

Transformative leadership and its role in the development of job immersion from the point of view of sports education teachers in Diyala province

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Abstract :

For the purpose of identifying the role of transformative leadership school principals in Diyala province by the functional immersion of sports education teachers, the researcher used the descriptive curriculum in a survey method on a sample of (3,19) teachers selected in a random manner, after distributing the two measures of research to them and collecting data and processing it statistically to obtain the desired results. The researcher reached the most important conclusions: there is a expellive relationship between transformational leadership and immersion and one contributes to the improvement of the other.

Keywords: transformative leadership, career immersion.

1- Introduction to and importance of research

The world is witnessing progress and development in all fields, and modern contemporary management systems, including school administrations, and to keep pace with these rapid developments in the field of administrative work, are beginning to move towards finding a system to protect teaching staff and grant and delegate powers and support participation in decision-making to develop a sense of responsibility and make its cadres believe that they are part of the educational system. Leadership is science, art and one of the most important elements of modern management, as the successful development of the plan and the manufacture of administrative policies and putting it into practice can only be achieved by guiding and controlling wise administrative leaders. Despite the abundance of research and studies that addressed the concept of leadership and its dimensions and its impact on sports administrative work in various institutions, including secondary schools. Therefore, leadership has a range of qualities, qualities and features that must be made available to be an effective successful leader." (Ajami, 2008, p. 58:4).

Transformative leadership is one of the relatively modern management concepts, and has paid increased attention by many leaders and officials as well as researchers and thinkers, experienced and competent as one of the types of leadership that has a direct impact on the behavior of workers to achieve the organization's objectives and strategic orientations. Hence the researchers' interest in the transformative leadership pattern that can be defined as the ability of the leader to communicate the organization's message and vision of the future clearly to followers and motivate them by demonstrating high behaviour and building trust and respect between the two parties to achieve the organization's goals." (Murphy, 2005, p 131 :5)

The management department, which is looking for change, must follow the management work to keep pace with the rapid growth and development by applying the principles of open management and decentralization and the addition of powers to working committees and according to the disciplines, fairness, objectivity and transparency to increase teachers' giving and organizational loyalty and allow the flow of information and increase opportunities for dialogue and understanding that leads and contributes to creating a suitable organizational and educational climate that greatly affects loyalty and job immersion among school staff.

The immersion of jobs in educational institutions (schools) is a bright spot and a means of improving the performance and efficiency of teachers and increasing their motivation towards their students and school, and their loyalty to their educational institution, investing their efforts in favor of improving their outputs, obtaining the satisfaction of the administration and the community to which the school belongs, and at the level of all its cadres and among them is the teacher of sports education, who by virtue of his relationship with the administration, and his participation in many school committees, and his presence in the field with students in practical lessons, the administration, which is characterized by a vision and exceeded wide based on scientific foundations according to the plan of the school development seeking to enable its cadres, work hard to provide places and supplies Riyadh The activation of its classroom and recreational activities, which enable the teacher of the subject to reach the degree of career immersion and thus leads to upgrading the level of sports education lesson and its activities, and to discover the talented in various individual and collective games.

Therefore, the important of the research lies in the fact that it addressed the most important concepts in the field of school administration (transformational leadership) as an independent variable, which is linked to many organizational variables, behavioral

andda'i,primarily (jobdumping),which was addressed by the research as a dependent variable, aswell as showingthe interest of research by providing a scientific assessment of the role of transformative leadership in the development of the phenomenon of functional immersion, which affects the performance and loyalty of sports education teachers. The research problem can be summarized by the following questions:

- What degree do high school principals practice transformative leadership in their schools?
- What is the role or relationship of transformative leadership in the process of career immersion among sports education teachers in secondary schools in Diyala province.
- What is the degree of job immersion among sports education teachers in the secondary schools of Diyala province.

The study aimed at

- 1- Learn about the level of transformative leadership at high school schools in Diyala province.
- 2- Learn about the level of job immersion among sports education teachers in Diyala province.
- 3- Learn about the role of transformative leadership in the process of career immersion among sports education teachers

The human field of study was represented by sports education teachers in Diyala province. And the temporal field.

The period 11/1/2019 until 5/4/2019. The spatial area is the secondary schools of boys in Diyala province.

2.1 Research approach:

The researcher used the descriptive approach in the methods of scanning and arranged relationships to suit them and the nature of the current research problem.

2.2 The research community and its sample:

The research community is known as "all members of the phenomenon that the researcher studies", as the researcher who prepares his research in the study of a phenomenon or problem determines the audience of his research or the society of his research by subject, phenomenon or problem of his choice. (Sayed Mahmoud Al-Tawab, 2017, p. 136: 3)

The research community may be from (248) secondary schools for boys in Diyala province and (193) schools were selected and by (82,77%) The research sample was selected randomly as the use of this method means that each member of the community has an equal opportunity to choose him in the sample, and a sample of (193) teachers for sports education was selected.

2.3 Data collection methods:

This is the way in which the researcher collects the data used by the researcher in his current research:

- Interviews (*):
- Transformative driving scale.
- The measure of functional immersion.
- Arab and foreign references and sources.
- Statistical means through spss program.
- Electronic Calculator Type (TOSHIBA) Number (1).

2.4 Field search procedures:

Achieving the objectives of this study requires the availability of transformative driving and job immersion measures.

For this, the researcher used the measures of transformative driving and functional immersion.

3.4.1 Transformative driving and functional immersion measures:

The researcher used the transformative driving scale prepared by Thamer Shaker Aref, 2019: 2) and codified on the sports clubs of Iraqi government institutions and consists of (47) words distributed over (5) areas, (personality style (17) words, responsibility and ability (13) words, intellectual abilities (8) words, effective communication (4) term, strategic thinking (13) words, intellectual abilities (8) words, effective communication (4) term, strategic thinking (13) 5) Phrases, with five alternatives (I strongly agree, agree, agree to some extent, do not overstepped, do not strongly) and degrees (5, 4, 3, 2, 1), respectively, the overall score of scale (235) and the lowest score (47) and the hypothetical medium of scale (141) which is codified by the Iraqi environment.

The measure (functional immersion) of the researcher (Ahmed Deeb Mohammed, 2014:1) consists of (one axis), distributed on (13) words, and the answer to the phrases is a five-year hierarchy

(I totally agree, agree, neutral, do not agree, do not fully agree) and the grades are given to the positive phrases as follows (5-4-3-2-1) and negative statements (1-2-3-4-5) and that the highest score obtained by the person is (65) and the lowest score is (13), the hypothetical medium or degree of neutrality is (39).

2.4.2 The main experience:

After the above-mentioned procedures, the researcher conducted the application of the measure of the measure of transformative driving and the measure of functional immersion on the research sample of sports education teachers in secondary schools in Diyala province. During the search period from 21/2/2019 to 26/3/2019.

2.5 Statistical means:

The researcher relied on the statistical bag (spss) and extracted the results of the study by statistical means:

- 1- The arithmetic medium.
- 2- Standard deviation.
- 3- percentage.
- 4- Simple correlation factors.
- 5- Twisting factors.
- 6- The hypothetical average.

3- View and discuss search results:

4.1: Statistical description of the variables under study.

Table(1) Statistical description of the variables under study

Variable	Arithmetic medium	Standard deviation	Atoness factors
Personality style	67.9	2.16	-0.13
Responsibility and empowerment	53.3	2.81	-0.17
Intellectual capabilities	27.2	3.55	-0.04
Effective communication	13.3	3.13	0.10
Strategic thinking	14.7	3.23	0.45

Total transformative driving scale	176.4	7.19	0.21
Total functional immersion scale	42.35	7.84	-0.31

Table (2) shows computational circles, standard deviations and twisting factors for study variables. The computational average of the total axes of the transformative drivingscale(176.4)and astandard deviation (19.7) and twisting factors (0.21).

4.2: Compare the results of the transformative driving scale of the research sample with the hypothetical average.

Table(2)Comparing the results of **the transformative driving** scale of the search sample with the hypothetical **average**

Variable	Arithmetic medium	Hypothetical average	Significance
Personality style	67.9	51	Exceeded the hypothetical average
Responsibility and empowerment	53.3	39	Exceeded the hypothetical average
Intellectual capabilities	27.2	24	Exceeded the hypothetical average
Effective communication	13.3	12	Exceeded the hypothetical average
Strategic thinking	14.7	15	The average has notexceeded the hypothesis.
Total transformative driving	176.4	141	Exceeded the

scale			hypothetical average
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Table(3)sample level in the administrative empowerment scale

Level	minimum	Upper Limit	Search sample level
Very good	197,5	235	Average computational median allowance of 141
good	159,9	197,4	
medium	122,3	159,8	
Acceptable	84,7	122,2	
weak	Below	84,6	

The results of table(2) and(3) and by comparing the results of the calculation circles of the transformational leadership of the study sample and its axes with the hypothetical average are greater than the hypothetical averages for them except the fifth axis (strategic thinking), which was the value of the average hypothesis greater than the computational medium, this indicates that school principals have a low level of strategic thinking in relation to the point of view of the teachers of sports education sample study as for the overall measure of transformational leadership, which had an average level.

The researcher attributes these results to the fact that most of the principals of the schools sample of research were who have years of experience as well as keeping up with all the modern administrative legislation and therefore the transformational leadership is considered necessary to keep up with the changes taking place in the environment surrounding the institution through the participation of all teachers, keeping up with the continuous development and arming with knowledge, and taking responsibility and participating in decision-making, which thus extracts the maximum energies of teachers and their best creativity, which contributes to improving and developing the performance of the school and studying sports education and achieving its goals as best as possible. Despite all this, school principals still need to develop and improve their strategic thinking in order to achieve their goals of more quality and effectiveness.

4.2: Compare the results of the functional immersion scale of the research sample with the hypothetical average.

Table(4) Comparing the results of the functional immersion scale of the research sample with the hypothetical average

Variable	Arithmetic medium	Hypothetical average	Significance
Total functional immersion scale	42.35	39	Exceeded the hypothetical average

Table(5) sample level in functional immersion scale

Level	minimum	Upper Limit	Search sample level
Very high.	62	And above.	Good for the adult computational medium. 43.35
High	50	61	
good	38	49	
medium	26	37	
Acceptable	14	25	
weak	Below	13	

The results of table 4 and (5) and by comparing the mathematical average of the functional immersion measure of the study sample with its hypothetical average are greater than the hypothetical average, and this indicates that the study sample has a good level of administrative empowerment.

The researcher attributes these results to the fact that most sports education teachers sample research are aware that job immersion is a bright spot for teachers who care about the future of the school and who express their willingness to invest their efforts for her, work closely with co-workers to improve job performance for the benefit of the school and study sports education, and make the job immersion of the teachers actively integrated into their jobs, dedicated to performing their duties willingly and immersed in the job. They have an organizational commitment to the study of sports education and the school and more survival

and keen to develop it and develop its operations, and the immersion of the job constitutes emotional communication with the school.

3-3: The relationship between transformative leadership and career immersion:

Table (7) shows the matrix of the relationship between transformative leadership and its axes with functional immersion

	Personality style	Responsibility and empowerment	Intellectual capabilities	Effective communication	Strategic thinking	Total transformative driving scale
Personality style	0.069 (¹ 0.358)					
Responsibility and empowerment	0.083 0.251	0.058 0.420				
Intellectual capabilities	0.052 0.479	0.049 0.488	0.045 0.333			
Effective communication	0.096 0.183	-0.047 0.218	-0.051 0.480	0.094 0.194		
Strategic thinking	0.019 0.358	0.020 0.354	0.052 0.479	0.552 0.008	0.033 0.449	
Total transformative driving scale	0.874 0.000	0.978 0.000	0.461 0.008	0.870 0.000	0.377 0.015	0.552 0.008

Table 6 shows that transformative leadership has a significant and active role in improving the career immersion of sports education teachers. During the relationship between each of the components of the transformational leadership of the director (personality style,

¹ The higher number refers to the value of the link coefficient
 The lower number indicates the ratio of mistakes, which indicates a moral correlation if it is less than (0.05)

responsibility, empowerment, intellectual abilities, effective communication as well as strategic thinking) and the functional immersion of the teacher of sports education. I.e. there is a expellive relationship between both concepts and one contributes to the improvement of the other. Thus upgrading the teaching and educational process prevailing within the school and thus achieving the best successes at all levels of scientific, educational and social.

4- Conclusion: The researcher concluded that there is a moral correlation between the transformative leadership and its dimensions to the headmaster with the career immersion of high school sports education teachers in Diyala province. Both variables affect each other in a expellive way, as well as school principals need to develop and improve the level of strategic thinking through a realistic holistic view of the future and study all the circumstances surrounding (educational, social and environmental) that affect the educational process, and then draw up an effective policy according to these circumstances to improvethe level of learning and education through the interaction between the transformative leadership of school principals and the functional immersion of the sports educationteacher. The researcher recommends further research on the concept of transformative leadership and its relationship to modern administrative variables that concern the administrative aspects of high school principals and sports education teachers in provincial schools.

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