

THE ESSENTIAL ROLE OF TRANSFORMATIONAL LEADERSHIP IN TALENT MANAGEMENT TO EMPOWER SPORTS PROFESSIONALS.

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Abstract:

The Leadership researches have a long historical with quantitative approaches. They are mostly common approaches with the leading researchers. Researchers in a variety of fields have applied mixed methods designs in their research as a means of developing theory. Researchers in a variety of fields have applied mixed methods designs in their research as a means of developing theory. Using mixed-method designs to collect, study, and analyze various types of information to produce a single study or multiple studies to explore research themes of specific importance. A review of the basic characteristics of building advanced transformational leaders who keep pace with the modernity and contemporary era of developed countries in this field will lead to a rapid renaissance in the relevant specialty. The study recommended the need to enhance transformational leadership and activate knowledge management strategies to improve organizational performance. It also recommended developing training programs aimed at enhancing managers' transformational leadership skills, such as the ability to motivate, empower, provide personal guidance, and encourage innovation. These programs should be part of organizational management strategies.

Keyword: transformational, leadership, management, empowering, sports departments.

Introduction:

The world today lives in a rapidly changing, dynamic environment, witnessing multiple changes in various aspects of life. Therefore, both private and public business organizations must confront these changes through various means and methods [1]. This must be done by prioritizing in the success of these organizations and in achieving their goals[2]. This must also include providing a healthy, sound, and fair organizational environment, allowing employees to be creative and do their best in performing the required work. No matter how much science and technology advance, maintaining and developing committed human resources remains one of the most prominent challenges facing leadership on an ongoing basis (Al-Nuwaiqa, 2015). Transformational leaders create organizations capable of development, learning, creativity, and innovation by focusing on qualified, trained, and committed human resources (Gao, 2013). Furthermore, business organizations have recently become increasingly interested in organizational commitment. Numerous studies have demonstrated correlations between this variable and several other variables closely related to individual performance and productivity, which in turn impact the productivity of the organization as a whole [3]. One such study is (Al-Maani, 2013).. Therefore, studying these concepts will contribute to achieving the objectives of the department under study and increasing its efficiency by retaining qualified and trained employees and increasing the degree of commitment. Their organizational commitment.

Theoretical Framework of the Study:**First - Transformational Leadership:**

The concept of transformational leadership emerged in the late twentieth century by the American scholar (James Burns) due to organizations' need for innovative, influential leadership that is compatible with the spirit and realities of the modern era[4]. This leadership works to create a shared vision and mission for the organization, contributes to achieving competitive advantage and ethical values, and stimulates subordinates' motivation, enhances their capabilities, and grants them freedom of action and decision-making. (Al-Maani, 2013) Burns (2004) views The process that includes the leader and his followers to develop everyone to reach the programmed and prepared achievement in advance through motivation and moral commitment. This is the concept of transformational leadership." Meanwhile, Gao (2013) believes that transformational leadership is a source of inspiration for subordinates to achieve their own interests on the one hand, and to improve and develop the organization's productivity and development on the other, through the integration of the organization's employees. Al-Shanti (2017) believes that it is "the integration of employees into The organization's programmatic focus must include empowering others to emphasize the mandatory culture and positive change to ensure the achievement of the desired goal., promoting creative behaviors, and achieving employee satisfaction, motivation, and teamwork." It can be defined as: Leadership methods that motivate and support subordinates to accomplish their assigned tasks involve presenting clear challenges to them and finding ways to convince them of the importance of overcoming the obstacles they face in their work. Developing capabilities, improving skills, and providing the appropriate motivation to do so builds loyalty to the organization they work for, which helps them continue in their jobs."

Characteristics of Transformational Leadership:

Kouzes and Posner dealing many characteristics of the transformational leading , (Al-Maani, 2013):

1- Emphasizing a clear, shared vision: The future is what transformational leaders aspire to, and mandatory teamwork and strict adherence to organizational principles achieve the organization's desired goals. 2- Challenges: Another important pillar of a sustainable vision for leaders is updating and preparing for new, advanced opportunities, and challenging the status quo is an obstacle that must be overcome.

3. Modeling of Way: leaders of transform work values are clear.

4. Enabling Others to Act: Transformational leaders believe in the importance of employee participation in all aspects of work.

5. Encouraging: Transformational leaders motivate others in all ways, both material and moral.

Dimensions of Transformational Leadership:

Bass and Avolio developed a model that included the four dimensions of transformational leadership, which they called the "Four I's." These dimensions are: (Al-Zoubi, 2012).

First: Idealized Influence: Leaders' behavior sets an example for their subordinates over time, by adhering to ethical standards and avoiding From the use of power and domination, and motivating others to achieve the organization's mission and vision.

Second: Inspirational Motivation: This is achieved by stimulating a spirit of challenge among employees, fostering enthusiasm and drive, working within a team spirit, and involving them in shaping the organization's future vision.

Third: Intellectual Stimulation: This is achieved by encouraging creative thinking among employees (proposing new ideas, solving problems, and reconsidering the organization's processes and structures).

Fourth: Individualized Consideration: This is achieved by the transformational leader's awareness of the individual differences among subordinates, dealing with each one according to their unique circumstances, and ensuring an effective communication system between them[5].

Second: Organizational Commitment :

Organizational commitment is a key requirement for both public and private institutions, as it is a fundamental pillar of the administrative process at all levels and an urgent necessity that learning institutions strive to achieve in order to develop and continue in a highly complex competitive environment to achieve their goals[6]. Organizational commitment can be defined as It is "the strength of an employee's integration with their organization, the degree of their attachment to and acceptance of its goals and values, and their willingness to exert the greatest possible effort due to their desire to continue performing their work there." (Dahmash, 2010) While (Erlan, 2013) defines it as "a close connection to the organization's goals and values, acceptance of its objectives, and the desire to exert reasonable effort to improve its performance, in addition to a strong desire to remain in the organization." (Yildirm, 2015) defines it as "a psychological state that shapes an employee's personal relationship with their organization and influences their desire to remain in it for as long as possible." Organizational commitment can be defined as "a set of positive feelings and emotions that an employee has toward their organization, which leads to their commitment to its values and goals, their dedication to their work, and their desire to continue working there and not leave it." [7].

Recommendations:

1. Conduct further studies on the application of transformational leadership, focusing on its influential elements in enhancing product development and organizations' ability to respond to modern changes.
2. It is necessary to raise awareness among any agency senior management of the culture of transformational leadership and benefit from the experiences of successful global organizations in implementing it.
3. It is necessary to foster innovative and innovative ideas among employees to keep pace with product development in all its dimensions during work.
4. The need to develop work through transformational leadership, given its positive impact on developing and enhancing product development across all organizations.
5. The need to hold training courses to qualify and train workers on modern methods used within the organization

6 - Enhancing motivation and empowerment and providing a supportive environment for motivation by creating a work environment that encourages employee participation and innovation, whether through financial or moral incentives. Continuous motivation will enhance performance and encourage employees to perform at their best. Empowering employees and delegating authority and responsibilities to them, as the results indicated that empowerment directly contributes to improving organizational performance. 7- Enhancing knowledge management by establishing robust knowledge management systems that contribute to improving the storage and exchange of information within the organization. These systems will help promote

innovation, improve performance, and encourage a culture of knowledge sharing among employees, whether through periodic meetings or digital platforms dedicated to exchanging ideas and innovative solutions.

8- Supporting organizational innovation and encouraging an innovation environment. The study demonstrated that innovation plays a key role in improving performance. Therefore, organizations must support a culture of innovation by providing the necessary resources, encouraging employees to propose new ideas, and implementing innovation initiatives by creating multidisciplinary teams aimed at finding new solutions and developing business processes.

9. Conduct periodic leadership and performance assessments within organizations to ensure that leaders are operating in accordance with transformational leadership strategies and that organizational performance is continuously improving. Adopt a continuous feedback mechanism between leaders and employees to promote positive interaction and improve performance.

10. Implementing modern technological systems and employing modern technologies such as artificial intelligence and digital content management systems can contribute to facilitating knowledge sharing and improving work efficiency.

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