

The Role of Transformational Leadership in Enhancing Organizational Creativity among Employees in Iraqi Sports Institutions: An Analytical Study

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ARTICLE INFO

Received: 11 July
Accepted: 19 Aug
Volume: 3
Issue: 4

ABSTRACT

The goal of the study is to identify the role of transformational leadership in stimulating organizational creativity of the employees of sports institutions in Baghdad Governorate. This comes in light of the administrative and organizational problems that afflict contemporary sports institutions. Besides, in light of the increasing need to use modern leadership patterns containing the necessary trends that are supposed to support creativity and enhance the institution's performance and the general behavior of its employees. This study is focused on transformational leadership which is one of the most effective leadership styles wherein human resources can be developed. In other words, transformational leadership facilitates the employees to innovate and take initiatives to get involved in achieving organizational goals. The descriptive correlational approach was chosen as it fit the nature of the problem and the objectives of the study. The study population consisted of administrative working employees of the Baghdad Directorate of Youth and Sport and affiliated sports clubs and clubs for the year 2025. A stratified random sample was selected to ensure proper representation of adequate administrative levels. Data were collected using the Transformational Leadership Scale which assesses the dimensions of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Data were also collected using the Organizational Creativity Scale. The validity and reliability procedures verified the instruments' psychometric properties. Statistical analyses included descriptive statistics, Pearson's correlation coefficient, linear regression analysis, and Cronbach's alpha coefficient. The results of the study showed that transformational leadership and organizational creativity were significantly related. According to the results, transformational leadership is a significant predictor of employee organizational creativity. Leadership practices relying on motivation, inspiration, and creative thinking were found to make a contribution to the establishment of an organizational environment aligned to support innovation and improve institutional performance. As the study recommends, to adopt the principles of transformational leadership in Iraqi sports institutions and develop programs to train administrative leaders to enhance creativity and promote the effectiveness of the organization.

Keywords: Transformational leadership, organizational creativity, sports institutions, sports management, institutional performance.

1. Introduction

1.1 Background of the Study

Over the last several years, sports establishments have been facing rising challenges due to technological evolutions and organizational and economic changes which demand improving administrative practices and fostering competitive capabilities. In the past, the financial resource and physical infrastructure of sports institutions determined their success.

Nowadays, apart from these factors, it is their capacity to invest in human resource and adopt leadership strategies to improve performance and enhance creativity and innovation.

According to various studies, leadership has surfaced as one of the key influencing factors impacting the effectiveness of sports institutions as leaders play an important role to guide and direct employees. Thus, it also motivates the staff members of sports institutions to reach the set objectives of the organization. Over the past few decades, transformational leadership has been receiving growing attention as one of the most effective leadership styles to attain a change in organizations for the better by developing a shared vision, strengthening mutual trust, and enhancing individual and collective abilities among employees.

Transformational leadership is the ability of a leader to influence and motivate the employees in such a way that they give up their personal interests to work towards organizational goals. It encourages creativity, initiative, and working responsibly. The primary dimensions of transformational leadership are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration, all of which help create an organizational environment founded on trust and continuous development.

Organizational creativity is the fundamental requirement to ensure that organizations are sustainable and successful in a rapidly changing and highly competitive world. Organizational creativity is the capacity that employees and the organization have to create new ideas and work methods that improve the performance of an organization, administration and service delivery. It is also considered an important measure of the ability of the organization to react to the surrounding environment and to a very good institution.

Within Iraqi sports sector, organizational creativity use of modern leadership styles. Moreover, the one capable of employing workers as well as enhancing creative powers. According to Al-Majali (2022), this issue is especially important in Baghdad Governorate, which contains a vast number of sports institutions, clubs, administrative bodies that require effective management capable of coping with current developments in sports management.

The current research endeavors to analyze transformational leadership and its role in enhancing organizational creativity of employees working in Baghdad Governorate sports institutions, and aim to contribute a scientific framework to improve administrative performance and enhance more contemporary leadership practices adopted in these institutions based on Iraqi sports environment.

1.2 Research Problem

Sporting institutions in Iraq suffer from challenges in their administrative and organizational structures hindering the achievement of their organizational objectives in an efficient and effective manner. Innovative creativity on the side of the organization is one of the elements that could solve this problem and improve institution performance. However, the leadership approach significantly impacts the level of organizational creativity.

According to the newest literature, transformational leadership is one of the leading leadership styles capable enhancing organizational creativity by encouraging employees to create new things, participate in decision making, and improve work methods. Despite this, the link between transformational leadership and organizational creativity in Iraqi sports

institutions is still inadequately researched, especially in the sports environment of Baghdad Governorate.

As a result, the principal question represents the research problem.

What is the impact of transformational leadership on employees' organizational creativity in sports institutions within Baghdad Governorate?

1.3 Research Gap

Although a growing number of studies have addressed transformational leadership and organizational creativity in the public administration and business management field, less studies that examined the relationship between the two have been conducted within the Iraqi sports institutions. In addition, most of previous studies have concentrated on educational, service or industrial sectors whereas Iraqi sports institutions have not received that much attention in academic research.

As a result, there is a research gap that needs to explore the impact of transformational leadership on organizational creativity within a sports institution in Baghdad Governorate. An inquiry of such a kind might provide scientific evidence that helps in the improvement of sports management processes in addition to the effectiveness of Iraqi sports organizations.

1.4 Research Objectives

The present study aims to achieve the following objectives:

1. The aim of the research is to identify the extent of transformational leadership practices among administrative leaders at sports institutions in Baghdad Governorate.
2. To find out how creative people are, the researchers looked at the employee creativity in the sports institutions in Baghdad Governorate.
3. To investigate the relationship between transformational leadership and organizational creativity in sports institutions' employees.
4. The research aimed to investigate the impact of transformational leadership on the organizational creativity of workers in sporting institutions in Baghdad Governorate.
5. To determine the aspects of transformational leadership which help in improving organizational creativity.

1.5 Research Hypothesis

The employees in sport institution in Baghdad have extensive awareness of the concepts, dimensions, and features of transformational leadership.

Since the statistical test was not done for the four dimensions of transformational leadership separately, the sub-hypothesis were dropped so there is no methodological inconsistency in the research hypothesis and study findings..

1.6 Significance of the Study

Theoretical Significance

In the field of sports management, enhancing literature on transformational leadership and organizational creativity.

Giving a conceptual framework that describe the relationship between transformational leadership and organizational creativity in sports institutions.

He will help to bridge the relative gap in the literature about this subject in the Iraqi sports environment.

Providing a scientific foundation for future research in the field of sports management.

Practical Significance

Sports administrators can improve upon their effective understanding of transformational leadership for enhanced performance and organizational development.

Assisting Sports Institutions in the Development of Administrative Plans and Policies

Encouraging creativity and innovation culture in sports institutions.

Creating training programs to prepare leaders in the field of sports administration.

Improving the efficiency of the administration and performance of.

1.7 Delimitations of the Study

Spatial Delimitation

The Directorate of Youth and Sports in Baghdad and its affiliated sports clubs in Baghdad Governorate.

Temporal Delimitation

The study covered the period from January 1, 2025, to December 31, 2025.

Human Delimitation

Administrative employees working in the Directorate of Youth and Sports in Baghdad and its affiliated sports clubs, including department heads, division heads, and administrative staff.

Subject Delimitation

The study examines the role of transformational leadership, represented by its four dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—in enhancing organizational creativity among employees in sports institutions in Baghdad Governorate.

1.8 Operational Definitions

Transformational Leadership

In operational terms, transformational leadership is defined as the overall score of research participants on the Transformational Leadership Scale which is used in this research. This scale determines the degree of administration leaders' illustrations of behaviors related to idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in sports institutions of Baghdad Governorate.

Organizational Creativity

For the purposes of this paper, organizational creativity is defined as the total score that the study participants obtained on the Organizational Creativity Scale utilized in the study. This score indicates the extent to which employees develop new ideas, work methods, contribute to problem-solving, and improve the performance of sports institutions in the Baghdad Governorate.

1.9 Conceptual Framework of the Study

The present study has been devised following a conceptual frame whereby transformational leadership is the independent variable and organizational creativity is the dependent variable.

The indecent variable is comprised of four mains dimension.

1. Exemplifying Behavior.
2. MOTIVATIONAL INSPIRATION
3. Stimulating the intellect.
4. Personalized Evaluation

Organizational creativity is the dependent variable that is predicted to change due to transformational leadership in sports institution level activities.



Figure (1). The Conceptual Model of the Study

With this, the first section of the study is completed. It includes the theoretical background of the research problem, the research gap, the objectives and hypotheses of the study, its significance, and the conceptual model adopted to examine the relationships among the study variables.

2. Theoretical Framework and Previous Studies

2.1 Transformational Leadership

2.1.1 Concept of Transformational Leadership

Transformational leadership is one of the most well-known contemporary leadership theories in management literature gaining considerable traction because of its effective role in instigating positive organizational change and engaging employees at higher levels of performance and creativity. The concept was first articulated clearly in the work of Burns who indicated that the leader was able to transform the values and attitudes of employees. Later, Bass argued that transformational leadership develops employees' motivation and strengthens their commitment to the organization.

Transformational leadership can be described as a leader's ability to influence and inspire employees to work together towards the organization's goals. The leader will create a vision for the future and motivate employees to go beyond their personal interest for the organization's benefit. It also aims at promoting the employees' individual as well as collective capabilities, stimulating creativity and encouraging active involvement for the organizational development (Al-Aroud, 2024).

Rather than issuing orders and direct instructions like classical models of leadership, transformational leadership. Rephrased Text:

Rather, it tries to develop a relationship based on trust and respect and continuous motivation enhancing job satisfaction strengthening organizational commitment and institutional performance.

Transformational leadership in sports organizations is especially important due to the innovative, developing, and multi-challenging nature of the sports management function. As a result, the capability of sports leaders to motivate and inspire employees is a key factor in the success of an organization and the achievement of institutional objectives.

2.1.2 Characteristics of Transformational Leadership

The characteristics of transformational leadership make it one of the most effective leadership styles in today's organization. Among these.

1. A clear picture of your organization's future that directs employees' efforts toward shared goals.
2. The capacity to positively influence employees and gain the confidence and respect of those around you.
3. Promoting innovation and new ideas in an inventive way
4. Enhancing employees' personal skills and professional capacities
5. Encouraging cooperation and joint work in the organization.
6. Fostering an environment that promotes ongoing change and progress.
7. Encourage employee performance exceeding conventional expectation.

These traits promote a healthy workplace that enables institutional excellence and enhances the institution's capacity to resolve various organizational challenges.

2.1.3 Dimensions of Transformational Leadership

The present study adopts the four dimensions most frequently cited in the transformational leadership literature, which constitute the fundamental components of this leadership style (Al-Khazraji, 2024).

First: Idealized Influence

Idealized influence refers to the capacity of the leader to act as a role model for the employees by adhering to ethical and professional standards. "The presence of this dimension encourages trust between leaders and followers, and followers' readiness to embrace to leader's vision and organizational goals."

As the leader is viewed as an inspiration by employees, it helps create lasting relationships within an organization. Thus, this idealized influence enhances loyalty and commitment towards the organization.

Second: Inspirational Motivation

Inspirational motivation is the extent the leader can motivate employees and make them enthusiastic about the future by providing a clear vision. This dimension has the capacity to motivate employees and heightens their awareness of the significance of their role.

On top of that, inspirational motivation helps to develop a positive organizational climate that encourages employees to exert more effort to achieve organizational goals.

Third: Intellectual Stimulation

Encouraging employees to think intellectually in innovative and creative ways when there is an organization problem and challenge. Through this dimension, transformational leaders stimulate employees to think outside the box and come up with inventive ideas and solutions.

Considered to be one of the most important antecedents to organizational creativity, this dimension enhances employees capacity for innovation and continual improvement.

Fourth: Individualized Consideration

Individualized consideration is a process whereby a leader attends to each follower's needs while not losing sight of their differences. These differences may be in terms of ability, experience, and/or career aspirations. Transformational leaders guide and support their employees based on their ability to improve performance and develop professionally.

This aspect is a source of higher job satisfaction and better interpersonal relationships in the organization, which contributes to organizational performance and organizational creativity.

2.2 Organizational Creativity

2.2.1 Concept of Organizational Creativity

Organizational creativity is one of the most prominent of contemporary management concepts that drew considerable attention of modern administrative and organizational literature due to the key performance it plays in achieving organizational excellence and enhancing institutional competitiveness. Sometimes improvement may involve implementing changes in the way a service or product develops. It is surely the process of creating new ideas.

Organizational creativity refers to the capacity of employees and the organization to form new ideas which can generate sufficiently novel and useful solutions to help solve organizational problems, improve ways of doing things or adapt suitably modern ideas to

achieve organizational goals more efficiently and effectively. It is also viewed as one of the core indicators of the organization's ability to adapt to fast-moving changes in the environment, technology, and economy (Al-Nusairat & Ayman, 2024).

Organizational creativity involves an organization's capacity to create meaningful and useful ideas or behaviors and to implement them. It means that creativity is not just about generating concepts but converting them into working practices and processes. This then leads to enhanced performance and ongoing development of the organization. As a result, organizational creativity has become one of the main key drivers of success and sustainable growth in organizations nowadays.

Organizational creativity in sports organizations is even more important than that in business organizations because the dynamic sports environment makes it mandatory to continually develop and to quickly respond to new challenges and change. The role of creativity in enhancing the quality of sports services and improving administrative performance is essential.

2.2.2 Importance of Organizational Creativity

Organizational creativity is deemed important due to its essential role in the organization's development, in addition, to strengthening the institution's ability to achieve its strategic objectives. In this global age, creativity of organizations has become a necessity rather becoming a mere managerial option.

There is a significance of organizational creativity (Jawad, 2023).

1. Enhancing the efficiency of administrative processes and improving institutional performance.
2. Enabling the organization to adapt to changes in the environment and inter-organization.
3. Enhancing the standard of service provided is key.
4. Backing the organization's competitive edge.
5. Motivating employees to engage in creativity and ownership of work.
6. Going to make organizations sufficiently effective to solve problems.
7. Promoting an organizational development and continuous improvement culture.

In sports sector, it enables sports institutions to create and manage their programs and services. It helps in better usage of human and material resources to achieve organizational objective more efficiently.

2.2.3 Characteristics of Organizational Creativity

Organizational creativity has many traits that contrast with regular administrative activities. The most significant features include (Zaid & Al-Azizi, 2022).

1. Update work processes and structures on a constant basis.
2. The power to think outside the box and generate innovative ideas.
3. Adaptable to tackle whatever may come their way.
4. Using the knowledge and experience gained at the organization effectively.



5. Fostering multi-disciplinarily by promoting teamwork and the exchange of ideas.
6. Swift action to the newly arising problems and prospects.
7. Continuous focus on betterment and organizational development.

The features will build up a culture within an organization which facilitates innovation along with the use of a person's intellectual and creative ability.

2.2.4 Dimensions of Organizational Creativity

Management literature has identified several major dimensions that reflect the level of organizational creativity within institutions. The present study adopts the following dimensions (Saleem, 2024):

First: Originality

Thinking up novel and rare ideas that are unlike the usual solutions and everyday processes of work is known as originality. The originality can be considered one of the most essential indicators of creativity as it does involve uniqueness and creativity in thought.

Second: Fluency

Fluency means the ability of a person or a group of people to throw up the maximum number of ideas and solutions concerning a given problem or situation over time. A greater number of ideas produced, the higher level of fluency.

Third: Flexibility

The ability of employees to change their mindsets and switch across various alternatives in response to organizational problems and challenges. This dimension allows a variety of solution generation to adapt to changing circumstances.

Fourth: Sensitivity to Problems

Sensitivity to problems means the capability of employees to notice any issues or shortcomings before they develop into major ones, diagnose their causes and suggest possible solutions. This dimension is considered as one of the main determinants in the enhancement of organizational performance and quality of work.

Organizational creativity is an integrated process that contributes to organizational development, enhances the capacity of the organization to face various challenges, and leads to improvement in efficiency and effectiveness.

2.3 The Relationship Between Transformational Leadership and Organizational Creativity

The modern management literature is increasingly focusing on the relationship between transformational leadership and organizational creativity. Leadership is an important determinant which directs employee behavior and motivates them to innovate and continuously improve. The most recent research suggests that the leadership pattern which can foster a climate for creativity in an organization is transformational leadership. It can motivate an employee to think creatively, take part in problem-solving and become part of decision-making.

The transformational leadership style aims to positively influence their followers, developing their self-confidence and enhancing their intellectual and professional capabilities. The creation of creativity in organizations requires more than influence or impact, it requires a transformational leader who does not merely manage the day-to-day functioning of the organisation but also inspires and motivates the employees to work at a level above the ordinary and increase the level of creativity in the organisation (Hafiz, 2023).

Among the dimensions of transformational leadership, intellectual stimulation is deemed to be most closely linked to organizational creativity, as it engenders a re-evaluation of 'how we do things' and a search for new ways to overcome the organization's problems. In the same way, inspirational motivation increases employees' enthusiasm and motivation to achieve, while individualized consideration increases employees' confidence in their creative abilities and promotes expression of ideas freely.

Reports of organization reveal that organizations that have transformational leadership, tend to be more creative than those organizations that have traditional leadership. Because of this, they can build an organizational culture of lifelong learning, development, and cooperation. In addition, transformational leaders build an environment where employees can try new ideas and take calculated risks.

In sports organizations this connection is especially meaningful because of the constant need to develop sports services, improve programming and enhance administrative performance. Thus, the more transformational leadership present in a sports organization, the more possible it is for the employees to generate new ideas, enhance the way of work, and achieve a greater level of efficiency and effectiveness of the organization.

Given these considerations, the present study holds a positive relationship between transformational leadership and organizational creativity and a higher level of transformational leadership practices within sports institutions in Baghdad Governorate will generate organizational creativity among employees.

2.4 Previous Studies

First: Arab Studies

Study One

The study will show how transformational leadership influenced organizational creativity although conducted in distant place (Libya) but the results could be beneficial for future researchers in Nigeria and even public policy makers in Africa who are geared towards developing Africa to be the best destination for investment. A descriptive analytical approach was adopted and data was collected using a questionnaire from a sample of 79 respondents. Both transformational leadership practices and organizational creativity were revealed to be high by the findings of the study. In addition, a positive effect of transformational leadership on organizational creativity was statistically significant. (Almayel, 2021).

Study Two

Belhaj (2024) did an entitled study "The impact of the transformational leadership on organizational creativity, a field study at private health centers in the city of Al-Zawiya". The study aimed to the effect of transformational leadership on organization creativity



experienced by employee in private health center. The study involved a review of 133 employees data using a descriptive analytical method. The research revealed that the transformational leadership dimensions of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration had significant impacts on organizational creativity. (Belhaj, 2024).

Second: International Studies

Study Three

Enquiry of "the Effects of Transformational Leadership on Innovational Climates in National Sport Organizations "By Choi (2024) reveals the influences of transformational leadership on innovational climate in national sport organizations. The research approach engaged semi-structured interviews and analysis of organizational documents using qualitative techniques. The findings revealed that transformational leadership is a key factor in creating an organizational climate that fosters innovation and creativity in sports organizations. (Choi, 2024).

Study Four

Jun et al. (2023) titled their work "The Relationship Between Transformational Leadership and Employee Creativity in the Ministry of Sport and Youth". Their work examined the relationship between transformational leadership and employee creativity in the Ministry of Sport and Youth. The results show that transformational leadership is positively correlated with employee creativity, and that motivation, inspiration and higher self-confidence all help improve employees' creativity levels. (Jun et al., 2023).

Table (1). Summary of Previous Studies

Researcher	Year	Population	Sample	Main Findings
Almayel	2021	Elmergib University	79 participants	A positive and statistically significant effect of transformational leadership on organizational creativity was found.
Belhaj	2024	Private healthcare centers	133 employees	The dimensions of transformational leadership had a significant positive effect on organizational creativity.
Choi	2024	National sport organizations	Qualitative interviews	Transformational leadership plays a vital role in fostering an organizational climate that supports innovation and creativity.
Ministry of Sport and Youth Study (Jun et al.)	2022	Ministry of Sport and Youth	Administrative employees	A positive relationship was identified between transformational leadership and employees' creativity.

Contribution of Previous Studies

In developing my research problem, hypotheses, methodology, measurement instruments or tools and finally the comparisons and interpretations of my findings with other researchers' findings, I made use of previous research for benefit. Moreover, these studies helped in recognizing the research gap that is represented by the fewest studies that studied transformational leadership and organizational creativity in Iraqi sports institutions in the Baghdad Governorate.

3. Research Methodology

3.1 Research Method

The descriptive correlational approach was used in the present study because it is the most appropriate research method to study relationships among the various organizational and administrative variables and to analyses the nature of their mutual influence. Using the descriptive approach will help the researchers to accurately identify the current status of transformational leadership and organizational creativity among the employees working in sport institutions in Baghdad Governorate and will also determine the nature of correlation and impact between study variables.

3.2 Study Population

The researcher intends to study the administrative employees working under Baghdad Directorate of Youth and Sports, and the sports clubs affiliated to it in Baghdad Governorate. Department heads, division heads and other administrative staff who take part directly or regularly in the administrative and organizational activity within sports institutions.

3.3 Study Sample

For adequate representation of the varied administrative categories, stratified random sampling technique was used to select the sample of study. The sample had a total of 180 selected employees from 3 organizations. Moreover, from outside the sample, a pilot sample of 20 participants was taken to check the suitability of research instruments and the clarity of the items in a questionnaire to be administered finally.

3.4 Research Instruments

The study relied on three primary instruments for data collection.

First: Transformational Leadership Scale

The Transformational Leadership Scale assessed the extent of transformational leadership practices in sports organizations. The 4 important dimensions of the scale.

1. Perfected Impact
2. Motivation through Inspiration
3. Stimulating Intellectuals
4. Personalized Observation.

The instrument was developed utilizing a five-point Likert item ranging from Strongly Agree to Strongly Disagree.

Second: Organizational Creativity Scale

Employees' level of organizational creativity was assessed using the Organizational Creativity Scale. This set of items measures an employee's capacity to create new ideas, improve the way they work and engage in the solution of organizational issues.

Third: Personal Information Form

The personal information form included the following demographic variables:

- Gender.
- Age.
- Educational qualification.
- Years of service.
- Job title.

3.5 Validity and Reliability of the Research Instruments

First: Face Validity

The research instruments were presented to a panel of experts on sports management, measurement and evaluation, educational administration and the like so that the items could be assessed for suitability for the study objectives and the language and science for correctness. The author took into account all comments and recommendations offered by expert professors which were incorporated in the final version of the instruments.

Second: Reliability

The reliability of the research instruments was examined using Cronbach's Alpha coefficient, which is one of the most widely used statistical measures for assessing the internal consistency of measurement scales.

Table (2). Reliability Coefficients of the Study Instruments

Scale	Number of Items	Cronbach's Alpha
Transformational Leadership	20	0.89
Organizational Creativity	16	0.86
Overall Scale	36	0.88

The results presented in Table (2) indicate that all reliability coefficients were high and statistically acceptable, demonstrating that the study instruments possess satisfactory internal consistency and are suitable for collecting the research data.

3.6 Data Collection Procedures

The study was conducted through a series of systematic procedures, including the following:

1. Getting official approval from the relevant authority.
2. Determining the participants of the study
3. Carrying out the pilot study.
4. Distributing the questionnaires to study participants.
5. Gathering and examining the filled-out questionnaires.
6. Entering the gathered data into the statistical software.
7. Analyzing relevant statistical results is required.
8. Interpreting Findings. Discussing Findings.

3.7 Statistical Methods

The Statistical Package for the Social Sciences (SPSS) was used to process and analyze the collected data. The following statistical techniques were employed:

1. Fractions and percentages
2. Arithmetic average.
3. Normal dispersion.
4. Cronbach's Alpha Coefficient
5. Pearson's r.
6. Simple linear regression evaluation.

Accordingly, the research methodology was designed to ensure the achievement of the study objectives and the scientific testing of its hypotheses.

4. Results

4.1 Demographic Characteristics of the Study Sample

The demographic features of the study participants were identified through the use of Frequencies and percentages of (Gender Educational qualification Years of Service) as presented in (Table 3).

Table (3). Distribution of the Study Sample According to Demographic Variables

Variable	Category	Frequency	Percentage
Gender	Male	126	70.0%
Gender	Female	54	30.0%
Educational Qualification	Bachelor's degree	118	65.6%
Educational Qualification	Master's degree	42	23.3%
Educational Qualification	Doctoral degree	20	11.1%
Years of Service	Less than 5 years	38	21.1%
Years of Service	5–10 years	74	41.1%
Years of Service	More than 10 years	68	37.8%

The majority of participants were male as shown in Table (3). The highest percentage of study sample respondents were employees having 5-10 years of service and most respondents had a bachelor's degree.

4.2 Descriptive Statistics of the Study Variables

Arithmetic means and standard deviations were calculated to determine the levels of transformational leadership and organizational creativity among employees in sports institutions in Baghdad Governorate.

Table (4). Means and Standard Deviations of the Study Variables

Variable	Mean	Standard Deviation	Level
Transformational Leadership	4.12	0.58	High
Organizational Creativity	3.97	0.61	High

Table (4) indicates that transformational leadership was practiced with a high level with mean score of 4.12 Similarly, the research findings suggested that organizational creativity was rated at a high level with a mean competitiveness score of 3.97. This demonstrates having an



organizational environment which supports creativity of the sports institutions included in the study.

4.3 Testing the Relationship Between Transformational Leadership and Organizational Creativity

To examine the main hypothesis regarding the existence of a relationship between transformational leadership and organizational creativity, Pearson's correlation coefficient was employed.

Table (5). Pearson Correlation Between Transformational Leadership and Organizational Creativity

Variables	Correlation Coefficient (r)	Significance Level
Transformational Leadership × Organizational Creativity	0.76	0.000

There was a strong positive relation existed between transformational leadership and organizational creativity. The correlation coefficient reached 0,76 with a p-value of 0.000 which is smaller than the significant level of 0,05 adopted This implies a significant correlation between the two variables.

According to these findings, a greater extent of transformational leadership practices in an organization increases employee organizational creativity.

4.4 Testing the Effect of Transformational Leadership on Organizational Creativity

Table (6). Results of the Simple Linear Regression Analysis

Independent Variable	B	R	R ²	F	t	Sig.
Transformational Leadership	0.71	0.76	0.58	140.19	11.84	0.000

The regression analysis indicates that transformational leadership explained 58% of the variance in organizational creativity. The F-value was 140.19, which was statistically significant at the 0.05 level, confirming a significant effect of transformational leadership on organizational creativity.

5. Discussion of the Results

According to Almayel (2021) research, transformational leadership has a positive effect on organizational creativity, a finding which is also supported by the present study. The findings of Belhaj (2024) also indicated that transformational leadership dimensions significantly impact improving organizational creativity. The findings also coincide with those of Choi (2024), who demonstrated that transformational leadership influences the creation of an organizational climate for innovation in sports organizations. Likewise, a transformational leadership and employee creativity relationship was verified in Ministry of Sport and Youth Study (2022) consistent with the present findings.

5.1 Discussion of the Relationship Between Transformational Leadership and Organizational Creativity

The findings of the study revealed that transformational leadership and organizational creativity are closely related. This result supports the theory that transformational leaders



create an organizational environment that makes employees innovate and make continuous improvements. The transformational leadership, by motivating employees, involving them in decision making and building their confidence in their own abilities, has been credited with building this relationship.

The findings also show that leaders who engage in practices based on positive influence, inspiration, motivation, and intellectual stimulation improve creativity in the organization within sports institutions by encouraging employees to contribute new ideas, enhance work procedures, and improve organizational performance.

5.2 Discussion of the Effect of Transformational Leadership on Organizational Creativity

Transformational leadership appears to significantly affect organizational creativity, the regression results reveal. Transformational leadership explains a sizable chunk of the employees' organizational creativity variance. The effectiveness of leadership style as practiced in sports institutions determines that success in enhancing creativity will not only depend on adequate material resources but also use a suitable and consistent leadership style.

The results show that organizations must invest their resources in developing the sports director and also train them in transformational leadership practices as it impacts the performance of the organization and helps in building a culture of innovation and creativity at the workplace.

As identified in the findings, transformational leadership helps create a creative environment through the effective communication of a leader and employees, an individual as well as group initiative and motivating the employee to accept new ideas. This outcome can be understood based on the type of work performed within sports organizations that demand flexibility and immediate replies to organizational and, in particular, professional challenges.

Moreover, the results of the study indicate that the adoption of modern management based on participation, motivation, and empowerment has a direct relation to organizational creativity and institutional performance. The success of sports institutions, according to a present-day sports manager, lies mainly in the leadership and its ability to use human resources as a major source of organizational excellence.

6. Conclusions

In light of the findings of this study, data analysis, and the discussion of the results, the author arrived at the following conclusion.

The sports institutions in Baghdad Governorate show a significantly high level of transformational leadership practices, indicating an inclination to adopt modern leadership approaches in sports.

The study's results showed that creativity of the employees at the sports institution is at a high level suggesting that there is an organizational climate that facilitates the sharing of ideas and developing work methods.

According to the results, there was no statistically significant relationship between transformational leadership and organizational creativity, indicating that transformational leadership does not significantly impact organizational creativity.

One of the factors that enhances creativity level of employees of sports institutions is transformational leadership.

The components of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration helps in changing organizational climate that facilitates creativity and innovation.

The performance of the institution gets improved through them.

Organizational creativity is one of the fundamental pillars of improving the efficiency of sports institutions and strengthening their capacity to deal with contemporary challenges and changes.

7. Recommendations

The recommended actions according to the findings and conclusions of the present study are:

The application of transformational leadership principles to sports institutions in Iraq can be strengthened by shedding new light on the expected modern administrative practices.

The specialized training programs would be designed for administrative leaders of sports institutions.

Create an organizational environment that promotes creativity, innovation, and the implementation of developmental initiatives.

Let your employees take part in decision-making process to create a sense of responsibility and commitment to the organization.

Create both financial and moral incentive programmed for employees to present creative ideas and developmental initiatives.

Use the findings of this study to create administrative policies for Iraqi sports institutions.

Organizational performance and the quality of sports services can be heightened through the creation of a culture of learning and training within sports organizations.

8. Study Limitations

The present study was subject to the following limitations:

1. The research was restricted to the Baghdad Directorate of Youth and Sports' sports clubs and its sports institutions.
2. The research analyzed only the administrative personnel and not coaches, athletes and technical staff.
3. The primary research instrument used was a questionnaire as it could provide useful data.
4. The examination did not extend towards other organizational variables as the subject of the transformational leadership and organizational creativity.
5. The study included only the year 2025. Therefore, the present study findings may not be generalized to other years.

9. Suggestions for Future Research

Based on the findings of the present study, future research is recommended in the following areas:

1. This study investigates the effect of transformational leadership on job satisfaction of sports employees.
2. Examining the aftermath of the transformational leadership that management of sports institutions has on the organizational commitment of the subordinates.
3. Studying how transformational leadership influences performance improvement in sport federations and clubs.
4. Researching the correlation between organizational ingenuity and the competitive edge in sports institutions.
5. Exploring Influence of Digital Leadership on Enhancing Administrative Performance in Sports Institutions.
6. Conduct comparative studies of transformational leadership and organizational creativity in the various Iraqi governorates.

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