

Leadership Style As A Predictor Of Organizational Commitment Among Sports Personnel In South-East Sports Development Commission Of Nigeria.

Nwanneka Helen Ezeadim¹, Prof. L. E. Ananomo²

¹Department of Human Kinetics and Sports Science, Faculty of Education,
Nnamdi Azikiwe University Awka Anambra State, Nigeria.

anyibeeee868@gmail.com

DOI: 10.56773/apesj/V2.i2.50

Abstracts: This study investigated leadership style as a predictor of organizational commitment among sports personnel in the South East Sports Development Commission. The research was guided by three research questions and tested three null hypotheses at a 0.05 level of significance. A correlational research design was adopted, with a population of 838 sports officials. A sample size of 271 was selected using the Taro Yamane formula and stratified random sampling technique. A structured questionnaire developed by the researcher was used for data collection. The instrument's reliability was confirmed using the Cronbach Alpha method, yielding a reliability coefficient of 0.81 for the Leadership Style Questionnaire (LSQ) and 0.79 for the Organizational Commitment Questionnaire (OCQ). Data were analyzed using simple regression analysis. Findings revealed that transformational leadership style is a strong and significant predictor of organizational commitment. Transactional leadership style was also a significant, though moderate, predictor, while laissez-faire leadership style had the weakest predictive value, yet remained statistically significant. The study also showed that leadership styles are strong, positive, and significant correlates of organizational commitment among sports personnel in the South East Sports Development Commission. Based on these findings, the study recommended that sports administrators adopt more transformational and transactional leadership approaches. These styles are more likely to inspire and motivate personnel toward improved commitment and performance. In contrast, the laissez-faire leadership approach was discouraged due to its weak impact on organizational commitment.

Keywords: Leadership styles, organizational commitment and sports personnel.

INTRODUCTION

Leadership styles play a pivotal role in shaping the organizational commitment of sports personnel, particularly in administrative and management positions. These individuals are tasked with the strategic deployment of resources and the execution of organizational goals. Their commitment, both emotional and professional, significantly contributes to the overall success of sports organizations.

Organizational commitment is broadly defined as the emotional attachment and loyalty employees feel towards their organization. It reflects their intrinsic motivation and is also shaped by external factors such as organizational culture and work environment (Ahmad & Safwan, 2024). Employees who align their beliefs and values with those of the organization are more likely to contribute meaningfully, enhancing the organization's effectiveness and efficiency (Ahmad et al., 2023). In the demanding field of sports, where roles are often physically intensive and emotionally taxing, commitment becomes an indispensable factor in achieving objectives like talent development, performance excellence, and increased sports participation. In the context of the South East Sports Development Commission (SESDC), which oversees the administration of sports programs across the zone, the commitment of sports coordinators is central to the commission's mission. Their dedication drives the effective implementation of programs and ensures the sustainability of sports development initiatives.

Organizational commitment also underscores trust, high ethical values, involvement in organizational processes, and loyalty (Rameshkumar, 2020). In human resource management within sports, fostering a culture of shared goals and commitment motivates personnel to strive for excellence (Ahmad et al., 2023). A key driver of this commitment is leadership. Leaders who demonstrate integrity, fairness, and respect significantly influence employee dedication (Lumpkin & Achen, 2018). Especially in sports settings, where collective efforts are vital, the impact of leadership on organizational commitment cannot be overstated (Eze, 2020).

However, challenges such as poor leadership, unfavorable work conditions, and limited opportunities for professional development often erode commitment among sports personnel in Nigeria (Olowookere, 2015). High turnover rates and inconsistent performance are frequent outcomes (Nwafor, 2016). Addressing these systemic issues, including inadequate funding and weak infrastructure, is essential for boosting organizational loyalty (Ezeani, 2015).

Leadership in sports extends beyond performance results. It encompasses team-building, morale boosting, and individual development (Adeyemi, 2017). Coaches and administrators must therefore adopt leadership styles that are adaptive, motivational, and aligned with both team and individual goals. A one-size-fits-all leadership strategy is often ineffective. Different situations and personalities require different approaches to leadership. Leadership styles such as transformational, transactional, and laissez-faire influence how sports personnel perceive their roles and responsibilities, thereby impacting their organizational commitment. Transformational leaders, who prioritize vision, integrity, and personal development, tend to inspire higher levels of commitment among their followers (Pradana et al., 2020; Korejan & Shahabazi, 2016). They create a culture of trust and motivation, which is essential for long-term engagement, particularly in dynamic sports environments.

Transformational leadership has been shown to be particularly effective in Nigerian sports organizations. It fosters resilience and promotes a collective sense of purpose, especially important in overcoming external pressures such as inadequate resources (Olamide, 2019; Northouse, 2018; Ngemunang, 2019). Such leaders empower athletes and support staff, encouraging innovation and initiative (Maundu et al., 2018). Transactional leadership, which is based on reward and punishment, can ensure compliance and short-term results but may not promote long-term commitment (Ogunyemi, 2020; Olowookere, 2015). It is effective for

maintaining discipline and order, particularly in performance-driven environments. However, its overuse can result in reduced creativity and emotional disengagement (Nwafor, 2016; Okeke, 2020). Therefore, it is best utilized in combination with other styles to maintain motivation and accountability. Laissez-faire leadership, which involves minimal interference from leaders, is generally less effective in sports settings where athletes often need guidance, structure, and motivation (Skogstad et al., 2019). This style can lead to disorganization and lack of direction, particularly in developing contexts like Nigeria, where systemic challenges demand active leadership (Nwankwo, 2014; Eze, 2020). Though it may be suitable in rare instances involving highly experienced and self-motivated athletes, a completely hands-off approach is usually detrimental.

In the SESDC and similar Nigerian sports organizations, leadership styles must be adapted to address persistent challenges like political interference and infrastructural deficits. Transformational leadership is especially effective in inspiring commitment during tough times, while transactional leadership may be more suited to ensuring compliance in structured environments (Adeoye, 2016). Ultimately, leadership styles significantly influence the organizational commitment of sports personnel. Transformational leadership is particularly effective in fostering long-term engagement, while transactional and other styles serve complementary roles depending on the organizational context. A flexible leadership approach is essential to navigating the complex challenges within Nigerian sports.

Research confirms a strong relationship between leadership styles and organizational commitment. Zainuddin and Asaari (2020) found that transformational and transactional leadership styles positively correlate with affective, normative, and continuance commitment. This underscores the importance of leadership as a foundational element in building dedicated sports personnel. For Nigerian sports organizations, especially within the South East geopolitical zone, adopting appropriate leadership styles and addressing work-related challenges are essential to fostering a committed and high-performing workforce. This study therefore aims to fill a gap in current research by exploring how leadership styles predict organizational commitment among sports personnel coordinating programs under the Sports Development Commissions in this region. This as expected, would help in ensuring long term actualization of the goals of the sports organizations in the region if the results of this study are considered and the recommendations applied by the sports personnel in the region.

Statement of the Problem

Organizational commitment is a key determinant of workforce stability. Job performance and overall success in any organization, including the sports sector. However, in the South East Sports Development Commission, there is increasing concern over the low levels of commitment among sports personnel, which manifests in frequent absenteeism, lack of enthusiasm for tasks, reduced team cohesion, and high turnover rates. Many sports personnel demonstrate minimal dedication to their roles, often seeing alternative employment opportunities or displaying disengagement in their duties. This declining commitment poses a serious challenge to the development and sustainability of sports organizations in the region. The effects of this lack of commitment are evident in poor athlete development, inconsistent team performance, lack of long-term planning and reduced organizational efficiency. When sports personnel are not fully

committed, the quality of training, mentorship, and administrative support tend to decline, ultimately hindering the growth of sports in the region.

Despite the significant role leadership plays in shaping employee attitudes and work behaviours, there is limited empirical evidence on how different leadership styles predicts, and at the same time relates to, organizational commitment among sports personnel in the South East Sports Development Commission. Research has suggested that transformational leadership fosters higher motivation and engagement, transactional leadership ensures compliance through rewards and discipline, while laissez-faire leadership often results in a lack of direction and lower commitment. However, the extent to which these leadership styles predict organizational commitment among sports personnel in this specific context remains unclear. This study, therefore, seeks to examine the predictive relationship between leadership styles and organizational commitment among sports personnel in the South East Sports Development Commission. By identifying the leadership approaches that contribute to stronger commitment levels, this research will provide valuable insights for sports administrators and policymakers to implement effective leadership strategies that enhance workforce dedication, reduce turnover and improve the overall performance of sports organizations in the region.

Purpose of the Study

The main purpose of this study is to examine the leadership styles as predictors of organizational commitment among sports personnel in the South East Sports Development Commission. Specifically, the objectives of the study are to:

1. determine if transformational leadership style will predict the organizational commitment of the sports personnel in South East sports development commission.
2. ascertain if transactional leadership style will predict the organizational Commitment of the sports personnel in South East sports development commission.
3. determine if laissez faire leadership style will predict the organizational commitment of the sports personnel in in South East sports development commission.

Research Question

The following research questions guided the study:

1. What is the predictive value of transformational leadership style on the organizational commitment of the sports personnel in South East State sports development commission?
2. What is the predictive value of Transactional Leadership style on organizational commitment of sport personnel in South East State sports development commission?
3. What is the predictive value of Laissez Faire Leadership style on organizational commitment of sport personnel in in South East State sports development commission?

Hypotheses

The following null hypotheses, formulated to be tested at the 0.05 level of significance guided the study.

1. Transformational Leadership style will not significantly predict the organizational commitment of sport personnel in South East State sports development commission.
2. Transactional Leadership style will not significantly predict the organizational commitment of sport personnel in South East State sports development commission.

3. Laissez Faire Leadership style will not significantly predict the organizational commitment of sport personnel in South East State sports development commission.

RESEARCH METHODS

Correlational research design was adopted in this study. According to Nworgu (2015), correlational design is the type of design that seeks to establish the relationship between two or more variables as well as indicating the direction and magnitude of the relationship between the variables. This study was carried out in the South-East geopolitical zone of Nigeria, which is one of the six geopolitical zones in the country. Norito, T. B., & Chan, A. A. S. (2025) The population for this study consists of 838 officials coordinating sports programme within the South-East States Sports Development Commission. These officials include the management team, sports officers and other support staff of the sports commissions. A sample size of 271 sports personnel of Sports Development Commission in South-East Nigeria was used for the study. The sample size was derived using the Taro Yamani formula. Two structured questionnaires which were developed by the researcher for data collection from the respondents. The first one was titled “Leadership Style Questionnaire (LSQ)” containing 8 items. LSQ has two sections of A and B. Section A contained the personal data of the respondents and elicited such information as the status of the respondents based on their state. Section B of the LSQ was arranged and organized into 3 clusters. Cluster A contains 8 items which addressed research question one on transformational leadership style; Cluster B contains 9 items which addressed research question two on transactional leadership style; while Cluster C contains 8 items which addressed research question three on laissez-faire leadership style.

The second questionnaire titled “Organizational Commitment Questionnaire (OCQ)” was designed to gather information from the sports personnel on their job commitment and which has 15 items. The instrument (LSQ and OCQ) designed for this study was subjected to face and content validity by experts in the field. Reliability of the two research instruments were determined through a pilot test based on single administration of the instrument on some sports personnel in Delta State. The data collected with these two questionnaires were collated and analyzed using the Cronbach Alpha statistical method in order to determine the two instruments coefficient of internal consistency. For each of the three clusters in the LSQ instrument, internal consistency and reliability coefficient ‘r’ value of 0.78 for transformational leadership style, 0.81 for transactional leadership style and 0.83 for laissez-faire leadership style were obtained. This gave an overall internal consistency and reliability coefficient ‘r’ value of 0.81 for the LSQ. For the second instrument - OCQ with only 15 items on organizational commitment, an internal consistency and reliability coefficient ‘r’ value of 0.79 was obtained. The results indicated the internal consistency of the two instruments, which is considered satisfactory for the study.

The researcher administered 271 copies of the questionnaires to the respondents in their offices with the aid of three research assistants who were briefed by the researcher on the purpose of the research; the response pattern, and the subject of the study. Out of the 271 copies of the questionnaire administered, fourteen were incompletely filled and thirteen were not returned, hence twenty seven copies of the questionnaire were not utilized. Thus, 244 copies of the questionnaire represented 90.04% return rate were used for data analysis. Simple regression analysis was used to answer the research questions. Cohen, Manion and Morrison (2018, Chapter, 21) suggestion for assessing the goodness of fit of regression model using squared

regression coefficient (R^2) was adopted. For the hypotheses, P -value was used to determine the significance of the prediction. Where the calculated p -value is less than the stipulated level of significance (0.05), the null hypothesis was rejected. Whereas the null hypothesis was not rejected where the calculated P -value is greater than the stipulated level of significance (0.05).

RESULTS

Research Question 1

What is the predictive value of transformational leadership style on the organizational commitment of the sports personnel in South East State sports development commission?

Table 1

Summary of Simple Regression Analysis with Transformational Leadership Style as Predictor of Organizational Commitment of Sports Personnel

	R	R^2	Adj. R^2	B	SE B	β
Constant				8.66	2.87	
Transformational Leadership Style	.72	.52	.52	1.53	.12	.72

The summary of the simple regression analysis shown in the above table indicates that transformational leadership style is a strong predictor of organizational commitment of sports personnel in South East State sports development commission. This is shown by the regression coefficient ($R = .72$) and the coefficient of determination ($R^2 = .52$) which indicates that transformational leadership style explained 52% of the variance in organizational commitment of sports personnel in South East State sports development commission.

Research Question 2

What is the predictive value of transactional leadership style on organizational commitment of sport personnel in South East State sports development commission?

Table 2

Summary of Simple Regression Analysis with Transactional Leadership Style as Predictor of Organizational Commitment of Sports Personnel

	R	R^2	Adj. R^2	B	SE B	β
Constant				25.64	4.40	
Transactional Leadership Style	.34	.12	.11	.73	.16	.34

Table 2 shows that the simple regression coefficient (R) is .34 while the coefficient of determination (R^2) is .12. This indicates that transactional leadership style is a modest predictor

organizational commitment of sports personnel in South East State sports development commission.

Research Question 3

What is the predictive value of laissez faire leadership style on organizational commitment of sport personnel in South East State sports development commission?

Table 3

Summary of Simple Regression Analysis with Laissez Faire Leadership style as Predictor of Organizational Commitment of Sports Personnel

	R	R ²	Adj.R ²	B	SE B	β
Constant				32.34	3.80	
Laissez Faire Leadership style	.26	.07	.06	.48	.14	.26

The summary of simple regression analysis as shown in the above table indicates that laissez fair leadership style is a weak predictor of organizational commitment of sports personnel in South East State sports development commission. This is shown by the regression coefficient ($R = .26$) and the coefficient of determination ($R^2 = .07$) which indicates that laissez- faire leadership style explained 7% of the variance in organizational commitment of sports personnel in South East State sports development commission.

Test of Hypotheses

Hypothesis 1

Transformational Leadership style will not significantly predict the organizational commitment of the sports personnel in South East State sports development commission.

Table 4

Test of Significance of Simple Regression Analysis with Transformational Leadership Style as Predictor of organizational commitment

	R	R ²	F. Ratio	P-value	Remark
Constant					
Transformational Leadership Style	.72	.52	161.26	.00	Sig.

Table 4 shows that the simple regression coefficient (R) is .72 while the R^2 is .52. The F-ratio associated with these is 161.26 and the P -value = .00, since the P -value is less than the stipulated 0.05 level of significance, it was decided that transformational leadership style is a significant predictor of organizational commitment of sports personnel in South East Sports Development Commission. The null hypothesis was therefore rejected.

Hypothesis 2

Transactional Leadership style will not significantly predict the organizational commitment of the sports personnel in South East State sports development commission?

Table 5
Test of Significance of Simple Regression Analysis with Transactional Leadership Style as Predictor of Organizational Commitment

	R	R ²	<i>F. Ratio</i>	<i>P-value</i>	Remark
Constant					
Transactional Leadership Style	.34	.12	19.55	.00	Sig.

Table 5 shows that the simple regression coefficient (R) is .34 while the R² is .12. The F-ratio associated with these is 19.55 and the *P*-value = .00, since the *P*-value is less than the stipulated 0.05 level of significance, it was decided that transactional leadership style is a significant predictor of organizational commitment of sports personnel in South East Sports Development Commission. The null hypothesis was therefore rejected.

Hypothesis 3

Laissez Faire Leadership style will not significantly predict the organizational commitment of the sports personnel in South East State sports development commission?

Table 6
Test of Significance of Simple Regression Analysis with Laissez Faire Leadership Style as Predictor of Organizational Commitment

	R	R ²	<i>F. Ratio</i>	<i>P-value</i>	Remark
Constant					
Laissez Faire Leadership Style	.26	.07	11.26	.00	Sig.

Table 6 shows that the simple regression coefficient (R) is .26 while the R² is .07. The F-ratio associated with these is 11.26 and the *P*-value = .00, since the *P*-value is less than the stipulated 0.05 level of significance, it was decided that laissez faire leadership style is a significant predictor of organizational commitment of sports personnel in South East Sports Development Commission. The null hypothesis was therefore rejected.

Discussion

Results of the study indicated that transformational leadership style is a strong predictor of organizational commitment of sports personnel in South East State sports development commission. The findings is in consonance with that of Adelugba and Opaleye (2023) and Azrin, Pashaie, Cincimino and Dickson (2022) who found that transformational leadership styles is a strong predictor of organizational commitment. In support of this, Adeyemi (2017) found that transformational leadership positively influenced teachers' affective commitment. Azim et al.

(2022) stated that transformational leadership has been widely recognized for its positive impact on organizational commitment, as it fosters a sense of purpose, motivation, and personal growth among team members. Transformational leaders inspire athletes and staff by promoting a shared vision and encouraging continuous improvement, which leads to heightened commitment to the team's goals. Athletes who feel valued and inspired by their leaders are more likely to put in the extra effort needed for the team's success. A transformational leader engages subordinates by spending a great deal of time building trust and demonstrating a high level of personal integrity.

The findings also revealed that transformational leadership style is a significant predictor of organizational commitment of sports personnel in South East sports development commission. The null hypothesis was therefore rejected. This agrees with the findings of Azrin, Pashaie, Cincimino and Dickson (2022) and Lo, Ramayan and Min (2021) who found that transformational leadership style has a positive and significant correlation with organizational commitment. Adelugba and Opaleye (2023) and Adeyemi (2017) also stated that transformational leadership style has positive and significant effect on employee performance. This implies that transformational leadership style contributes to greater organizational commitment for the personnel under supervision. Since there is a significant and positive relationship between transformational leadership and organizational commitment, sports managers should apply this leadership style more especially in areas to which committed employees have a desirable performance. With the implementation of programs that encourage managers to develop transformational leadership styles, organization can be able to promote the level of employees' commitment.

Results of the study revealed that transactional leadership style is a modest predictor of organizational commitment of sports personnel in South East State sports development commission. This implies administrators using transactional leadership style enhance effectiveness, efficiency and organizational commitment. Transactional leader balances the nomothetic (task-oriented) and idiographic (relation-oriented) dimensions and thus judiciously utilizes each style as the situation demands. The study of Lo, Ramayan and Min (2021) indicated that several dimensions of transactional leadership styles have positive relationship with organizational commitment. Zainuddin and Asaari (2020) found that leadership styles; namely transformational and transactional leadership present a positive significant relationship with organizational commitment which are: affective commitment, continuance commitment, and normative commitment. Due to the positive effect of transactional style of leadership on organizational commitment, sports managers will be able to use more of principles of this style of leadership to increase level of organizational commitment of their employees Chan, A. A. S., et.al (2025).

The findings also indicated that transactional leadership style is a significant predictor of organizational commitment of sports personnel in South East sports development commission. The null hypothesis was therefore rejected. The finding is in agreement with that of Adelugba and Opaleye (2023) and Adeyemi (2017) who found that transactional leadership had a significant impact on continuance commitment. This implies that the leadership style adopted by a coach or sports administrator can significantly impact the success of the team or program. Transactional leaders typically set clear expectations and reward or penalize athletes based on their performance.

Results of the study indicated that laissez fair leadership style is a weak predictor of organizational commitment of sports personnel in South East State sports development commission. The finding is similar with that of Cariush, Choobdar, Valadkhani and Mehrali (2016) which found that laissez-faire leadership style has a negative effect on organizational commitment. This implies that administrators who showed carefree attitude in their leadership roles normally expect a low level performance among their staff. This style is characterized by the non-interference of leaders in the activities of the employees not only in decision making processes but also not interested in the way and manner in which employees intend to accomplish organizational goals. These findings are alien to the reviewed literature and what this implies is that this style of leadership does not drive employees' commitment so it should not be encouraged. According to Ogunyemi (2019), athletes often rely on coaches and sports leaders not just for technical guidance, but also for emotional support and motivation, especially in high-pressure environments. Without strong leadership, teams may experience confusion, lack of coordination, and decreased performance, particularly in competitive and fast-paced sports contexts.

Furthermore, the findings of the study also revealed that laissez faire leadership style is a significant predictor of organizational commitment of sports personnel in South East sports development commission. The null hypothesis was therefore rejected. this agrees with the findings of Kristanto and Hartono (2024) who found that laissez faire leadership style has a positive and significant effect on employee engagement; internal communication has a positive and significant effect on employee engagement; employee engagement has a positive and significant effect on performance; laissez faire leadership style has a positive and significant effect on performance.

CONCLUSION

It is clear from the study that leadership styles (transformational, transactional and laissez-faire) are positive and significant predictors of organizational commitment of sports personnel in South East State sports development commission. Leadership as one of the important tasks of management comprises the science and art of influencing people and ensuring good working environment in order to achieve goals. Leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of individuals in the organization. Applying the best style of leadership and maintaining good and positive work culture will lead to increased organizational commitment.

RECOMMENDATIONS

Based on the findings and conclusion of the study, the following recommendations are made:

1. Sports administrators should prioritize transformational and transactional leadership styles over laissez-faire approaches to effectively inspire and motivate staff toward higher performance levels, ultimately driving the success of sports programs and initiatives.
2. Laissez-faire leadership behaviors should be avoided. Instead, administrators should actively engage with their coaching and support staff, recognizing individual strengths, addressing their needs, and fostering talent development within a supportive and team-driven environment.

3. Sports agencies and professional associations should partner with sports organizations to regularly organize leadership development workshops and seminars for administrators. These programs will enhance managerial competencies, improve decision-making, and promote more effective leadership practices aligned with the goals of sports development.

REFERENCES

- Adebayo, J. (2018). Leadership styles in Nigerian sports: The need for strong guidance. *Journal of Sports Leadership in Africa*, 10(2), 45-60.
- Adelugba, I. A. and Opaleye, M. A. (2023). Leadership style and employee performance in tertiary institution. *EKSU Journal of Management Research*, 2, 31-39.
- Adeoye, T. (2016). Leadership in Nigerian sports: A review of styles and effectiveness. *Journal of Sports Development*, 5(2), 112-123.
- Adeyemi, A. (2017). Impact of working conditions on employee commitment in Nigerian sports organizations. *Journal of Sports Management in Nigeria*, 8(2), 65-78.
- Adeyemi, A. (2017). The impact of leadership on organizational commitment in Nigerian sports organizations. *International Journal of Sports Leadership*, 4(3), 145-160.
- Adeyemi, A. (2017). The role of leadership in sports performance: Insights from Nigerian Athletics. *International Journal of Sports Leadership*, 5(2), 90-105.
- Ahmad, M. F. B. and Safwan, N. S. Z. (2024). Comparative analysis of organizational commitment among sports graduates in the public and private sector. *Malaysian Journal of Sport Science and Recreation*, 20(1), 1-8.
- Ahmad, M. F., Safwan, N. S. Z., Salamuddin, N., Surat, S., Basar, A., Hussain, R. N. J. R., & Suhaimi, S. S. A. (2023). Gender differences in organizational commitment. *Journal of Law and Sustainable Development*, 11(8), e518-e518.
- Ajeigbe, I. Y, Owolabi, A. Y. and Alansinsin, S. (2021). Relationship Between Leadership Styles of Sports Administrators and Organisational Development in Ilorin Metropolis. *Indonesian Journal of Sport Management*, 1(1), 11-19. <https://doi.org/10.31949/ijsm.v1i1.933>
- Akgül, T., and Gül, M. (2021). Examining the relationship between leadership styles in sports and organizational commitment. *International Turkish Journal of Sport and Exercise Psychology*, 1(1), 40-57.
- Akinyele, O. (2017). Challenges of sports management in Nigeria and the role of leadership. *Nigerian Journal of Sports Science and Leadership*, 9(3), 92-108.

- Azrin, Y. B., Pashie, S., Cincimino, S. and Dickson, G. (2021). Relationship between personnel's organizational commitment with managers' leadership styles in sport organizations of Iran. *Summer*, 2(3), 28-36.
- Chan, A. A. S., Suardi, S., & Hidayat, A. (2025). Pengaruh Olahraga Renang terhadap Kesehatan Paru-Paru. *Athena: Physical Education and Sports Journal*, 3(1), 87-92.
- Cotterill, S. T., Loughhead, T. M. and Fransen, K. (2022). Athlete leadership development within teams: Current understanding and future directions. *Frontiers in Psychology* doi:10.3389/fpsyg.2022.820745
- Eze, N. (2020). Leadership in Nigerian sports: Overcoming challenges through active involvement. *African Journal of Sports Development*, 11(2), 58-74.
- Eze, N. (2020). Towards a new leadership paradigm in Nigerian sports. *Journal of African Leadership Studies*, 11(2), 67-85.
- Eze, U. (2018). Leadership styles and motivation of athletes in Nigerian sports organizations. *Journal of African Sports Studies*, 12(1), 76-89.
- Ezeani, E. (2015). The impact of work conditions on sports personnel performance. *Journal of Sports Management and Development*, 7(1), 25-33.
- Johnson, N. N. (2023). Leadership in action: An introspective reflection. In D. Roache (Ed.), *Transformational leadership styles, management strategies, and communication for global leaders* (43-57). IGI Global. <https://doi.org/10.4018/978-1-6684-8822-5.ch003>
- Korejan, M, M. and Shahbazi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Science*, 2016, 8(3S), 452-461.
- Kristanto, H. and Hartono, S. (2024). Laissez-faire leadership style and internal communication on performance through employee engagement. *International Journal of Business and Management Invention*, 63-80
- Kul, M. and Kirikbir, H. (2023). Investigation of the relationship between the leadership styles perceived by the coaches and the levels of organizational commitment. *International Journal of Sport Culture and Science*, 11(4), 247-260.
- Lo, M., Ramayah, T. and Min, H. W. (2022). Leadership styles and organizational commitment: A test on Malaysia manufacturing industry. *African Journal of Philosophy and Religious Studies*, 8(4), 1-7.

- Lumpkin, A. and Achen, R. M. (2018). Explicating the synergies of self-determination theory, ethical leadership, servant leadership, and emotional intelligence. *Journal of Leadership Studies*, 12(1), 6-20.
- Maundu, M, Namusonge, G. S. and Simiyu, A. N. (2018). Effect of transformational leadership style on teachers' performance in public secondary schools, *Muranga county, Kenya. Advances in Social Sciences Research Journal*, 5(11), 81-89.
- Ngemunang, A. N. L. (2019). Principals' transformational leadership skills and teacher's job satisfaction in secondary schools in meme division of Cameroon. *European Journal of Educational Studies*, 6(1), 326-343.
- Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Los Angeles: Sage.
- Norito, T. B., & Chan, A. A. S. (2025). Analysis of Physical Fitness Activities and Basic Movement Skills in Upper Elementary School Students in Muara Bulian District. *Athena: Physical Education and Sports Journal*, 3(2), 33-40.
- Nwafor, K. A. (2016). Transactional versus transformational leadership in Nigerian sports organizations. *Journal of Business and Management*, 18(11), 70-75.
- Nworgu, B.G. (2015). *Educational research. Basic issues and methodology, third edition*. Nsukka: University Trust Publishers.
- Ogunyemi, T. (2019). Leadership challenges and Nigeria development: The issues and imperatives. *International Journal of Emerging Academic Issues and Solutions (Ijeais)*, 1(2).
- Ogunyemi, B. (2019). Laissez-faire leadership and sports performance: An analysis of ineffectiveness in Nigerian sports. *Nigerian Sports Review*, 6(2), 33-47.
- Ogunyemi, B. (2020). Transactional leadership in Nigerian football: Maintaining discipline and order. *Nigerian Sports Review*, 6(2), 33-47.
- Okeke, B. (2019). Sports infrastructure and athlete performance in Nigeria: A call for reform. *Sports Development Journal*, 7(3), 76-83.
- Olamide, S. (2019). Youth Development in Nigerian Sports: The Role of Leadership and Mentorship. *Journal of African Sports Science and Leadership*, 8(1), 55-70.
- Olowookere, A. B. (2015). The influence of leadership style on employee performance in the Nigerian sports sector. *Journal of Business and Social Sciences*, 7(2), 81-93.

- Pradana, M., Pérez-Luño, A. and Fuentes-Blasco, M. (2020). Innovation as the key to gain performance from absorptive capacity and human capital. *Technology Analysis & Strategic Management*, 32(7), 822-834
- Rameshkumar, M. (2020). Employee engagement as an antecedent of organizational commitment—A study on Indian seafaring officers. *The Asian Journal of Shipping and Logistics*, 36(3), 105-112.
- Shahnavazi, A., Eshkiki, M. F., Shahnavazi, H. and Bouraghi, H. (2021). The effect of perceived organizational climate on the performance of Nurses in Private Hospital. *Journal of Clinical Research Paramedic Sciences*, 4, 1-7.
- Skogstad, A., Hetland, J., Glasø, L. and Einarsen, S. (2019). Laissez-faire leadership: A systematic review of correlates and outcomes. *Leadership Quarterly*, 30(1), 80-96.
- Zainuddin, M. A. and Asaari, M. H. A, H. (2020). Leadership styles and organizational commitment among managers in Bahrain. *International Journal of Economics, Business and Management Research*, 4(10), 103-117.