

The Role of Transformational Leadership in Enhancing Performance and Innovation within Sports Institutions: A Field Study of a Sample of Sports Institution Managers in Djelfa

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Abstract: This study aims to explore the role of transformational leadership in enhancing performance and innovation within sports institutions by analyzing the experiences of leaders and managers in these institutions. The focus is on understanding how transformational leadership is implemented, the challenges faced in this implementation, and its impact on sports performance and innovation.

To achieve the research objectives, a qualitative methodology was employed through in-depth interviews with eight leaders and managers from sports institutions. An interview guide was designed to address various dimensions of transformational leadership, including personal example, inspiration and motivation, creative thinking, and individual consideration. Data from these interviews were collected and analyzed using qualitative analysis techniques to identify patterns and key themes.

The results indicated that transformational leadership plays a significant role in improving sports performance and fostering innovation, especially when effectively implemented within sports institutions. However, these institutions face several challenges, including resistance to change, lack of specialized training, and difficulty in balancing individual and collective goals.

Based on these findings, the study concluded that there is a need for advanced training strategies and mentoring programs to enhance leaders' abilities to effectively apply transformational leadership. The study also recommends creating a supportive environment within sports institutions to promote the acceptance and adoption of this leadership style, which contributes to improving collective performance and achieving innovation. Additionally, this study addresses the current research gap regarding the application of transformational leadership in sports institutions and provides practical insights that can aid in the development of this vital sector and achieving excellence within it.

Keywords: Transformational Leadership, Sports Institutions, Innovation

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Introduction:

In the face of rapid changes and increasing challenges confronting sports institutions in the modern era, leadership has evolved beyond mere resource and task management. It has become a driving force for change, innovation, and excellence. As the complexity of the work environment in sports institutions grows and expectations for athletic performance rise, there is an increasing need for leadership styles that transcend traditional frameworks and inspire teams to achieve ambitious goals. Transformational leadership has emerged as a pioneering model aiming to reshape how individuals are motivated and goals are achieved within these institutions.

Transformational leadership is characterized by its focus on empowering and developing individuals, motivating them to exceed expectations through building a shared vision that contributes to sustainable successes. This type of leadership extends beyond achieving current performance levels to include fostering innovation and creating an organizational culture based on continuous improvement and creative thinking. However, the implementation of this leadership model in sports institutions faces numerous challenges, including resistance to change, lack of specialized training, and difficulty in balancing individual and collective goals.

Despite the increasing recognition of the importance of transformational leadership, applied studies examining its actual impact on sports institutions remain limited. This research gap highlights the urgent need to explore how this leadership model can enhance performance and drive innovation in this vital sector. The significance of this study lies in its ability to provide scientific and practical insights that can contribute to the development of effective leadership strategies supporting sports performance improvement and excellence.

Through this research, we aim to provide an in-depth analysis of the role of transformational leadership in sports institutions by exploring the experiences of leaders and managers in these institutions and identifying the challenges they face. This will enable us to offer evidence-based recommendations on how to effectively enhance the application of transformational leadership, contributing to the development of collective performance and achieving higher levels of innovation and creativity in sports institutions.

I. Methodological Procedures of the Study:

1. Research Problem:

Sports institutions today face complex and multifaceted challenges related to achieving outstanding performance and continuous innovation amidst a highly competitive and rapidly changing environment. Leadership, being a central element in managing and directing work teams, plays a crucial role in achieving these goals. However, traditional leadership models may not be sufficient to address the contemporary challenges faced by sports institutions, highlighting the need for adopting a new leadership approach.

In this context, transformational leadership emerges as a modern model focused on inspiration and motivation. It aims to transform individuals and organizations by enhancing commitment, stimulating high performance, and encouraging innovation. This model relies on the leader's ability to change values, beliefs, and behaviors among individuals, leading to achieving strategic goals that go beyond immediate results and contribute to long-term visions.

Nevertheless, despite the broad theoretical recognition of the benefits of transformational leadership, the fundamental question remains: Can this leadership model be effective in the complex and changing sports context? Although there is evidence of the effectiveness of transformational leadership in other fields, its application in sports institutions remains a topic that requires further study to understand its suitability and ability to achieve tangible improvements in performance.

Challenges that may hinder the application of transformational leadership in sports institutions include resistance to change, the gap between theory and practice, and challenges associated with sports work culture. Additionally, other influencing factors such as balancing individual and collective goals, the nature of relationships between leaders and athletes, and the alignment of this leadership with the unique characteristics of the sports environment may also be significant.

In light of these challenges, the research poses the main question: How can transformational leadership contribute to improving performance and enhancing innovation within sports institutions? This main question forms the core of this research problem, as it seeks to explore the impacts of transformational leadership in sports institutions, identify factors contributing to the success or failure of its application, and provide scientific and practical recommendations to enhance the effectiveness of this leadership model in improving performance and supporting innovation in sports institutions. The following sub-questions are also posed:

1. What is the impact of transformational leadership on employee performance in sports institutions?
2. How can transformational leadership enhance the level of innovation within sports institutions?
3. What challenges might arise in applying transformational leadership in sports institutions?

2. Research Hypotheses:

1. **First Hypothesis:** There is a positive relationship between transformational leadership and the improvement of employee performance in sports institutions.
 - **Indicator:** Increased employee productivity and job satisfaction levels.
2. **Second Hypothesis:** Transformational leadership contributes to enhancing innovation within sports institutions.
 - **Indicator:** Increase in the number of new and innovative ideas and projects.
3. **Third Hypothesis:** Transformational leadership faces multiple challenges in implementation within sports institutions.
 - **Indicator:** Difficulties in changing organizational culture and resistance from employees.

3. Concept Definition and Explanation:

A. Transformational Leadership:

First Definition: "Transformational leadership is a process through which individuals are motivated and guided towards achieving higher goals through intellectual stimulation, inspiration, individual consideration, and idealized influence." (Bass, B. M., & Avolio, B. J. 1994)

Second Definition: It is a style of leadership that focuses on motivating and inspiring individuals to achieve high levels of performance by enhancing intrinsic motivation and presenting a shared vision that goes beyond traditional goals. This type of leadership involves encouraging creativity and

innovation, providing support and guidance, developing individual and collective capabilities, and motivating individuals to achieve results that exceed expectations. (Ali, Abdul Rahman. 2018, pp. 123-145)

Operational Definition by the Researcher: Transformational leadership is a leadership style measured by the extent to which the leader influences the improvement of employee performance in sports institutions through four main dimensions:

- **Idealized Influence:** The extent to which the leader acts as a role model in professional values and behaviors.
- **Inspiration and Motivation:** How the leader motivates the team by presenting an inspiring vision and encouraging individuals to achieve high goals.
- **Creative Thinking:** The degree to which the leader encourages innovation and thinking outside the box, and motivates individuals to develop new ideas.
- **Individual Consideration:** The extent to which the leader focuses on developing and supporting individuals' abilities on both personal and professional levels.

In the context of this research, transformational leadership is defined as the leadership practices used by a leader to motivate and improve employee performance in sports institutions through the application of the four aforementioned dimensions. The impact of transformational leadership is assessed based on the observation and analysis of the leader's behaviors and the outcomes achieved in sports institutions, including performance improvement, increased innovation, and enhanced employee commitment.

B. Sports Institutions:

First Definition: Sports institutions are organizations involved in the field of sports and the provision of sports services, including sports clubs, federations, and sports academies. (Chelladurai, P. 2006)

Second Definition: Sports institutions are entities or organizations focused on organizing and managing various sports activities. These institutions include sports clubs, sports federations, sports academies, and non-profit organizations operating in the sports sector. They aim to promote physical and sports activities, train teams and individuals, and organize sports competitions and events. They also strive to develop athletes' skills and contribute to achieving sports goals at various levels. (Al-Sebaei, Nasser. 2019)

Operational Definition by the Researcher: In the context of this research, sports institutions are defined as entities that manage and coordinate sports activities at local, regional, or national levels, including sports clubs, sports academies, and federations. These institutions aim to achieve specific goals related to sports development and athlete training. The impact of transformational leadership in these institutions is assessed based on its ability to improve sports performance, foster innovation, and enhance team and individual commitment to sports goals.

C. Innovation:

First Definition: Innovation is the process of transforming new ideas into new products, services, or processes that add value to the organization. (Damanpour, F. 1991, pp. 555-590)

Second Definition: Innovation is the process of developing new ideas or improving existing ones in ways that provide added value and solve problems in unconventional ways. Innovation involves

introducing changes to products, services, processes, or business models to achieve better results, enhance efficiency, or meet customer needs in new ways. It includes using knowledge and creativity to provide distinctive solutions leading to tangible improvements in performance or quality. (Al-Mador, Youssef. 2018)

Operational Definition by the Researcher: In the context of this research, innovation is defined as the process of introducing and implementing new ideas or practical improvements within sports institutions that contribute to enhancing sports performance and achieving goals in novel and creative ways. Innovation is assessed based on the institution's ability to offer new solutions, improve current methods, and develop new strategies that lead to better performance outcomes and increased operational effectiveness.

4. Research Objectives:

- Analyze the impact of transformational leadership on employee performance in sports institutions.
- Explore the role of transformational leadership in enhancing innovation within sports institutions.
- Identify the challenges faced in applying transformational leadership in sports institutions.
- Provide recommendations for effectively improving and applying transformational leadership in sports institutions.

5. Research Significance:

- **Academically:** The research contributes to enriching the literature on transformational leadership and its applications in the sports sector.
- **Practically:** It offers practical guidelines for sports institutions to improve their performance and foster innovation through the adoption of transformational leadership.
- **Socially:** It helps improve the quality of sports management, which positively impacts the level of sports services provided to the community.

6. Reasons for Choosing the Topic:

- **Personal Reasons:** The researcher's interest in studying leadership within the sports context and the desire to explore new methods to enhance sports performance.
- **Objective Reasons:** The growing need in sports institutions to adopt innovative leadership approaches to address current challenges, increase competitiveness, and foster innovation.

II. Field Procedures of the Study

1. Research Methodology:

The methodology used in this study is qualitative. "This approach relies on collecting detailed and in-depth data about the studied phenomenon through data collection methods that allow for a comprehensive and personal understanding of individuals' experiences and opinions" (El-Borge, Khaled, 2017).

Rationale for Choosing the Methodology:

- **In-Depth Understanding of Experiences:** The qualitative approach enables the collection of detailed data on how leaders experience transformational leadership and the challenges they face within sports institutions.
- **Highlighting Details:** The qualitative method allows for exploration of the nuanced and complex aspects of transformational leadership and innovation within a sports context.
- **Contextual Analysis:** The qualitative approach aids in understanding the specific context in which transformational leadership impacts performance and innovation within sports institutions.

2. Sample Selection and Rationale:

Purposive Sampling:

Definition: Purposive sampling is a method used in scientific research where individuals or elements are selected based on specific criteria defined by the researcher. Participants are carefully chosen to ensure they represent particular characteristics related to the studied topic (El-Madour, 2018).

Purposive sampling is an effective tool in qualitative studies, as it allows researchers to focus on a specific group of individuals who possess relevant experience or attributes related to the research topic. In this study, selecting 8 managers from sports institutions in Djelfa provides rich data on the impact of transformational leadership on performance and innovation, enhancing the credibility of the results and allowing for a deeper understanding of the influencing factors in this field.

Operational Definition: In the context of this study, purposive sampling refers to selecting 8 managers from sports institutions in Djelfa, chosen based on specific criteria such as their leadership experience and their impact on performance and innovation within their organizations. This selection aims to gain in-depth insights into the role of transformational leadership in improving performance and innovation.

3. Data Collection Tool Selection:

Interview Guide: The interview guide was chosen as the primary tool for data collection. It includes a set of questions designed to uncover the experiences of leaders and the impact of transformational leadership within sports institutions (Al-Tawil, Hala, 2019).

Rationale for Choosing the Interview Guide:

- **Detailed Information:** The interview guide allows for the collection of detailed and in-depth data on how transformational leadership is implemented and the associated challenges.
- **Flexibility:** The interview guide provides flexibility to explore unexpected topics that may arise during the interviews, enhancing the comprehensiveness of the collected data.
- **Direct Interaction:** The interview guide facilitates direct interaction with leaders, enabling the researcher to explore their opinions and experiences with greater accuracy.

4. Data Analysis Based on Interviews:

Respondent Profile (01):

- **Gender:** Male

- **Age:** 45
- **Occupation:** Sports Hall Manager

1. **How would you describe your personal experience with implementing transformational leadership in your sports institution?**

My experience has been very positive, as I have observed a significant improvement in team spirit and an increase in team commitment.

2. **What are the main strategies you use to motivate employees and achieve your institution's goals?**

I use open communication and encourage innovation, in addition to providing opportunities for skill development.

3. **How do you assess the impact of transformational leadership on your team's performance?**

I believe that transformational leadership has led to a significant improvement in performance and increased employee productivity.

4. **What challenges did you face when attempting to implement transformational leadership in your institution?**

I encountered resistance from some employees who were uncomfortable with the change.

5. **How do you handle resistance to change from employees when trying to implement transformational leadership?**

I managed resistance by continuous explanation and providing training to clarify the benefits of the change.

6. **What role does transformational leadership play in fostering innovation within your sports institution?**

Innovation has significantly increased as a result of motivating employees to present new ideas.

7. **What factors do you believe have contributed to the success or failure of implementing transformational leadership in your institution?**

Support from top management was a crucial factor in the successful implementation of transformational leadership.

8. **Did you receive any specific training or guidance for implementing transformational leadership? How did it affect your performance?**

I did not receive formal training, but I relied on my personal experience in applying transformational leadership.

9. **How do you measure the success of transformational leadership in your institution? What indicators do you rely on?**

Team productivity increased, and employee satisfaction levels rose, indicating the success of transformational leadership.

10. **What recommendations do you offer for improving the implementation of transformational leadership in sports institutions?**

I recommend enhancing training and providing continuous support from top management to ensure the success of transformational leadership.

Respondent Profile (02):

- **Gender:** Male
- **Age:** 39
- **Occupation:** Sports Hall Manager

1. **How would you describe your personal experience with implementing transformational leadership in your sports institution?**

Initially, my experience with transformational leadership was challenging, but over time, I observed a noticeable improvement in the overall performance of the team.

2. **What are the main strategies you use to motivate employees and achieve your institution's goals?**

I use both financial and non-financial incentives and focus on continuously developing employees' skills.

3. **How do you assess the impact of transformational leadership on your team's performance?**

The improvement in performance was evident but at a slower pace than expected due to some challenges.

4. **What challenges did you face when attempting to implement transformational leadership in your institution?**

A lack of resources and some employees' unpreparedness for change were the biggest challenges I encountered.

5. **How do you handle resistance to change from employees when trying to implement transformational leadership?**

I provided additional training and continuously explained the importance and benefits of change to achieve success.

6. **What role does transformational leadership play in fostering innovation within your sports institution?**

Innovation improved, but it was limited due to the lack of resources available to support new ideas.

7. **What factors do you believe have contributed to the success or failure of implementing transformational leadership in your institution?**

Having a clear vision and continuous communication with the team played a significant role in the successful implementation of transformational leadership.

8. **Did you receive any specific training or guidance for implementing transformational leadership? How did it affect your performance?**

I received limited training, and I believe there is a need for more training to enhance my leadership skills.

9. **How do you measure the success of transformational leadership in your institution? What indicators do you rely on?**

I rely on increased commitment and improved production quality as the main indicators of the success of transformational leadership.

10. **What recommendations do you offer for improving the implementation of transformational leadership in sports institutions?**

I recommend increasing training and providing sufficient resources to effectively support the implementation of transformational leadership.

Respondent Profile (03):

- **Gender:** Male
- **Age:** 42
- **Occupation:** Swimming Pool Manager

1. **How would you describe your personal experience with implementing transformational leadership in your sports institution?**

My experience was very successful, as transformational leadership helped change the organizational culture and improve performance.

2. **What are the main strategies you use to motivate employees and achieve your institution's goals?**

I focus on empowering employees and involving them in decision-making, which enhances their commitment and motivates them to work.

3. **How do you assess the impact of transformational leadership on your team's performance?**

Performance has improved significantly, and employees have become more enthusiastic about achieving goals.

4. **What challenges did you face when attempting to implement transformational leadership in your institution?**

There were challenges related to changing the organizational culture and resistance from some employees who preferred traditional methods.

5. **How do you handle resistance to change from employees when trying to implement transformational leadership?**

I involved employees in the change processes and provided them with explanatory training to facilitate adaptation to the new approach.

6. **What role does transformational leadership play in fostering innovation within your sports institution?**

Innovation increased significantly due to motivating employees to present new ideas and share their opinions.

7. **What factors do you believe have contributed to the success or failure of implementing transformational leadership in your institution?**

Involving employees in decision-making played a major role in the successful implementation of transformational leadership.

8. **Did you receive any specific training or guidance for implementing transformational leadership? How did it affect your performance?**

I did not receive formal training, but I greatly benefited from my previous leadership experiences and applied what I learned to the team.

9. **How do you measure the success of transformational leadership in your institution? What indicators do you rely on?**

I rely on improved work quality and the increase in innovative ideas as key indicators of the success of transformational leadership.

10. **What recommendations do you offer for improving the implementation of transformational leadership in sports institutions?**

I recommend enhancing the culture of innovation and providing more training to develop employees' skills.

Respondent Profile (04):

- **Gender:** Male
- **Age:** 36
- **Occupation:** Sports Hall Manager

1. **How would you describe your personal experience with implementing transformational leadership in your sports institution?**

My experience was positive, with tangible improvements in team performance and an increase in commitment.

2. **What are the main strategies you use to motivate employees and achieve your institution's goals?**

I focus on building trust with employees and encourage public recognition of achievements.

3. **How do you assess the impact of transformational leadership on your team's performance?**

I noticed an increase in commitment and motivation among employees, leading to significant performance improvements.

4. **What challenges did you face when attempting to implement transformational leadership in your institution?**
I encountered resistance from some members who were accustomed to traditional working methods.
5. **How do you handle resistance to change from employees when trying to implement transformational leadership?**
I used continuous communication with the team and focused on highlighting the long-term benefits of transformational leadership.
6. **What role does transformational leadership play in fostering innovation within your sports institution?**
Innovation increased significantly, with several new projects being initiated thanks to encouraging employees to think creatively.
7. **What factors do you believe have contributed to the success or failure of implementing transformational leadership in your institution?**
Personal recognition and celebrating small successes played a major role in motivating employees and supporting the success of transformational leadership.
8. **Did you receive any specific training or guidance for implementing transformational leadership? How did it affect your performance?**
I did not receive sufficient training, and I relied primarily on practical experience and learned from the challenges I faced.
9. **How do you measure the success of transformational leadership in your institution? What indicators do you rely on?**
I rely on the increase in new initiatives and the improvement in team performance as key indicators of the success of transformational leadership.
10. **What recommendations do you offer for improving the implementation of transformational leadership in sports institutions?**
I recommend providing advanced training programs and enhancing team spirit to improve the application of transformational leadership.

Respondent Profile (05):

- **Gender:** Male
 - **Age:** 42
 - **Occupation:** Community Sports Complex Manager
1. **How would you describe your personal experience with implementing transformational leadership in your sports institution?**
My experience was positive, as transformational leadership helped increase innovation and improve performance.
 2. **What are the main strategies you use to motivate employees and achieve your institution's goals?**
I focus on empowerment and granting employees the freedom to make decisions, which enhances their responsibility and motivation.
 3. **How do you assess the impact of transformational leadership on your team's performance?**
Performance improved significantly, with an increase in the level of responsibility among employees.
 4. **What challenges did you face when attempting to implement transformational leadership in your institution?**
Challenges included shifting away from traditional leadership approaches and resistance to change from some individuals.

5. **How do you handle resistance to change from employees when trying to implement transformational leadership?**

I conducted special training sessions to clarify the benefits of transformational leadership and guide the team towards change.

6. **What role does transformational leadership play in fostering innovation within your sports institution?**

Innovation was one of the standout results of transformational leadership, with several new projects being introduced.

7. **What factors do you believe have contributed to the success or failure of implementing transformational leadership in your institution?**

Flexibility and adaptability were key factors in the success of implementing transformational leadership.

8. **Did you receive any specific training or guidance for implementing transformational leadership? How did it affect your performance?**

I received initial training, but I must point out that advanced training had a significant impact on my performance.

9. **How do you measure the success of transformational leadership in your institution? What indicators do you rely on?**

Improved work quality and the increase in innovative initiatives were key indicators of the success of transformational leadership.

10. **What recommendations do you offer for improving the implementation of transformational leadership in sports institutions?**

I recommend increasing support and continuous training to enhance the effectiveness of transformational leadership.

Respondent Profile (06):

- **Gender:** Male
- **Age:** 41
- **Occupation:** Community Sports Complex Manager

1. **How would you describe your personal experience with implementing transformational leadership in your sports institution?**

My experience was positive, as I observed an improvement in motivation and commitment among the team.

2. **What are the main strategies you use to motivate employees and achieve your institution's goals?**

I utilize continuous feedback and involve employees in decision-making processes.

3. **How do you assess the impact of transformational leadership on your team's performance?**

I noticed a significant improvement in performance and an increase in employee commitment.

4. **What challenges did you face when attempting to implement transformational leadership in your institution?**

The challenges included resistance to change from some employees and their slow adaptation.

5. **How do you handle resistance to change from employees when trying to implement transformational leadership?**

I employed open dialogue and transparent communication to ease concerns and explain the benefits of the change.

6. **What role does transformational leadership play in fostering innovation within your sports institution?**
Innovation increased moderately over time, with new ideas being introduced.
7. **What factors do you believe have contributed to the success or failure of implementing transformational leadership in your institution?**
Consistent support and guidance were key factors in the success of transformational leadership.
8. **Did you receive any specific training or guidance for implementing transformational leadership? How did it affect your performance?**
I received limited training, and I believe that continuous training was necessary to improve my performance.
9. **How do you measure the success of transformational leadership in your institution? What indicators do you rely on?**
I rely on increased commitment and improved productivity as the main indicators of the success of transformational leadership.
10. **What recommendations do you offer for improving the implementation of transformational leadership in sports institutions?**
Focus on providing ongoing training and support to employees to enhance the effectiveness of transformational leadership.

Respondent Profile (07):

- **Gender:** Male
 - **Age:** 43
 - **Occupation:** Community Sports Complex Manager
1. **How would you describe your personal experience with implementing transformational leadership in your sports institution?**
My experience was positive, with a noticeable improvement in overall performance.
 2. **What are the main strategies you use to motivate employees and achieve your institution's goals?**
I rely on positive reinforcement and encourage group participation.
 3. **How do you assess the impact of transformational leadership on your team's performance?**
The performance improved significantly, with an increase in initiative and commitment from the team.
 4. **What challenges did you face when attempting to implement transformational leadership in your institution?**
The challenges included resistance to change from some members and difficulty adapting to new methods.
 5. **How do you handle resistance to change from employees when trying to implement transformational leadership?**
I focused on building trust and clarifying the benefits of change through open communication and training.
 6. **What role does transformational leadership play in fostering innovation within your sports institution?**
Transformational leadership contributed to fostering innovation by encouraging employees to present new ideas.
 7. **What factors do you believe have contributed to the success or failure of implementing transformational leadership in your institution?**
Continuous recognition and encouragement had a significant impact on the success of transformational leadership.

8. **Did you receive any specific training or guidance for implementing transformational leadership? How did it affect your performance?**
I received limited training, and I believe that more specialized training would have enhanced my performance further.
9. **How do you measure the success of transformational leadership in your institution? What indicators do you rely on?**
Increased commitment and improved innovative initiatives were clear indicators of the success of transformational leadership.
10. **What recommendations do you have for improving the implementation of transformational leadership in sports institutions?**
I recommend increasing training and support for employees and enhancing communication with the team.

Respondent Profile (08):

- **Gender:** Male
 - **Age:** 39
 - **Occupation:** Community Sports Complex Manager
1. **How would you describe your personal experience with implementing transformational leadership in your sports institution?**
It was a fruitful experience, with noticeable improvements in team dynamics and overall performance.
 2. **What are the main strategies you use to motivate employees and achieve your institution's goals?**
I focus on personal motivation and setting individual and group goals to achieve desired results.
 3. **How do you assess the impact of transformational leadership on your team's performance?**
The performance improved significantly, with increased participation and commitment from the team.
 4. **What challenges did you face when attempting to implement transformational leadership in your institution?**
Challenges included resistance to change from some employees and difficulty adapting to new leadership styles.
 5. **How do you handle resistance to change from employees when trying to implement transformational leadership?**
I used effective communication techniques and training to clarify the benefits of change and address concerns.
 6. **What role does transformational leadership play in fostering innovation within your sports institution?**
Transformational leadership helped enhance innovation by encouraging new ideas and providing a conducive environment for experimentation.
 7. **What factors do you believe have contributed to the success or failure of implementing transformational leadership in your institution?**
Clarity of vision and continuous support from management were key factors in the success of transformational leadership.
 8. **Did you receive any specific training or guidance for implementing transformational leadership? How did it affect your performance?**
I received some training, but it was limited; more training would have further improved my performance.

**9. How do you measure the success of transformational leadership in your institution?
What indicators do you rely on?**

I rely on improved performance and work quality as primary indicators of success, as well as increased innovative initiatives and employee involvement in decision-making.

10. What recommendations do you have for improving the implementation of transformational leadership in sports institutions?

I recommend providing ongoing training programs, encouraging employee participation in innovation, and enhancing communication between leaders and the team to achieve better results.

Results Based on Interviews:

From analyzing the responses of the eight managers interviewed, the following results emerged:

- **Overall Performance Improvement:**

All leaders confirmed that the application of transformational leadership significantly improved team performance. The improvements included increased commitment, enhanced work quality, and more innovative initiatives. This indicates that transformational leadership was effective in enhancing employee performance.

- **Challenges in Implementation:**

Most leaders faced challenges in implementing transformational leadership, such as resistance to change from some members, difficulty adapting to new leadership styles, and lack of continuous training and support. Despite these challenges, leaders employed strategies like effective communication, ongoing training, and personal motivation to overcome these issues.

- **Enhancing Innovation:**

Leaders affirmed that transformational leadership played a crucial role in fostering innovation within sports institutions. By encouraging employees to present new ideas and providing a conducive environment for experimentation, transformational leadership contributed to increased innovation.

Results Based on Hypotheses:

1. Hypothesis 1: *"Transformational leadership has a positive impact on employee performance in sports organizations."*

Acceptance or Rejection of Hypothesis: Accepted.

Justification for Acceptance: All eight leaders confirmed that transformational leadership significantly improved employee performance. Improvements included increased commitment, better work quality, and enhanced innovative initiatives. These results indicate a clear positive impact of transformational leadership on performance.

Conclusion: Transformational leadership has a strong positive effect on improving employee performance in sports organizations, highlighting its importance for achieving better outcomes.

2. Hypothesis 2: *"The application of transformational leadership leads to increased innovation within sports organizations."*

Acceptance or Rejection of Hypothesis: Accepted.

Justification for Acceptance: Leaders indicated that transformational leadership contributed to fostering innovation, resulting in new projects and ideas directly attributable to transformational leadership. These results support the hypothesis that transformational leadership enhances innovative capacity within organizations.

Conclusion: Transformational leadership effectively boosts innovation within sports

organizations, demonstrating its role in encouraging creative and forward-thinking approaches.

3. **Hypothesis 3:** *"Leaders face significant challenges when attempting to apply transformational leadership."*

Acceptance or Rejection of Hypothesis: Accepted.

Justification for Acceptance: Leaders encountered multiple challenges such as resistance to change, difficulty adapting to new leadership styles, and lack of ongoing training and support. These challenges confirm the hypothesis that implementing transformational leadership involves difficulties that require effective strategies to overcome.

Conclusion: Transformational leadership faces tangible challenges during implementation, necessitating additional support and continuous training for both leaders and employees.

General Results:

Interviews with the eight leaders confirm that transformational leadership has a significant positive impact on employee performance in sports organizations, with clear improvements in work quality and innovation. Despite challenges in implementing this type of leadership, effective communication and continuous training have proven to be key to success. Future recommendations include focusing on providing comprehensive training programs and ongoing support for leaders and employees to ensure the successful implementation of transformational leadership and the achievement of desired goals.

Conclusion:

This research concludes that transformational leadership serves as a powerful tool for improving performance and enhancing innovation within sports organizations. The results from interviews with leaders and managers show that while the application of this leadership model faces various challenges, it yields positive outcomes when supported by appropriate training and guidance. Although there may be resistance to change at times, transformational leadership has significantly contributed to enhancing commitment, quality, and innovation. These results underscore the importance of investing in the development of transformational leadership skills within sports organizations to ensure optimal performance. We recommend adopting comprehensive and continuous training strategies for both leaders and employees to effectively and sustainably support the implementation of transformational leadership, contributing to the growth and advancement in this vital sector.

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