THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE EMPOWERMENTIN CERTAIN EGYPTIAN SPORTS FEDERATIONS

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Abstract

Objective. Leadership is one of the topics that have attracted the attention of scholars and thinkers since ancient times. The interest in modern administrative thought has increased due to the increasing need of organizations to be effective leaders capable of dealing with the developments, changes, challenges and problems experienced by organizations on an ongoing basis.The aim of study is to reveal the relationship between transformational leadership and employee empowerment in certain Egyptian sports federations.

Methods. The sample contain (14 manager) from the Egyptian Sports Federation (Fencing, Volleyball, Hockey and Taekwondo). We used the Multifactor Questionnaire (MLQ Form 5 X.; (B. Bass and Avolio, 1995; 2000) to assess the four dimensions of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. In addition, employee empowerment .The questionnaire contains 44 item, through five dimensions (idealized influence (7 item), inspirational motivation (7 item), intellectual stimulation (5 item), and individual consideration (7 item) and employee empowerment (18 item). The format of a typical five-level Likert item was Strongly Disagree (1 degree), disagree (2 degree), Neutral (3 degree), Agree (4 degree) and Strongly agree (5 degree).

*Resu*lts. The results indicated that,

The study found a positive relation between dimensions of the transformational leadership and empowerment and significant statistical differences in the responses of the study sample concerning the relationship of the transformational leadership of empowerment due to (nature of work, name of federation, and years of experience).

*Conclusio*n.The study offered increasing the attention to the personal and job needs, encouraging the managers to practice delegation and empowerment in reaching a competitive environment, developing a culture that encourage offering ideas, increasing the training courses for the transformational leader, and concentrating on the behaviors of the dimensions of the transformational leadership to increase staff empowerment.

Keywords: Transformational Leadership, Employee Empowerment, Egyptian Sports Federation.

Introduction:

Since life has changed and many variables have emerged in different aspects that have put great pressure on the workers and the institutions in which they work, the need for transformational leadership has emerged as it has become difficult to predict the variables. Therefore, there must be individuals who provide institutions with vision as well as the ideal roles that can to be followed by individuals working in this institution.

The leadership is an instinctive activity found since the beginning of creation and appeared in ancient civilizations in the form of various administrative activities in the human groups in order to achieve the objectives of these groups, including what we see to this day, such as the pyramids in Egypt, which indicate the existence of administrative systems and activity, Organization of human groups in ancient civilizations.

Leadership is one of the topics that have attracted the attention of scholars and thinkers since ancient times. The interest in modern administrative thought has increased due to the increasing need of organizations to be effective leaders capable of dealing with the developments, changes, challenges and problems experienced by organizations on an ongoing basis.(S. Bateman, & A. Snell, 2002)

The administrative leadership is the most important field affected by global changes at the level of the state and organizations. The urgency of these challenges is highlighted. Excellence in leadership and excellence in research and development, attention to quality in the production of goods and services and the transfer of management from local to global.(B. Bart, 2004)

Administrative leadership is a central issue for any organization at all organizational levels. The skills of dealing with others have become an integral part of the skills required for effective leadership. Leaders have been seen in the past as an essential tool for disciplined control and control. However, the role of leaders in contemporary organizations is to focus on developing these skills for current leaders and to ensure that these skills are available to candidates for leadership positions that meet the needs of the times. In this regard, the leadership research aimed at finding the required characteristics and behaviors of the leaders in line with their new roles so that they can successfully assume leadership roles in today's organizations.(R. Forrester, 2000)

Leadership is an important and necessary function to achieve organizational goals. Managers, whether at the senior, middle or direct management level, can positively or negatively influence the attitudes and expectations of their subordinates. They can encourage them not to frustrate them, and they can deepen their loyalty or dispel it.

There is no denying that we need strong leadership, because most research and studies have considered leadership to be a major factor armed with a broad base of approaches and methods, using the appropriate pattern right on time.(C. Ford, & D. Fottler, 1995)

The issue of leadership is one of the topics that has received great attention from both researchers and practitioners. Recently, there has been a growing interest in the concept of leadership in various fields such as politics, psychology and sociology, and then conclusive evidence that leadership is the cornerstone of the life of organizations of all kinds)

(D. Cleavenger, &W. Gardner, 1998)defines it as the ability of a person (leader) to influence others to achieve a certain collective or organizational goal or objectives.

(F. Daniel, & J. Hugh, 1996) that a manager can use his power or leadership to influence individuals in order to achieve goals. Burns have different powers and leadership: power: they are exercised when the power holders are motivated to accomplish their specific goals through Work on the organization of available resources (economic, political, military) that enable them to influence the behavior of subordinates and by raising their motives. (B. Bass, 1997)

With the acceleration of the processes of change and the diversity of its areas and the emergence of many of the repercussions on organizations in the nineties directed research and scientific studies towards the study of change, and how to manage it in order to survive and continuity and competition for organizations, and justified many theories and models in administrative leadership,

One of the most important characteristics of transformational leadership is its ability to lead the organization in the face of modernization and modern developments by influencing the behavior of subordinates and developing their creative abilities by opening them up and encouraging them to face the problems and difficulties facing their organizations.

Leaders with transformative behavior have the power to provide their subordinates with energy and inspiration to enable them to act by providing them with a vision for the future instead of relying on punishment and rewards. Transformational leadership is characterized by its ability to create behavior that enhances the self-efficacy and motivation of employees. (A. Conger, & N. Kanungo, 1988)

Empowering workers is the most recent hiccup in the development of managerial thought, having shifted attention entirely from the organization of control and orders to the so-called possible organization, and the consequent change of multi-level structural organization to low-level flat organization.

In this context, the approach of empowering workers is inextricably linked to the prevailing development trends related to the development of the humanitarian aspect within the organization. This example is based on a new philosophy of not focusing the manager on the competing organizations but on the workers in the first place. The success of the organization, the disgruntled work may lead to the failure of the organization or may create new competition to work with other organizations, and thus the relationship between the presidents and employees of the organization is the cornerstone of the success of the adoption of development methods within the administrative organizations. (A. Cole, 1996; I. Arzu, &G. Lale, 2009)

It is necessary to distinguish between the authority of the official managers derived from their positions and the personal authority resulting from the outcome of many qualities such as intelligence, experience, ability to lead and influence others, and the previous services rendered by the person to achieve the goals set for subordinates and this is called influence.(P. Blanchard, & D. Ziagrami, 1985)

The authority is therefore a broader part of influence, but it is not necessary for an individual to have official authority so that he has the ability to lead and influence.(R. Daft, 1992)

As the sports federations are a vital tool in the sports field, the leaderships of these federations are the central element in achieving the goals and objectives related to the efficiency and efficiency desired. This requires the leaders to provide special abilities and requirements to be able to cope with contemporary changes and transfers and deal with them efficiently. And capable.

The aim of study is to reveal effectiveness of Decision Support Systems on Enhancing the Tacit Knowledge and Decision Quality for Egyptian Sports Federation

Methods:

The sample contain (14manager) from the Egyptian SportsFederation (Fencing, Volleyball,Hockeyand Taekwondo).

The questionnaire

We used the Multifactor Questionnaire (MLQ Form 5 X.; (B. Bass and Avolio, 1995; 2000) to assess thefour dimensions of transformational leadership, including idealized influence, inspirational motivation, intellectualstimulation, and individual consideration. In addition, employee empowerment.

The questionnaire contains 44 item, through fivedimensions(idealized influence (7 item), inspirational motivation (7 item), intellectual stimulation (5 item), and individual consideration (7 item) and employee empowerment (18 item).

Theformat of a typical five-level Likert item was StronglyDisagree (1 degree), disagree (2 degree), Neutral (3 degree), Agree(4 degree) and Strongly agree (5 degree).

Statistical analysis

All statistical analyses were calculated by the SPSS statistical package. The results are reported as means and standard deviations (SD). Differences between responding were reported as mean difference $\pm 95\%$ confidence intervals (meandiff $\pm$ 95% CI). Student's t-test for independent samples was used to determine the differences in responding parameters. The $p<0.05$ was considered as statistically significant.

Results.

Table 1 the age, Academic degree and experience of the subjects.

Federation	N.	Age	Academic degree	Experience
Fencing	4	50.34± 3.67	15.36± 5.67	12.20±4.11
Volleyball	3	51.77± 3.78	14.47± 6.02	17.47±5.02
Hockey	3	54.05± 2.98	16.90± 4.88	15.11±4.67
Taekwondo	4	52.77± 3.78	14.36± 5.67	13.47± 5.02

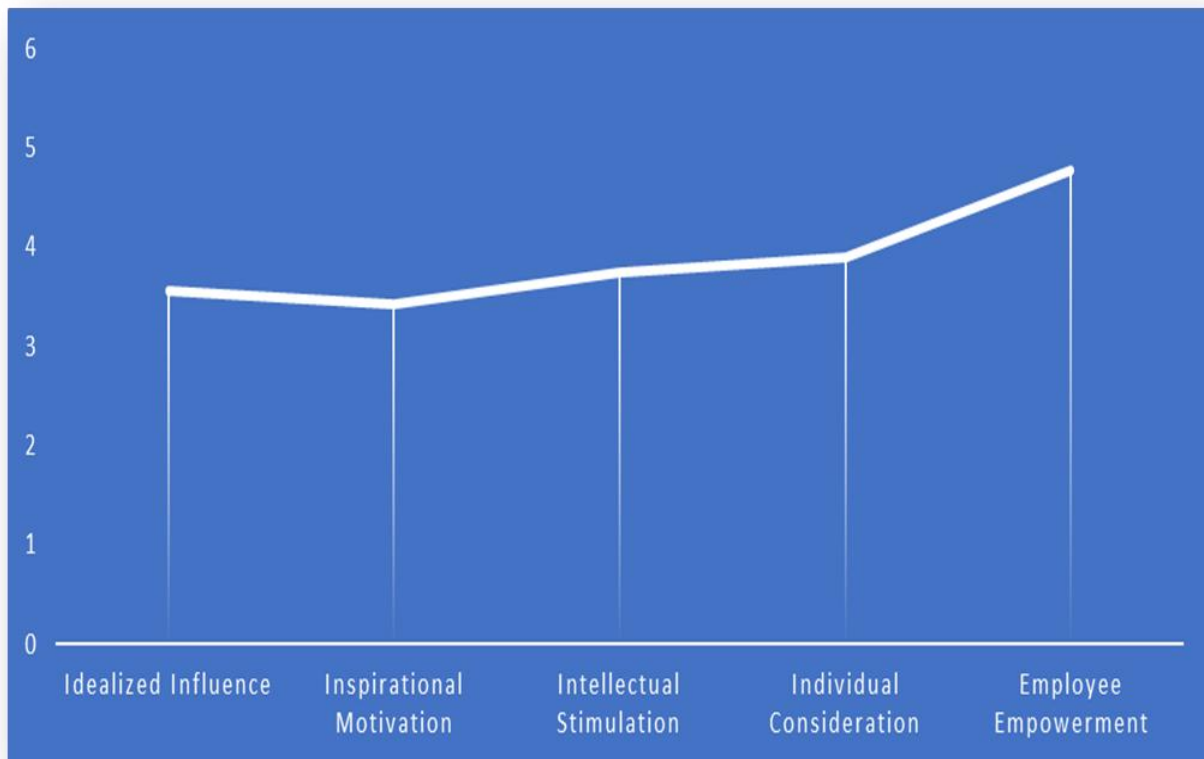Table 1 shows no significant differences were observed in the all characteristics of the subjects.

Fig.1 show thepositive relation between dimensions of the transformational leadership and empowerment and significant statistical differences in the responses of the study sample concerning the relationship of the transformational leadership of empowermentinn certain Egyptian sports federations

Discussion.

The main findings from this study were the significant influence of Tacit Knowledge (Experience, Skill and Thinking) on the quality of strategic decisions (Rare, Consequential and Directive) for the Egyptian sports federations at a significance level (0 .05).

Transformational leadership is one of the most appropriate management methods for leading change processes in organizations. It is therefore defined as increasing the organization's capacity for continuous improvement by paying attention to employee development. Transformational leadership is characterized by methods and behaviors that encourage empowering employees, empowering subordinates to think on their own, To bring new and creative ideas, and since the great leader works to empower others to help them transform their vision into reality and maintain it, leaders who have transformative behavior have the power to provide their subordinates with energy and inspiration Enabling them to recognize by providing them with a vision for the future rather than relying on punishment and rewards.(R. Barnett, & J. Mccormick, 2003)

A leader who relies on inspirational motivation has the ability to motivate subordinates to the highest level of performance. Inspirational leaders tend to be able to deliver the future impulses that the followers will be able to accept and fight for, as well as their ability to elevate the expectations of the subordinate, On performance than the planned performance of subordinates. (B. Bass, 1994)

Transformational leaders work to inspire and motivate subordinates by providing a challenging spirit of work while maintaining strong relationships with subordinates and by providing a challenging spirit of work as well as building strong relationships with subordinates through articulated contacts that create cultural ties between participants and transform the two values are shared values.

The transformational leaders within this dimension are in favor of their subordinates, raise them with new responsibilities and talk about the future with optimism. They also instill confidence that the goals will be realized and that the future tasks

of the organization will be fulfilled. They make the dependents feel valued and confident and make sure that their leader can overcome obstacles and difficulties. Helping them to meet challenges and seize new opportunities.

(B. Bass, & D. stogdill, 1990) believe that there is a set of tools that the inspirational leader uses to create a common vision between himself and subordinates: language: the integrated form of communication, which influences the relationship between the leader and subordinates. Symbols: thoughts, emotions that form the vision of the leader. C. Mental images: the impression of the image of the thing in mind. (R. Archbold, 2003)

Empowerment achieves the complete independence of competence that lies within individuals and encourages them to think creatively to solve problems and make decisions, And that the work team and the awareness-building of the staff and the open leadership are the pillars of the application of the method of empowerment, and the flexibility of regulations and regulations and reduce the number of organizational levels and continuous improvement in the processes all help to Empowerment, and empowerment can greatly affect the coping and mitigation of problems that reflect organizational errors in application.(J. Avolio, & S. Bass, 2002)

The literature pointed out that transformational leadership is an essential source of effective leadership in organizations in different forms, as well as that there is a link between transformational leadership, excellence and creativity in organizations.(G. Bill, 2001)

These results are consistent with some studies, such as the study (S. Bateman, & A. Snell, 2002) which indicated that employees are aware of the four dimensions of choice, self-efficacy and impact (combined, as well as Shahab, 2004). The impact is available in textile companies in the general business sector and the study (item, 2003), whose results indicated the awareness of employees of empowerment in commercial banks in the United Arab Emirates, as well as study (Y. Chan, 2003) the results indicated that workers are aware of empowerment opportunities and threats, and study (C. Farnz,. 2004), which indicated its findings to recognize workers in Taiwan perceptions of empowerment at the individual level and organizational level

These findings have disappeared with the results of some studies such as the study of ovaries and (J. Aldag, & W. Kunzuhara, 2003). The results of this study indicate that the employees' awareness of

the dimensions of the study was less than the average. The researcher that this difference in results may be the difference of the study community

Conclusion.

The management of modern management has been concerned with the employees of the organization as the mainstay of the organization and its competitiveness through the application of the latest human resources management methods which increase employee performance. Decisions and give them power, influence, power and responsibility in decisions they make or share with senior management.

Empowerment is the source of the second grade. This is one of the most important and vital guarantees of any organization. In light of the traditional view of management, some managers do everything. They decide what to do and how to complete it. They lose confidence in the abilities of their employees. The subordinates depend entirely on their managers and supervisors. They implement only what they are asked to do, and in the light of the management's contemporary view, managers delegate each person a certain amount of responsibility and give him the opportunity to manage his own business, as well as the involvement of the staff in determining what to do and giving them a measure of freedom. P For, so treat them as individuals mature and able to assume responsibility

The traditional administrative methods, which depend on the manager who gives the orders and the subordinates that are implemented, have become useless and the results are limited to subordinates to implement the minimum work, and excellence and creativity in the work required by other methods are unconventional.

The study found a positive relation betweendimensions of the transformational leadership and empowerment andsignificant statistical differences in the responses of the study sampleconcerning the relationship of the transformational leadership ofempowerment due to (nature of work, name of federation, and yearsof experience).

The study offered many recommendations such as increasing the attention tothe personal and job needs, encouraging the managers to practice delegationand empowerment in reaching a competitive environment, developing aculture that encourage offering ideas, increasing the training courses for thetransformational leader, and concentrating on the behaviors of the dimensionsof the transformational leadership to increase staff empowerment.

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