

Article

# The Effect of Transformational Leadership Style on Organizational Performance: Case of Moroccan Judo Associations

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**Abstract:** Transformational leadership has gained significant scholarly attention for its potential to impact organizational performance. This study looked at the function of transformational leadership and its elements, which include intellectual stimulation, idealized influence, inspirational motivation, and individual consideration, in 20 Judo associations in Morocco. Out of 200 surveys distributed, a multiple regression analysis with a significance threshold of  $p < 0.05$  could be performed on 158 of them. Findings indicate that transformational leadership, along with idealized influence and individual consideration, significantly and positively affect organizational performance. However, inspirational motivation and intellectual stimulation do not have a significant impact. It implies that in order to improve organizational performance, leaders should concentrate on idealized influence and individual consideration.

**Keywords:** transformational leadership; organizational performance; sports organizations; Morocco;

**Classification-JEL:** L83

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## INTRODUCTION

Back in 2008, the ministry embraced a fresh sports strategy with the objective of directing Moroccan sports towards a multifaceted notion of performance. This term encompasses various interpretations, including economic aspects related to growth, financial elements tied to profitability, legal considerations pertaining to solvency, as well as organizational and social dimensions (Bayle 1999).

Moreover, Moroccan sport organizations have undergone significant changes in recent years, including heightened competition, increased international engagement, technological advancements, and a growing focus on commercialization (Singh & Surujlal, 2006). These changes have placed greater demands on the development and maintenance of a competitive edge within the sports sector. Consequently, Moroccan sport organizations must adapt and thrive within this evolving landscape through effective leadership. Leadership, a topic that has garnered considerable attention within the field of organizational theory over the years (Çetin, Karabay & Efe, 2012), is a multifaceted behavioral process involving group dynamics, interpersonal communication, and the achievement of objectives (Riener, 2007). Recognized as one of the fundamental and crucial requirements within an organization, leadership is frequently perceived as the key to resolving many organizational challenges (Daft & Marcic, 2006). According to Kent and Chelladurai (2001), it plays a pivotal role in the efficient functioning of an organization, and as Drucker (2003) emphasized, the manner in which a leader engages with employees significantly influences their performance.

The impact of leadership on the overall performance of Moroccan sport organizations is of utmost importance. A capable and forward-thinking leader within these organizations can play a crucial role in nurturing talent, achieving sporting greatness, and expanding the organization's influence.

Effective leadership can enhance the reputation and image of Sport organizations, both nationally and internationally, ultimately attracting more support, sponsors, and talented individuals. In a highly competitive sports landscape, the impact of leadership on the performance of Moroccan sport organizations is not just vital; it's transformative, positioning them for success and excellence on the global stage.

Studies focusing on the realm of organizational performance have consistently highlighted its critical role in shaping the success of any enterprise

(Kroll, 2016). However, there remains a notable gap in the literature as few researchers have delved into the specific factors that lead to desired outcomes in performance (Kroll, 2016). Among these elements, organizational leadership has become a key component for improving performance (Overall, 2015). Specifically, the notion of transformational leadership presents a unique and auspicious method for employee assistance, with the capacity to dramatically improve corporate performance (Pradhan & Pradhan, 2015).

Thus, the primary goal of this essay is to investigate, using Moroccan Judo associations as a case study, how transformational leadership affects organizational performance in Moroccan sports organizations.

## LITERATURE REVIEW

### Transformational Leadership Definitions

A thorough understanding of the concept of leadership suggests that it entails the capacity of an individual to motivate and influence others (de Oliveira Rodriguez & Ferreira, 2015). This influence and motivation should ideally be courteous and constructive, helping to achieve particular objectives (de Oliveira Rodriguez & Ferreira, 2015). Although researchers have continuously evaluated the process using this basic definition of leadership, they have also constructed a number of frameworks to comprehend the theoretical underpinnings of leadership in practice (Ghasabeh, Reaiche, & Sossay, 2015). Various theories have been presented to evaluate the behavior of leaders and the aspects that impact their motivation and influence. These include trait, behavioral, situational, transactional, and transformational leadership styles (Ghasabeh, Reaiche & Soosay, 2015). Despite the insights gained from studying the continuum of leadership theories, a thorough grasp of leadership practice can be obtained by looking into transformational leadership and its definition.

According to Ghasabeh, Reaiche, & Sossay (2015), the concept of transformational leadership involves meeting the fundamental and elevated needs of followers by inspiring them to attain desired objectives. Transactional leadership, on the other hand, relies on transactions as the primary source of follower motivation (Kim & Yoon, 2015). Unlike transactional leadership, transformational leadership cultivates a persistent, non-transactional internal drive for motivation. Rather, real inspiration and a paradigm shift in their will to accomplish goals are what keep followers motivated (Kim & Yoon, 2015).

### **Transformational Leadership Characteristics**

Although the preceding description of transformational leadership provides some insight into the process and how it varies from other forms of leadership, a more thorough examination of the literature reveals that there are certain processes through which transformational leadership inspires followers. These mechanisms, known as the "Four I's" (idealized influence, inspiring motivation, intellectual stimulation, and personalized consideration), have been extensively researched and recognized (Tharnpas & Sakun 2015). According to Caillier (2014), every one of these elements is essential to the transformational process that results in successful and constructive leadership. Examining the Four I's roles indicates that they foster many facets of follower development, laying a thorough basis for effective leadership (Caillier, 2014). Idealized influence is the capacity of leaders to motivate their followers to exert more personal effort in order to accomplish a certain objective. Conversely, inspirational motivation entails leaders creating a vision and high standards that their followers can meet with success. When leaders use creativity and invention to help their followers solve problems, this leads to intellectual stimulation. Last but not least, leaders must recognize and encourage each follower's contributions to the achievement of goals in order to demonstrate personalized consideration. These elements work together to deeply motivate employees, indicating a high level of inspiration. (Tharnpas 2015).

### **ORGANIZATIONAL PERFORMANCE AND TRANSFORMATIONAL LEADERSHIP**

The information supplied on transformational leadership's impact makes it abundantly evident that followers must bear serious consequences from this strategy. The workforce's overall transformation should have an immediate effect on the organization's performance (Hoxha, 2015). According to Trmal, Bustamam, and Mohamed (2015), transformational leadership is successful because it motivates people to alter their behavior, which in turn helps the business achieve its goals. As a result, transformational leadership has the capacity to significantly influence the organization's overall performance and lay the groundwork for successful operational outcomes.

### **Organizational Performance for Sport Organizations**

The determination of goals for sports organizations is a complex task, as they are not predetermined. This makes it challenging to define the managerial coherence that should result from these goals. One can argue that performance is influenced by the organization's ability to meet societal needs and achieve sporting outcomes. The concept of paradox management is evident within the federal system's operational level, further complicating performance measurement. Sports organizations produce goods and services that are offered to the public, and it is crucial to assess their accessibility, utilization, and alignment with identified needs, along with their production costs, similar to private companies (Bayle 1999). Some view sports organizations as systems that produce champions, while others prioritize spreading the sporting phenomenon to a wider audience, emphasizing athletic achievement (Babiak 2007).

According to Givens's (2008) literature assessment, transformative leadership has a favorable effect on an organization's overall performance. Building on this idea and understanding its four key components, a theoretical framework was developed to explain how transformational leadership impacts organizational performance. According to the concept, this impact is influenced by five independent variables: intellectual stimulation, individual concern, inspiring motivation, idealized influence, and transformational leadership. Effectiveness and efficiency are used to measure organizational performance, the dependent variable. The concept states that although transformational leadership has the potential to increase organizational performance, some of its components may be more important in determining the results.

### **MATERIEL AND METHODS**

Using Moroccan Judo associations as a case study, this study aims to comprehend the effects of transformational leadership on the operational effectiveness of Moroccan sport organizations, therefrom the study concentrates on human resources and individuals that are active in Moroccan Judo associations and play a crucial role in their overall functioning, including administrative staff, coaches, and athletes.

A questionnaire was used to assess the organization's efficacy and efficiency as well as several transformational leadership traits, such as idealized influence, intellectual stimulation, inspirational

motivation, and individual consideration, in order to collect data for this study.

For this study, a questionnaire that was designed specifically for research purposes was used. Questions related to transformational leadership from the (Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass (1996) were adapted to make them relevant to the context of sports organizations. In total, the survey consisted of 19 questions. The questions were categorized into four groups: four questions focused on idealized influence, three questions on intellectual stimulation, three questions on inspirational motivation, and three questions on individual considerations. Additionally, there were six questions focused on assessing the organization's performance.

In this study, a purposive sampling approach was employed to target 20 Judo associations operating in Morocco, focusing specifically on those with the highest membership. The questionnaire was distributed to 200 individuals across these associations, including administrative staff, coaches, and athletes, with the aim of capturing diverse perspectives within the organizational context. The high response rate of 79% enhances the reliability of the findings, as all 158 returned and completed surveys were deemed suitable for inclusion, minimizing the risk of non-response bias in the subsequent data analysis.

Participants in the survey were requested to provide their opinions on the organization's performance in light of their personal experiences and expertise. All questions in the survey were rated on a five-point Likert scale, where one indicated "strongly disagree," and five indicated "strongly agree." Higher scores on this scale suggested a higher presence of the variable in the organization, as well as a stronger perception of the organization's performance. Likert scales are widely used for obtaining standardized measurements of participant opinions, allowing for comparisons across different populations (Groves, Fowler, & Couper, 2011).

### **Hypothesis of the Study**

The study's hypotheses aim to examine the propositions presented in the theoretical model. Here are the proposed hypotheses:

H1: Transformational Leadership Styles have a significant impact on Organizational Performance.

H2: Idealized Influence has a significant impact on Organizational Performance.

H3: Inspirational Motivation has a significant impact on Organizational Performance.

H4: Intellectual Stimulation has a significant impact on Organizational Performance.

H5: Individual consideration has a significant impact on Organizational Performance.

## **RESULTS**

### **Reliability Analysis**

A reliability analysis was carried out to evaluate the reliability of the five survey items in order to guarantee the validity of this research. To be more precise, Cronbach's alpha was used to gauge how well these variables represent a certain underlying notion (Andrew, Pedersen, & McEvoy, 2011). Each survey item and the concept it is meant to measure are correlated according to Cronbach's alpha (Andrew, Pedersen, & McEvoy, 2011). Higher scores indicate a stronger and more consistent association between the survey question and the concept it represents. Cronbach's alpha values vary from zero to one (Andrew, Pedersen, & McEvoy, 2011). According to Andrew, Pedersen, and McEvoy (2011), Cronbach's alpha levels should ideally be higher than 0.7, meaning that the measured findings appropriately reflect the intended construct. Table 1 provided below, presents an overview of the Cronbach's alpha values calculated for this study. The findings reveal that all values surpass the 0.70 threshold, ranging from 0.875 for inspirational motivation to 0.940 for individual consideration. These results demonstrate that the measurement instrument used for each construct produces reliable outcomes.

### **Demographic Profile of Respondents**

Table 2 below provides an overview of the survey respondents' demographic characteristics. The findings show that the majority of respondents—75 percent—were men. Of the participants, just 25% were female. Additionally, data shows that 44.3% of responders were younger than 24. Those who answered the survey between the ages of 25 and 34 accounted for the second-largest age group (35.3%), followed by those who answered between the ages of 35 and 44 (12.5%). The majority of respondents (50 percent) say they have a bachelor's degree, followed by 36.7 percent who say they only completed high school and 12.5 percent who say they have completed a master's degree. The respondent's position within the company was also included in the demographic data that was gathered. Table 2 shows that of those who responded to the poll, athletes made up 43.8%, administrators made up 31.3 percent, and coaches made up 25%.

### Hypothesis Testing

Hypothesis testing was conducted by employing multiple regression analysis, to assess the four aspects of transformational leadership - idealized influence, inspirational motivation, intellectual stimulation, and individual consideration - in relation to organizational performance. The significance level for each variable was determined to be  $p < 0.05$ . Additionally, standardized  $\beta$  coefficients were calculated, with positive values indicating a positive impact on the development of organizational performance. The findings of the multiple regression analysis are summarized in Table 3 below.

This study's multiple regression analysis results shed light on how Moroccan Judo associations' organizational performance is affected by transformational leadership components such as idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

The standardized coefficient ( $\beta$ ) for idealized influence is 0.518, indicating a positive relationship between idealized influence and organizational performance. The t-value of 2.542 is greater than the typical significance level of 0.05, and the p-value (0.027) is less than 0.05. This suggests that there is a statistically significant positive relationship between idealized influence and organizational performance. In other words, as idealized influence within the organization increases, the organizational performance tends to improve.

The standardized coefficient ( $\beta$ ) for inspirational motivation is 0.357, indicating a positive relationship, but it is weaker than that of idealized influence. The t-value of 1.277 is greater than the typical significance level of 0.05, and the p-value (0.228) is greater than 0.05. This suggests that while there is a positive relationship between inspirational motivation and organizational performance, it is not statistically significant in this sample. It means that the data did not provide strong evidence that inspirational motivation significantly affects organizational performance in this context.

The standardized coefficient ( $\beta$ ) for intellectual stimulation is -0.121, which is negative. The t-value of -0.492 is much smaller than the typical significance level of 0.05, and the p-value (0.633) is much greater than 0.05. This indicates that there is no statistically significant relationship between intellectual stimulation and organizational performance in this study. In fact, the negative Beta suggests that there may be a weak negative relationship, but it is not significant.

The standardized coefficient ( $\beta$ ) for individual consideration is 0.382, indicating a positive relationship. The t-value of 2.389 is greater than the typical significance level of 0.05, and the p-value (0.036) is less than 0.05. This means that there is a statistically significant positive relationship between individual consideration and organizational performance. As individual consideration within the organization increases, the organizational performance tends to improve.

In summary, the results suggest that idealized influence and individual consideration have a statistically significant positive impact on the organizational performance of Moroccan Judo associations. Inspirational motivation, while positively related, does not reach statistical significance in this study. Intellectual stimulation shows no significant relationship with organizational performance and even has a weak negative coefficient. These findings provide valuable insights into how different aspects of transformational leadership influence organizational performance in the context of these sports associations.

### DISCUSSION

Considering the first hypothesis posited in this study, which asserts a significant relationship between transformational leadership and organizational performance, the findings in this investigation align with prior research (Hoxha, 2015; Trmal, Bustamam, & Mohamed, 2015; Choudhary, Akhtar, & Zaheer, 2013). The results do not directly address this hypothesis, but the individual components of transformational leadership were studied. Since a significant relationship with idealized influence and individual consideration was found, it suggests that transformational leadership may indeed have a significant relationship with organizational performance.

According to Hoxha (2015), there is no doubt that transformational leadership may have a significant effect on workers, encouraging greater levels of engagement, dedication, and workplace happiness. Positive impacts such as enhanced creativity, more efficient problem-solving, and more invention are the result of these effects (De Jong & Bruch, 2013). By cultivating a more positive organizational climate, transformational leadership triggers behavioral shifts among employees that result in tangible and direct enhancements in organizational performance (Giroux & McLarney, 2014).

Consistent with the second hypothesis, idealized influence and organizational performance are found

to be significantly correlated, the findings in this study decisively support H2. They reveal a statistically significant and positive association between idealized influence and organizational performance. Essentially, this suggests that when individuals within the organization detect and respond to idealized influence behaviors in their leaders, it translates into a noticeable enhancement in organizational performance.

While there is evidence to support transformational leaders' roles in enhancing organizational performance, this research did not find that two of the paradigm's elements significantly affected organizational performance. The results showed that intellectual stimulation and inspirational motivation had no discernible effect on organizational performance, supporting neither of the hypotheses H3 or H4. To comprehend the reason behind these components' lack of influence on organizational performance, a more comprehensive analysis of the literature's observations regarding this construct is necessary.

Individual consideration was found to have a statistically significant positive relationship with organizational performance. This means that when individuals within the organization perceive that their leaders show individual consideration, it is associated with improved organizational performance. The results support H5.

In summary, the study's results partially support our hypotheses. Idealized influence and individual consideration were found to have significant positive relationships with organizational performance, which aligns with H2 and H5. However, there was no significant relationship between inspirational motivation (contrary to H3) and intellectual stimulation (contrary to H4) with organizational performance in the context of Moroccan Judo associations, this suggests that certain aspects of transformational leadership are more influential than others when it comes to enhancing organizational performance in this specific setting.

## CONCLUSIONS

Although this study provides some preliminary understanding of how transformative leadership affects organizational performance, its findings are framed by the study's limited sample size and scope. Focusing exclusively on the Judo associations sector in Morocco, with data collected from only 20 associations and 158 individuals, the need for broader research is acknowledged. Expanding the sample size and considering different types of

organizations is imperative. Comparative studies across various professions could shed light on whether the impact of transformational leadership varies across diverse fields.

Notably, our investigation does affirm that aspects of transformational leadership contribute to positively shaping organizational performance. However, it becomes evident that specific components of this leadership model, notably inspirational motivation, and intellectual stimulation, play a pivotal role in influencing outcomes. Considering these insights, leaders embracing transformational leadership should prioritize these areas for nurturing their team members, as this approach holds the potential to enhance the overall performance of the organization.

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## LIST OF TABLES

Table 1  
**Reliability Analysis**

Contract	Number of items	Alpha coefficient
Idealized Influence	4	,913
Inspirational Motivation	3	,875
Intellectual Stimulation	3	,876
Individual Consideration	3	,940
Organizational Performance	6	,876

Source: Based on own calculations and assumptions

Table 2  
**Respondents' demographic characteristics (N = 158)**

Variables	Percentages
Gender	
Female	25,0%
Male	75,0%
Age	
-24	44,3%
25-34	35,3%
35-44	12,5%
45-54	6,3%
55 or over	1,6%
Education Level	
High School or below	36,7%
Bachelor's Degree	50,0%
Master's Degree	12,5%
Doctorate or above	0,8%
Position	
Administrator	31,3%
Athlete	43,8%
Coach	25,0%

Source: Based on own calculations and assumptions

Table 3  
**Results of Multiple Regression Analysis**

Model	Standardized Coefficient ( $\beta$ )	t-value	Sig.
Idealized Influence	,518	2,542	,027
Inspirational Motivation	,357	1,277	,228
Intellectual Stimulation	-,121	-,492	,633
Individual Consideration	,382	2,389	,036

Source: Based on own calculations and assumptions