	2.22	43	95.56	78.40*
6	4	8.89	2	4.44	39	86.67	57.73*
7	1	2.22	10	22.22	34	75.56	38.80*
8	1	2.22	4	8.89	40	88.89	62.80*

The tabulated value of Chi-squared (χ^2) at a significance level of 0.05 is 5.99.

It is evident from Table 9 that the calculated values of Chi-squared (χ^2) range between (26.13, 90.00), and there are statistically significant differences in all the aspects of leadership.

The researcher attributes this to the significant impact of transformational leadership on the officials within the volleyball federation. Transformational leadership contributes to enhancing the strategic thinking of officials. Having transformational leaders at the helm makes officials more willing to adopt new methods and perspectives that contribute to achieving long-term organizational goals.

Transformational leaders work on developing the leadership skills of officials, engage them in new experiences, and motivate them to continuously improve their leadership abilities. Transformational leadership encourages officials to innovate and apply new ideas in their roles, which can lead to improvements in processes and programs within the federation.

Transformational leadership emphasizes transparency and open communication, benefiting officials in improving relationships with teams, members, and the public. It fosters a team spirit among officials, increasing their interaction and cooperation in achieving the federation's goals.

Transformational leadership unites officials around common goals and motivates them to work effectively towards achieving these goals. Under transformational leadership, officials feel confident in their ability to make decisions and influence outcomes independently, increasing their satisfaction and autonomy. Transformational leadership encourages officials to strive for excellence, continuous development, and success.

Transformational leadership has a positive impact on officials within the volleyball federation by enhancing their leadership capabilities, motivating them to achieve goals, and developing the sport.

Officials under transformational leadership feel more motivated and committed to their duties. They are encouraged to maximize their potential and effectively achieve organizational goals. They are also encouraged to make

informed and valuable decisions. They are encouraged to be prepared to provide innovative and intelligent decisions that contribute to the development of the federation.

Transformational leadership promotes the development of officials as individuals. Officials can better develop their personal and professional skills under this leadership approach, helping them adapt to continuous changes in the sports and social environment.

Transformational leadership encourages officials to understand matters comprehensively and consider the relationships between various factors and issues within the federation. They feel free to think creatively and provide new and innovative insights that contribute to the development of the sport.

Transformational leadership enhances officials' confidence in themselves and their abilities. They are encouraged to try new things, take on greater challenges, and feel more freedom to offer new and innovative ideas that contribute to improving processes and programs within the federation. It also encourages effective collaboration and the building of strong relationships among officials, leading to the successful achievement of common goals.

This aligns with a study by Berman, E.M. & Kim, C.G., 2010 [6], where the results of the study indicate that transformational leadership helps officials build optimism about achieving success and positive change. If transformational leadership is effectively implemented within the volleyball federation, it will significantly contribute to the development and motivation of officials, enhance their performance, and efficiently achieve organizational goals.

Conclusions and Recommendation

Conclusions

Based on the theoretical framework and previous studies, the researcher formulated research objectives and questions that were used to construct the questionnaire. After its application, the researcher arrived at the following conclusions

1. Transformational leadership significantly contributes to enhancing the effectiveness of management within the

- Volleyball Federation in Iraq. By developing the skills of officials and motivating them to achieve goals better, the quality of administrative performance is enhanced.
2. Transformational leadership encourages open communication and the building of positive relationships within administrative teams. This contributes to improving understanding and cooperation among officials and leaders.
 3. Officials under the influence of transformational leadership learn how to be better leaders themselves. They are encouraged to develop leadership skills and strategic thinking.
 4. Transformational leadership fosters a spirit of creativity and innovation among officials. It encourages the presentation of new ideas and innovative solutions to improve the federation's performance and develop the sport.
 5. Improved administrative performance and a transformational mindset can lead to increased satisfaction among members and the audience. The federation becomes more transparent and effective in meeting their needs and developing the sport.
 6. Transformational leadership can contribute to improving the financial management of the federation. It focuses on achieving financial sustainability and efficient use of funds.
 7. Overall, transformational leadership appears as an effective strategy for enhancing administrative performance within the Volleyball Federation in Iraq. It helps improve administrative performance and develop the sport at the local and international levels.

Recommendations

Based on the conclusions mentioned above regarding the development of administrative performance using transformational leadership for officials in the Volleyball Federation in Iraq, the researcher recommends the following

1. Develop specialized training programs for officials based on the principles and concepts of transformational leadership. These programs can include a variety of topics such as leadership skill development, innovation management, communication enhancement, and stress management.
2. Encourage officials to apply the concepts of transformational leadership in developing new strategies and innovations in volleyball management. Promote the establishment of strategic thinking sessions and workshops for the exchange of ideas and experiences.
3. Create a work environment that fosters innovation and collaboration among officials. Enhance team spirit and appreciate outstanding performance.
4. Define clear performance objectives and establish standard performance indicators for administrative performance. These indicators can be used to assess performance improvement and adjust procedures based on the principles learned from transformational leadership.
5. Promote open and transparent communication between officials, members, and the audience. Utilize various communication channels to convey information effectively and encourage interaction.
6. Provide opportunities for personal and professional development for officials. Motivate them to participate in training courses, workshops, and seminars to increase

their knowledge and develop their skills.

7. Motivate officials to commit to the organizational values of the Volleyball Federation. These values should guide decision-making and actions.
8. Conduct periodic monitoring and evaluation to assess the progress of officials and the positive impact of transformational leadership on administrative performance. Make necessary adjustments based on these evaluations.

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