



Transformational Leadership on Performance of Selected Ethiopian Sport Federations

Samson Wondirad TADESSE^{1*}  Tesfay Asgedom HADDERA¹ 

Aschenaki Taddese TESSEMA¹ 

¹Department of Sport Science, Addis Ababa University, Addis Ababa, Ethiopia

Keywords

Idealization,
Inspiration,
Intellect,
Motivation,
Simulation

ABSTRACT

Transformational leadership may not be positively and significantly affects the performance of sports federations, because sport organization unique nature is competitiveness and result-driven organization. The purpose of this study was to assess the impact of transformational leadership practices on the organizational performance of some Ethiopian sports federations. Cross-sectional design was used to collect transformational leadership and organizational performance variables. The study was conducted in Addis Ababa City Administration, Ethiopia. The data was collected from Ethiopian sports federations participants (n = 95). Transformational leadership as a predictor variable measured by multifactorial leadership questionnaire and sport federation performance was measured by Australian national Olympic sporting organizations effectiveness. SPSS version 26 was used to process the data; robust method of multiple regression analysis was used to analyze the data $p < 0.05$. The result of the study shows that idealized influence was statistically significantly predicted organizational performance ($\beta = .26, p = .00$). However, that inspirational motivation ($\beta = .03, p = .54$), intellectual simulation ($\beta = .11, p = .12$) and individualized considerations ($\beta = -.05, p = .49$) did not significantly predicted organizational performance. The finding of the study shows that transformational leadership idealized influence enhanced the performance of selected Ethiopian sports federations through inspiring trust, fostering commitment, promoting excellence, and cultivating a positive organizational culture. Ethiopian Sports Federation managers were advised to consider transformational leadership style dimensions such as inspirational motivation, intellectual simulations and individual considerations in their leadership.

Article History

Received 24 March 2024

Revised 8 June 2024

Accepted 25 July 2024

Available Online 28 August 2024

* Corresponding Author:

Somson W. TADESSE

E-mail Address:

samson.wondirad@ju.edu.et

INTRODUCTION

Transformational leadership style has positive and significant impact on enhancing individual, group and team performance (Mach et al., 2021), employee performance (Gary, 2017; Grace, 2015), organizational performance (Akpapere et al., 2019; Djoko, et al., 2017; Islami & Mulolli, 2020), organizational commitment (Mohamed, 2012), job satisfaction (Kılıç & Uludağ, 2021), financial performance (Devie et al., 2015) and overall performance (Bandana et al., 2018; Roger, 2008).

In sporting scenario, most of sports organizations which exercised transformational leadership style reduces athletes turnover and enhance coaches-athletes relationship (Hu & Wang, 2017), job satisfaction (Aminuddin, 2002), values opinion of athletes and enhancing athletes sense of pride in their national and international sporting achievements (Oh & Yang, 2023), enhance team effectiveness within sporting environments (Cotterill & Fransen, 2021), positively predict the well-being of athletes (Liu, et al., 2022), the performance of sports organizations (Petrus & Hedvig, 2017; Yaqub, et al., 2021) and improved overall performance Bandung City Youth and Sports Office (Oh & Yang, 2023).

Transformational leadership dimensions including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration registers different outcomes on performance of sport organizations. Individual consideration alone promotes teamwork, fostering acceptance of group goals, setting high performance expectations (Callow et al., Hardy, 2009)

Sports leaders can enhance organizational performance by demonstrating individual consideration towards their employees (Saima et al., 2021). This involves addressing their needs and concerns, providing coaching and guidance, actively listening to their perspectives, and offering mentorship. Additionally, leaders can contribute to organizational performance by exhibiting idealized influence. This entails serving as a role model, upholding ethical standards, fostering trust, and showing respect. Furthermore, leaders can further elevate organizational performance by employing inspirational motivation. This includes displaying confidence, having a visionary mind-set, being receptive to thoughts and ideas, demonstrating commitment to goals, and fostering team cohesion. While leaders can also achieve some level of organizational performance by employing intellectual stimulation, such as encouraging creativity and innovation, fostering good relationships, promoting critical thinking, problem-solving, and involving employees in decision-making processes, and the impact may be

relatively modest (Modeste, 2020). Measuring organizational performance is different across the countries and organizational context. The measurement of sports organizational performance of National Australian Sports Association may be different from the context Ethiopian Sports organizational performance.

Numerous articles have been published on the topic of transformational leadership and its impact on organizational performance in the sports environment (Gang et al., 2011; Kao & Tsai, 2016; Mach et al., 2021; Namrata et al., 2019; Sadia & Aman, 2018). Ethiopia has a notable track record of success in athletics and football on the global stage. The nation has produced a multitude of exceptional athletes and has achieved significant milestones in both sports (Hizkiyas, 2018).

The leadership provided by the Ethiopian government, Ethiopian Athletics Federation, Ethiopian Football Federation, coaches, and athletes has played a pivotal role in these international accomplishments. In the context of Ethiopian sports, there were very few leadership theories and leadership styles were investigated few sports discipline, either leadership theories or leadership styles were conducted independently or together, few researches were also conducted in private and government offices, transformational leadership relation with employee performance in sport industry in Ethiopian scenario makes this research different from other previous research works. Therefore, this study was focused to investigate the impact of transformational leadership on organizational performance of selected Ethiopian Sports federations. This research specifically focused to test the below mentioned research hypothesis.

- Ho: Idealized influence did not significantly predict performance of Selected Ethiopian Sport Federations.
- Ho: Inspirational motivation did not significantly predict performance of Selected Ethiopian Sport Federations.
- Ho: Intellectual simulation did not significantly predict performance of Selected Ethiopian Sport Federations.
- Ho: Individual consideration did not significantly predict performance of Selected Ethiopian Sport Federations.

METHODS

Participant

The participants of the study demographic information such as age, gender, marital status, monthly income, educational level, work experience, coaching certificate and referee or officiating certificate was taken from Ethiopian Football and Athletics Federation.

Procedure

The research employed a cross-sectional research design, wherein the participants were approached and administered the questionnaire only once. The utilization of cross-sectional research designs in this study holds significant importance as it allows for a momentary depiction of the characteristics and dynamics within a population during the year 2022. This design offers valuable insights into the prevailing traits and associations between variables, such as transformational leadership and organizational effectiveness. However, it is imperative for the researchers to conscientiously acknowledge the limitations associated with this design when interpreting the findings and drawing conclusions.

The two organizations chosen for the study were the Ethiopian Football Federation (N = 59) and the Ethiopian Athletics Federation (N = 67). N = 126 people were the total number of target subjects. Referees, coaches, and other support staff from sporting organizations were included in this study. A stratified sampling strategy was used to choose the study's population. The snowball sampling method was used to select the higher officials of the Ethiopian Athletics Federation (N = 3) and the Ethiopian Football Federation (N = 3).

The formula for estimating sample size (n) when population size (N) is known was used to determine the sample size. A simpler formula to calculate sample sizes is provided by the Taro Yamane formula (1967:886). Using a 95% confidence interval and a population attribute variability maximum of 5% (0.05), the sample size was calculated (Kizito & Schumacher, 2021). As shown in Table 1, the required sample size determination has been determined and accepted.

Table 1
Sample Size Determination of Studied Population

S.n	Sport Federations	Population	Sample
1	Ethiopian Football Federation	59	44
2	Ethiopian Athletics Federation	67	51
	Total	126	95

Data Collection Tools

The outcome variable of the study was selected Ethiopian Sports federation organizational effectiveness. A psychometric property of organizational effectiveness subscale includes flexibility, resources, planning, productivity, information, stability, and skilled labor. This questionnaire was used in Australian national Olympic sporting organizations. The psychometric properties of the subscales developed within each of the four quadrants composing the competing values approach, seven subscales and 56-items. A 5-likert scale questionnaire was used to measure the perception of employees on effectiveness of selected Ethiopian Sports federation (Shilbury & Moore, 2016).

The standardized multifactorial leadership questionnaire developed in Germany was used the Transformational leadership subscale individualized influence, inspirational motivation, intellectual simulations, and individual considerations. The primary component of the transformational scales is Inspirational Motivation, wherein the leader articulates and embodies a vision, fostering followers' motivation through a positive outlook on the future. Idealized Influence involves attributing charisma to the leader, leading followers to form strong emotional bonds based on the leader's positive traits, thus cultivating trust and confidence. This element underscores a shared sense of purpose and principles, along with the translation of these principles into action. Moreover, Intellectual Stimulation involves questioning followers' beliefs, analysing the problems they encounter, and evaluating the solutions they propose. Lastly, Individualized Consideration entails acknowledging the unique needs of followers and nurturing their individual capabilities (Jens, 2005). The construct validity was checked. The measurement of this behavior was done using a 5-point Likert scale and the respondents were urged to provide honest and conscientious responses to ensure the significance of the research. Oromia Football Federation and Oromia Athletics Federation (n = 20) were subjected to a pilot test. Customizing the standardized questionnaire to fit the existing contextualization was a crucial justification for the pilot test.

Employees of the Oromia Football Federation and Athletics Federation received the standardized surveys. This aids in evaluating the questionnaire response's internal consistency. Within a one-week period, the questionnaire was distributed twice at the same time on the same day. This helps the researcher comprehend how consistently things have been over a longer length of time. Before the final questionnaire was modified, the consistency was determined using the Cronbatch alpha method (Table 2). Due to the uniformity of the

participant responses, the researcher was able to understand the how, why, and to-whom the questions were directed.

Table 2
Pilot Test Preparation

Sn	Variables	Cronbach's Alpha	No of Items	No of participant
1.	Individualized Influence	70	3	20
2.	Inspirational Motivation	.78	3	20
3.	Intellectual Simulations	.67	3	20
4.	Individual Considerations	.69	3	20
5.	Organizational Performance	.81	56	20

Data Analysis

The data was entered and processed using SPSS version 26. The demographic information of the study was crosstab with types of sports participation including athletic and football participation. In addition to cross-tabulation, chi-square test of association was used to test the association between demographic information of participants and types of sports participation. The data normality assumptions were checked using Kolmogorov-Smirnov normality tests (KS) and the results revealed that individual influence (KS = .23, P = .00), inspirational motivation (KS = .22, P = .00), intellectual simulation (KS = .21, P = .00), individualized considerations (KS = .19, P = .00) and organizational performance (KS = .24, P = .00). In addition to this, mean, median, variance, standard deviation, Skewedness and kurtosis was visually checked and the data were not normally distributed. In order to reverse the normality assumptions, data were normal distribution was transformed using log10 data. Transforming data using the log10 function helps normalize skewed distributions and reduces the impact of extreme values on analysis. These benefits make it an essential tool for researchers to analyze the data and interpret the result. As a result, Generalized Linear Model, Univariate statistics, Robust Regression Method, robust standard error was used to identify the impact of transformational leadership on performance of Selected Ethiopian Sports Federation.

RESULTS

The demographic information study sample of categorical variable shows (age, gender. Marital status, monthly income, educational level, work experience, coaching certificate and referee or officiating certificate) and types of sport participation categorical data (football and

athletics) crosstab analysis were found in the Table 3. The predictor variable of the study transformational Leadership subscale such as idealized influence, inspirational motivation, intellectual simulation and individual consideration impact on the outcome variable of the study performance of Selected Ethiopian Sport Federations was regressed using robust method of multiple regressions in the Table 2.

Table 3
Crosstab of Samples of Demographic Information Across Types of Sports Participations

Variables	Choices	Football		Athletics		Total		X ²	df	p
		n	%	n	%	n	%			
Age	18-24	9	17.6	9	20.5	18	18.9	1.90	3	0.59
	25-34	20	39.2	22	50.0	42	44.2			
	35-44	10	19.6	6	13.6	16	16.8			
	45-54	12	23.5	7	15.9	19	20.0			
Gender	Male	44	86.3	42	95.5	86	90.5	2.32	1	0.12
	Female	7	13.7	2	4.50	9	9.50			
Marital status	Single	15	29.4	23	52.3	38	40.0	5.14	1	0.02
	Married	36	70.6	21	47.7	57	60.0			
Monthly Income	<2500 ETB	6	11.8	2	4.5	8	8.4	13.51	4	0.00
	2501-5000	11	21.6	18	40.9	29	30.5			
	5001-7500	10	19.6	3	6.8	13	13.7			
	7501-1000	17	33.3	7	15.9	24	25.3			
Educational Level	>10001	7	13.7	14	31.8	21	22.1	6.37	3	0.09
	Certificate	4	7.8	0	0.0	4	4.2			
	Diploma	15	29.4	8	18.2	23	24.2			
	First degree	23	45.1	23	52.3	46	48.4			
Work Experience	Master's degree	9	17.6	13	29.5	22	23.2	5.31	4	0.25
	<5year	9	17.6	11	25.0	20	21.1			
	6-10years	11	21.6	8	18.2	19	20.0			
	11-15years	15	29.4	13	29.5	28	29.5			
Coaching Certificate	16-20years	9	17.6	2	4.50	11	11.60	7.50	4	0.11
	>21years	7	13.7	10	22.7	17	17.9			
	Level One	5	9.8	3	6.8	8	8.4			
	Level Two	30	58.8	36	81.8	66	69.5			
	Level Three	8	15.7	1	2.3	9	9.5			
Referee (Officiating) certificate	Level Four	5	9.8	2	4.5	7	7.4	15.28	4	0.00
	Level Five	3	5.9	2	4.5	5	5.3			
	Level One	8	15.7	11	25.0	19	20.0			
	Level Two	22	43.1	21	47.7	43	45.3			
	Level Three	10	19.6	8	18.2	18	18.9			
Level Four	11	21.6	0	0.0	11	11.6				
Level Five	0	0.0	4	9.1	4	4.2				

Note. Df = Degree of freedom. n = number. X² = chi-square

The result of the study indicates that the majority of participants in this study were adults, male, married, first degree holders, experienced, second level coaching certificate and second level referee certificate for both football and athletics participant demographic information. However, the income of football participants' income level was greater than

athletics participants. Moreover, marital status, monthly income and referee certification level of athletics participants have an association with football participants.

Robust regression was run to predict selected Ethiopian Sport Federation organizational performance from transformational leadership behaviour subscale such individual influence, inspirational motivation, intellectual simulation and individualized considerations (Table 4). This resulted in a significant model, $F(3, 284) = 8.45$, $p < .05$, adjusted $R^2 = 0.95$. Individual influence was statistically significantly predicted organizational performance ($\beta = .26$, $p = .00$). Therefore, the null hypothesis was rejected and there was evidence that idealized influence significantly predict organizational performance of selected Ethiopian Sports Federation. The Ethiopian sport federation's leaders make employees felt good to be around him/her. Ethiopian sports federation employees were proud to work in the association with their leaders and the leaders providing appealing images about the works to be done in the sports federation.

It was found that inspirational motivation did not significantly predicted organizational performance ($\beta = .03$, $p = .54$), therefore, the null hypothesis was accepted that inspirational motivation did not significantly predict organizational performance of selected Ethiopian Sports Federation. This indicates that employees did not have a complete faith on their supervisors, supervisors did not express what to be done in a few words and couldn't find a way to help employees. These could not improve the performance of selected federations.

It was found that intellectual simulation did not significantly predicted organizational performance ($\beta = .11$, $p = .12$), therefore, the null hypothesis was accepted that intellectual simulation did not significantly predict organizational performance of selected Ethiopian Sports Federation. Moreover, the supervisors unable provide employees to think about old problems in another way, new way of looking into things and rethink ideas that had never questioned before. Probability, these negatively impacted the sport federation performance.

It was found that individualized considerations did not significantly predicted organizational performance ($\beta = -.05$, $p = .49$) therefore, the null hypothesis was accepted that individual consideration did not significantly predict organizational performance of selected Ethiopian Sports Federation. Furthermore, supervisors couldn't help others to develop themselves, lets others develop know what organization was doing and provide attentions for employees seems rejected.

Table 4
Robust Regression Summary of Predictor Variables on Outcome Variable

Predictor Variables	β	Robust Std. Error ^a	t	p	95% CI
Intercept	.22	.04	5.49	.00	[.14, .30]
Idealized Influence	.26	.07	3.54	.00	[.11, .41]
Inspirational Motivation	.03	.06	.60	.54	[-.08, .15]
Intellectual Simulation	.11	.07	1.52	.12	[-.03, .26]
Individualized Consideration	-.05	.07	-.68	.49	[-.19, .09]

Note. Adjusted R2 = .095. CI = Confidence Interval. b = beta coefficient. t = t-value. Df = 284. F-test = 8.45

Nevertheless, several factors hindered the successful implementation of transformational leadership within the context. These factors include a shortage of investors willing to contribute to the necessary expansion of athletic facilities, a lack of robust monitoring, evaluation, and support systems for sport training and competition, limited utilization of modern technology and information systems, the impact of the global economic downturn, and the failure to adequately meet the demands of athletes, coaches, and officials in delivering sports services. In light of these challenges, the study proposes that selected Ethiopian sports federations and stakeholders take proactive measures to alleviate the obstacles impeding sport organizational performance.

One of the respondents said that there were major barrier to such as employees' resistance to change, lack of financial resource, weak performance management system, political influence, political instability, and rapid technology development which affected the performance of Ethiopian Football Federation.

DISCUSSION

In the present research setting, the implementation of transformational leadership specifically idealized influence has been found to have a positive impact on the performance of the chosen Ethiopian Sports Federation. In agreement to this, there were previous studies supported this study. For instance, in Nigeria and Kenya idealized influence predicted both organizational performance and commitment (Angela et al., 2017; Murage et al., 2017; Victor & Ogbulu, 2022). In congruent to this study, individual consideration, inspirational motivation, and idealized influence significantly and positively influence the Organizational Performance in the Ministry of Sports, Ministry of Youth and Culture, and the Ministry of Gender and Family Promotion (Merriman et al., 2013; Modeste, 2020). In addition to this, study

conducted in Nigeria reveals that inspirational motivation has insignificant effect on project success (Al Shanqaiti & Farea, 2021). This implies that idealised influential leadership practices fostered teamwork and a collective sense of mission and made employees feel valued. It was further found that the character of the leader was a very important attribute, as this considered their moral and ethical conduct (Mdletshe & Nzimakwe, 2023).

In contrast to this study, previous study conducted in Jordan, Saudi Arabia and Indonesia suggested that idealized influence, inspirational motivation, intellectual stimulation and individual based consideration enhance organizational learning (Rabia et al., 2010), influencing progress (Al Shanqaiti & Farea, 2021), organizational effectiveness (Linda et al., 2021) and enhance employee's performance (Arafat et al., 2021). In contrary to this study, there were studies in Nigeria, Kenya and Ethiopia reported that Inspirational motivation significantly predicted the performance of senior managers (Murage et al., 2017), predicted employ performance (Benta et al., 2018) and performance of the organization (Haymanot, 2019). The various dimensions of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, have a positive impact on team communication, cohesion, and conflict management (Dionne et al., 2004).

Limitations

In Ethiopia, currently there are 35 Ethiopian national federations among them only Ethiopian Football federation and Ethiopian Athletics Federation was part of this study. This study was used cross-sectional design during data collection and it is preferred if it will use longitudinal research design. The study used survey method and it will be advisable if it will be experimental. The study used small sample size, large sample size will be preferred.

The application transformational leadership theories and principles at international level improve organizational effectiveness. Before applying transformational leadership principles the Ethiopian sport federation leaders better to consider Ethiopian cultural context, sport federation norms, staffs resistance to change, resource constraints, change management processes, political interference affecting governance structures, inadequate training for current leaders on transformational principles and resistance from stakeholders accustomed to traditional methods.

CONCLUSION

The study suggests that among transformational leadership style only idealized influence positively contributes in in shaping the performance of selected Ethiopian sports federations by inspiring trust, fostering commitment, promoting excellence, and cultivating a positive organizational culture. Nevertheless, transformational leadership style constructs such as inspirational motivation, intellectual simulations and individual considerations could not enhance the performance of selected Ethiopian sports federations. To this effect, individuals within the organization unable to develop unity, confidence, growth mind-set, accountability, professionalism, excellence, inspires and motivates athletes to unleash their full potential can lead to outstanding achievements on the field as well as personal growth off the field. As well as unable to providing valuable insights, optimizing strategies, and enabling data-driven decision-making. In addition to this lack of considering individuals affects individual in the organizations motivation, communication, teamwork, and talent development individuals in the selected Ethiopian Sports Federation. To this effect, selected Ethiopian Sports Federation managers were advised to consider in their leadership implementation transformational leadership style constructs such as inspirational motivation, intellectual simulations and individual considerations.

PRACTICAL IMPLICATIONS

Practical implications of transformational leadership within selected Ethiopian sport federations, organizations can foster a culture of excellence, teamwork, innovation, and continuous improvement leading to enhanced performance outcomes of Ethiopian Football and Athletics Federations across all levels. Both Sports federations were advised to exercise in their daily activity transformational leadership constructs such as inspirational motivation, Intellectual simulation and individualized consideration, since it has significant contribution for enhancement of both sport federations.

Acknowledgements

The author would like extend my gratitude to Addis Ababa University, College of Natural and Computational Science; Department of Sport Science founded the research project. In addition to this, the author extends my deepest gratitude to the reviewers from Jimma University who reviewed my manuscript in depth. Their guidance helped me in all the time of research and writing of this manuscript.

Authors' contribution

In this manuscript, author contribution was conception and design of the study, data collection, data analysis and interpretation, drafting the article and final approval of version to be published.

Declaration of conflict interest

Author of this manuscript is Doctorate student in Sport Science from Department of Sport Science, Addis Ababa University, Addis Ababa, Ethiopia. Author has been academic staff of Jimma University, Jimma Ethiopia. Department of Sport Science, Addis Ababa University funded the research.

Ethics Statement

The informed consent form was prepared by the researcher and then approved by the Institutional Review Board Committee of Addis Ababa University, College of Natural and Computational Sciences at the meeting on February 2, 2022 with reference number IRB/04/14/2022. On this basis, the researcher received an ethics clearance letter dated February 7, 2022 with reference number CNCSDO/433/14/2022. Participants provided written informed consent to participate in this study. The researcher then informed the participants of the study about the research objectives, benefits and associated risks. After this declaration, the participants of the Ethiopian Athletics and Football Federation voluntarily signed and completed the questionnaire on the transformational leadership and performance of the selected Ethiopian Sports Federation.

REFERENCES

- Akparep, J. Y., Jengre, E., & Mogre, A. A. (2019). The Influence of Leadership Style on Organizational Performance at TumaKavi Development Association, Tamale, Northern Region of Ghana. *Open Journal of Leadership*, 08(01), 1-22. <https://doi:10.4236/ojl.2019.81001>
- Al Shanqaiti, A. M. M., & Farea, D. M. M. (2021). The Impact of Transformational Leadership Factors on Project Progress and which Factor has Significant Influence and Great Contribution towards Project Success. *Webology*, 18(Special Issue 04), 1389-1412. <https://doi:10.14704/web/v18si04/web18205>
- Aminuddin, Y. (2002). Transformational Leadership Behaviours of Athletic Directors and Their Effects on Coaches' Job Satisfaction. *Pertanika Journal of Social Science & Humanities*, 10(1).

- Angela, C., George, O., & Kefah, N. (2017). Influence of Idealized Influence and Individualized Consideration on Organizational Commitment in Commercial Banks in Kenya. *American Journal of Leadership and Governance*, 1(2).
- Arafat, A., Maged, M., & Abdoulrahman, M. (2021). The Impact of Transformational Leadership on employees Performance among Employees in IWPPS, Saudi Arabia. *International Journal of Contemporary Management and Information Technology*, 2(1).
- Bandana, N., Chandra, M., Bibhuti, B., & Padma, C. (2018). Does leadership style affect organizational effectiveness? A study on food processing industry in Odisha-India. *Espacios*, 39(33).
- Benta, W., Juliana, M., & Teresia, K. (2018). Effect of inspirational motivation on employee performance in regulatory state corporations in Kenya. *Journal of Human Resource and Leadership*, 3(1).
- Callow, N., Smith, M. J., Hardy, L., Arthur, C. A., & Hardy, J. (2009). Measurement of Transformational Leadership and its Relationship with Team Cohesion and Performance Level. *Journal of Applied Sport Psychology*, 21(4), 395-412. <https://doi.org/10.1080/10413200903204754>
- Cotterill, S., & Fransen, K. (2021). Leadership development in sports teams. In *Essentials of exercise and sport psychology: An open access textbook* (pp. 588-612).
- Devie, B., Hendri, K., & Felix, A. (2015). Transformational Leadership and Financial Performance: The Mediating Role of Corporate Reputation. *ASEAN Journal of Management & Innovation*, 10(1). <https://doi.org/10.14456/ajmi.2023.6>
- Dionne, S. D., Yammarino, F. J., Atwater, L. E., & Spangler, W. D. (2004). Transformational leadership and team performance. *Journal of Organizational Change Management*, 17(2), 177-193. <https://doi.org/10.1108/09534810410530601>
- Djoko, S., Eddy, S., & Hapzi, A. (2017). Organizational Performance: Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*, 2(3). <https://doi.org/10.21276/sjhss.2017.2.3.9>
- Gang, W., Oh, I.-S., Courtright, S. H., & Colbert, A. E. (2011). Transformational Leadership and Performance Across Criteria and Levels: A Meta-Analytic Review of 25 Years of Research. *Group & Organization Management*, 36(2), 223-270. <https://doi.org/10.1177/1059601111401017>
- Gary, S. (2017). *Transformational leadership and job performance: the role of organizational identification*. The Palgrave Handbook of Leadership in Transforming Asia.
- Grace, A. (2015). *The Effect of Transformational Leadership on the Performance of Employees in Kenya: The Case of Kenya Wildlife Service*. (A Research Project Submitted to the School of Humanities and Social Sciences in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Public Policy and Administration of Kenyatta University), Kenyatta University Department of Public Policy and Administration School of Humanities and Social Sciences.
- Haymanot, G. (2019). *The Impact of Transformational Leadership on Organizational Performance: The Case of Ethiopian Shipping and Logistics Enterprise*. (A Thesis Submitted to St. Mary's University, School Of Graduate Studies in Partial Fulfilment of the Requirements for the Degree of Master of Business Administration (General Management)), St. Mary's University, Addis Ababa, Ethiopia.

- Hizkiyas, M. (2018). Talent Identification in Addis Ababa, Asela and Ambo Youth Sport Academy: Trend and Challenges. (A Thesis Submitted to the Department of Sport Science Presented in Partial Fulfilment of the Requirements for the Degree of Master of Science in Sport Science), Addis Ababa University.
- Hu, T., & Wang, Y. (2017). Transformational Leadership Behavior and Turnover Intention in China Physical Education. *EURASIA Journal of Mathematics, Science and Technology Education*, 13(9). <https://doi:10.12973/eurasia.2017.01070a>
- Islami, X., & Mulolli, E. (2020). A conceptual framework of transformational leadership as an influential tool in the team performance. *European Journal of Management Issues*, 28(1-2), 13-24. <https://doi:10.15421/192002>
- Jens, R. (2005). Multifactor Leadership Questionnaire: Psychometric properties of the German translation Germany: Mind Garden.
- Kao, S.-F., & Tsai, C.-Y. (2016). Transformational Leadership and Athlete Satisfaction: The Mediating Role of Coaching Competency. *Journal of Applied Sport Psychology*, 28(4), 469-482. <https://doi:10.1080/10413200.2016.1187685>
- Kılıç, M., & Uludağ, O. (2021). The Effects of Transformational Leadership on Organizational Performance: Testing the Mediating Effects of Knowledge Management. *Sustainability*, 13(14). <https://doi:10.3390/su13147981>
- Linda, L., Agustinus, P., Paula, T., & Sanjeev, K. (2021). *Transformational Leadership Impact on Organizational Effectiveness*. Paper presented at the Tenth International Conference on Entrepreneurship and Business Management.
- Liu, W., Wang, W., & Yang, S. (2022). Perceived transformational leadership from the coach and athletes' subjective well-being: A moderated mediated model. *Front Psychol*, 13, 1100645. <https://doi:10.3389/fpsyg.2022.1100645>
- Mach, M., Ferreira, A. I., & Abrantes, A. C. M. (2021). Transformational leadership and team performance in sports teams: A conditional indirect model. *Applied Psychology*, 71(2), 662-694. <https://doi:10.1111/apps.12342>
- Mdletshe, N., & Nzimakwe, T. I. (2023). An analysis of the influence of transformational leadership in a taxation organisation in the KwaZulu-Natal region. *Journal of Contemporary Management*, 20(1), 350-375. <https://doi:10.35683/jcm21070.200>
- Merriman, J. A., Villacis, D., Kephart, C. J., & Rick Hatch, G. F., 3rd. (2013). Tension band plating of a nonunion anterior tibial stress fracture in an athlete. *Orthopedics*, 36(7), 534-538. <https://doi:10.3928/01477447-20130624-08>
- Modeste, R. (2020). *The effect of transformational leadership on organizational performance in Rwanda : A Study Of Selected Government Ministries*. (A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Master of Science in Management and Organizational Development), United States International University.
- Mohamed, M. (2012). *Transformational leadership and organisational commitment of two selected private universities in Mogadishu, Somalia*. (A Thesis Presented to the College of Higher Degree and Research Kampala International University Kampala, Uganda in Partial Fulfilment of the Requirements for the Master Degree of Public Administration and Management).

- Murage, S., George, O., & Kefah, N. (2017). Effect of idealized influence and inspirational motivation of the CEO on performance in the private sector in Kenya *American Journal of Leadership and Governance*, 1(2).
- Namrata, M., Rajiv, M., & Mantun, K. (2019). The Impact of Transformational Leadership on Team Performance: The Mediating Role of Emotional Intelligence among Leaders of Hospitality and Tourism Sector. *International Journal of Scientific & Technology Research*, 8(11).
- Oh, Y., & Yang, M.-H. (2023). Model of the mediating effect of team pride in the relationship between transformational leadership and sports activity loyalty. *Physical Activity Review*, 11(1), 17-23. <https://doi:10.16926/par.2023.11.03>
- Petrus, F., & Hedvig, L. (2017). *Transformational Leadership and Motivation in Sport: The moderating role of Personality and Self-other Agreement Ratings* (A thesis submitted in partial fulfilment of the requirements for the degree of Master of Science in Psychology), Umeå University.
- Rabia, K., Abaid, U., & Afsheen, F. (2010). Transformational leadership and organizational innovation: Moderated by organizational size. *Global Journal of Business Management*, 4(4).
- Roger, J. (2008). Transformational Leadership: The Impact on Organizational and Personal Outcomes. *Emerging Leadership Journeys*, 1(1).
- Sadia, A., & Aman, A. (2018). Transformational Leadership and Organizational Performance: The Mediating Role of Organizational Innovation. *SEISENSE Journal of Management*, 1(3). <https://doi:10.5281/zenodo.1306335>
- Saima, R., Akhtar, N., & Muhammad, F. (2021). Impact of Transformational Leadership On Sports Competitions Strategies Of Female Rugby Players. *Webology*, 18(2).
- Shilbury, D., & Moore, K. A. (2016). A Study of Organizational Effectiveness for National Olympic Sporting Organizations. *Nonprofit and Voluntary Sector Quarterly*, 35(1), 5-38. <https://doi:10.1177/0899764005279512>
- Victor, B., & Ogbulu, T. (2022). Idealized influence and employees' commitment. *Research Journal of Management Practice*, 2(5).
- Yaqub, A., Owolabi, A., & Alasinrin, S. (2021). Relationship Between Leadership Styles of Sports Administrators and Organisational Development in Ilorin Metropolis, Nigeria. *Indonesian Journal of Sport Management*, 1(1), 11-19. <https://doi:10.31949/ijism.v1i1.933>