

Transformational Leadership and Leadership Mindfulness and Their Relationship with the Level of Organizational Flourishing among Sub-Federations of Fencing in Iraq

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ABSTRACT

Background: Modern administrative concepts play an important role in improving the performance of sports organizations, including sub-federations of fencing in Iraq. Transformational leadership and leadership mindfulness are considered effective approaches that help organizations adopt purposeful strategies, encourage creativity, adapt to environmental challenges, enhance competitive advantage, and achieve high levels of administrative efficiency. Organizational flourishing represents an indicator of an organization's ability to achieve sustainable development and excellence. Therefore, this study examined the relationships between transformational leadership, leadership mindfulness, and organizational flourishing in sub-federations of fencing in Iraq.

Methods: A descriptive correlational research design was employed. The study focused on sub-federations of fencing in Iraq, and measures of transformational leadership, leadership mindfulness, and organizational flourishing were developed and applied to the research sample. Data were analyzed to determine the levels of the three variables and to identify the correlational relationships among them.

Results: The findings revealed that the levels of transformational leadership, leadership mindfulness, and organizational flourishing among the sample were very good. In addition, statistically significant positive correlations were found between transformational leadership and organizational flourishing, as well as between leadership mindfulness and organizational flourishing in the sub-federations of fencing in Iraq.

Conclusions: The study concluded that transformational leadership and leadership mindfulness are important factors associated with organizational flourishing in sub-federations of fencing in Iraq. The developed measures proved effective in assessing these variables, and the results indicate that enhancing transformational leadership practices and leadership mindfulness can contribute to strengthening organizational flourishing and improving administrative performance in sports organizations.

Keywords: Transformational Leadership; Leadership Mindfulness; Organizational Flourishing; Sub-Federations of Fencing.

INTRODUCTION

Leadership is the cornerstone of administrative management, it reaches its way into every aspect of administration from the structural to the social and goal oriented. Over the past few years, there has been a growing scholarly and practice interest in organizational leadership, reflecting the fast growth of the number of institutions, the complexity and diversification of their activities, and the complexity of internal dynamics. In addition, the ongoing relationships between these organizations and the volatile external environment formed by the changing political, social and economic climate have increased the importance of effective leadership.

The study of Transformational Leadership has been a focus of both academics and practitioners and the transformational leader is regarded as a key change agent in sub-federations. This leadership model lies at the heart of successful organizational transitions, performance, and meeting organizational goals on a consistent basis. Thus, the role of leadership has shifted from being a mere supervisor, to being the very heart of the sustainable development of an organization and the effectiveness of its institutions.

Research Problem

There are some important and promising concepts that can contribute to the development and improvement of the performance level of sub-federations of fencing, such as transformational leadership and leadership mindfulness. They support these federations to improve and develop in a continuous manner, to be more and more creative in the management and administration, implementing advanced mechanisms to face environmental challenges, enhancing their competitive advantage as well as achieving high levels of administrative efficiency and an entrepreneurial attitude that can adapt to quick changing environment.

In addition, the absence of any previous studies that addressed the concept of transformational leadership, leadership mindfulness and organizational flourishing in the sub-federation of fencing in Iraq is another support for the research problem. Therefore, the following research questions are the summary of the problem of the study:

Does there exist any relationship between transformational leadership and the organizational flourishing in sub-federations of fencing in Iraq?

Are there any relationships between leadership mindfulness and organizational flourishing in the sub federations of fencing in Iraq?

Research Objectives

1. To develop measures for transformational leadership, leadership mindfulness, and organizational flourishing among the sub-federations of fencing in Iraq.
2. To identify the level of transformational leadership, leadership mindfulness, and organizational flourishing among the sub-federations of fencing in Iraq.
3. Analysis of the Correlational Nexus The primary aim here is to examine the synergistic relationship between Transformational Leadership, Mindful Leadership, and Organizational Flourishing. This involves assessing whether higher levels of leader awareness and transformational behaviors serve as significant predictors of institutional prosperity.

By employing a correlational design, the study seeks to identify:

Research Scope:

1. Human Scope: Sub-federations of fencing in Iraq, 2025.
2. Temporal Scope: From 10/9/2025 to 14/12/2025.
3. Spatial Scope: Headquarters of the sub-federations in Iraq.

METHODS

Research Methodology

The researchers employed the descriptive methodology, using both the survey and correlational approaches, as they are appropriate for the nature of the research problem.

Research Population and Sample

The research population consisted of sub-federations of fencing in Iraq, totaling (44) coaches. The population was selected using the comprehensive census method.

Data Collection Tools

1. Questionnaire.
2. Arabic and foreign scientific sources and references.
3. HP laptop computer, quantity (1).
4. CASIO handheld electronic calculator, quantity (1).
5. Stationery and office supplies (papers and pens).

Field Research Procedures

Development of the Transformational Leadership, Leadership Mindfulness, and Organizational Flourishing Scales for Sub-Federations of Fencing in Iraq

This new Transformational Leadership Scale was created by Shaimaa Omar Al-Damenhour. ¹ was adopted. This scale is comprised of 50 items spread over five dimensions: (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, and Empowerment). All the items were assessed using a positive Likert scale of (1–5). The total score of the scale is therefore between 50 to 250 with a hypothetical mean of 150.

The Leadership Mindfulness Scale (Farouk Sharif), comprises of 30 items across three domains.

The current study is based on a scale which is organized in three main pillars, which are external vigilance, internal vigilance, and strategic foresight. Each item is assigned a value of 5 points, giving a total score possible range from 30 to 150 points. The mean for this instrument is theoretically set as 90.

Abu Labdeh (2008, pp.) adapted the methodology in the Organizational Flourishing Framework into the Organizational Flourishing Scale. The 206–207 instrument measures four areas that are critical to sustainable competitive advantage: sustainable competitive advantage, innovative capacity, intellectual assets, and organizational flexibility. This 24 item tool uses a five-point Likert scale from "strongly disagree" to "strongly agree. The scores are positive (1 - 5 with higher scores indicating a strong organization flourishing. The range of possible scores is 0 to 120 with a mean (theoretical average) of 66.

The instruments were sent for expert validation and preliminary testing to a committee of 13 sports management experts and a consensus was reached (100% approval).

Pilot Phase

A preliminary trial was carried out on 25th September, 2025 at 4:00 PM. The sample consisted of 6 representatives from the sub-fencing federations of Iraq. This was a pilot phase to serve two purposes:

Checking linguistic clarity and respondents' understandability of the items. The clarity of items for the sample. The time needed to administer the scales.

Scientific Bases of the Scales

Validity

To achieve this goal, the researchers went through a thorough process of review by a scientific committee to ensure the validity of the components and items of the scales. A panel of 13 content-s experts reviewed each item for its relevance and sufficiency, to maintain the integrity of the tool.

Reliability

A measurement is reliable if it shows consistency, that is, if it is the same each time used under similar conditions. To determine the validity of the research instruments, the following steps were taken:

A-The Internal Consistency (Split-Half) Approach: In calculating the reliability using the split-half technique the scale items were divided into two sets of items odd numbered and even numbered items. These two halves were then correlated and the Pearson Correlation Coefficient was obtained with the help of the SPSS statistical software. The first analysis resulted in correlation levels of 0.81 for transformational leadership, 0.84 for leadership alertness and 0.78 for organizational flourishing. However, it should be noted that these are for half the test so the figures need to be statistically adjusted to reflect the reliability of the full scale.

To cover the entire length of the instruments and to get complete reliability, the Spearman-Brown Prophecy Formula was used. The statistical adjustment was required to extend the reliability of the two halves of the scale to the whole scale. The post-correction coefficients showed good stability of the coefficients for transformational leadership (0.87), leadership alertness (0.84) and organizational flourishing (0.81). The high value of the coefficient of the scales confirms that the scales are highly reliable for the purpose of this study.

Cronbach's Alpha Coefficient was used for further verification of internal consistency, especially when the data were Likert-type items which have intensity levels of response by participants. This is a key indicator for the homogeneity and equivalence of the scale internally.

Table 1. Shows the reliability coefficients of the scale dimensions using Cronbach's Alpha formula.

Scales	F	Sig	Correlation Coefficient	Sig	Spearman Brown Coefficient	Sig	Cronbach's Alpha
Transformational Leadership	1.29	0.000	0.82	0.000	0.89	0.000	0.94
Leadership Alertness	1.19	0.000	0.80	0.000	0.82	0.000	0.91
Organizational Flourishing	1.09	0.000	0.79	0.000	0.80	0.000	0.87

Field Implementation and Data Collection

The last-day administration of the research instruments was carried out on October 28, 2025. A targeted sample was used for distributing the scales which included 38 members from different sub-fencing federations of Iraq.

RESULTS AND DISCUSSION

This chapter is focused on the systematic presentation and academic understanding of data gathered. It discusses the relationship between each of these ideas and their individual positions in the light of the Iraqi fencing federations.

Assessment of Core Research Variables

Table 2. Statistical Profile and Descriptive Metrics for Research Instruments

No.	Scales	Mean	Standard Deviation
1	Transformational Leadership	215.85	17.11
2	Leadership Alertness	127.39	15.08
3	Organizational Flourishing	113.11	9.40

The results of data analysis showed that the Organizational Brilliance (Transformational Leadership) rating had an arithmetic mean of 215.85 with a standard deviation of 17.11. Such numbers represent a high proportion of transformational leadership in the administrative system of Iraqi sub-fencing federations. This advanced level of leadership is believed to be a result of implementing an effective leadership paradigm that emphasizes high-level performance and relies on a multi-faceted skill set. This model builds strong inter-federation relationships, local and across the Arab region, and highlights the importance of social and professional relationships.

Moreover, this form of leadership is known for its proactive leadership and encouraging subordinates to apply optimal working methods. Leaders of these federations cultivate divergent thinking and consider creative ways to solve organizational issues, looking at them from an unconventional perspective. An important element in this success is the "individualized consideration" approach that recognizes and meets each member's individual aspirations and needs.

Identifying the Correlational Relationships Between Transformational Leadership and Leadership Mindfulness with Organizational Flourishing in Fencing Federations in Iraq, and Analyzing and Discussing Them.

Table 3. Correlational Relationships Between the Scales

The Two Scales	Calculated (r) Value	Level of Significance	Significance
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Transformational Leadership × Organizational Flourishing	0.88	0.000	Significant
Leadership Mindfulness × Organizational Flourishing	0.91	0.000	Significant

Based on Table (3), the correlational relationship between Transformational Leadership and Organizational Flourishing recorded a correlation coefficient of 0.88 at a significance level of 0.000, which confirms a statistically significant relationship between the two variables. Likewise, the correlation coefficient between Leadership Mindfulness and Organizational Flourishing reached 0.91 at a significance level of 0.000, indicating a statistically significant relationship between these two variables as well.

DISCUSSION

Al-Qahtani's view is supported: Transformational leadership is essentially human leadership (John, 2001), who suggests that the heart of transformational leadership is human orientation in management. This means the creation of a culture of respect and understanding, appreciating the contributions of those below them, and making sure that everyone knows that what they do is important to the overall mission and that they will be better for it.

Furthermore, the interaction is further enhanced due to the maturity and experience of the age groups of the respondents. Transformational leaders are characterized by their "proactive" behaviors, not "reactive" ones, which are evidenced by their role in creating innovation and original ideas (as stated by modern studies). Laskarna agrees, writing, "Supporting this view, In the same way, highlights that leadership is the driving force of administration process, affecting organizational, social and objective aspects of administration.

Al-Zaidi argues that the modern environment of organizations requires the special kind of leader, the "visionary leaders", over the "traditional managers" because they have the agility to navigate through the fast changing system in order to transcend beyond the "traditional managers" into the "traditional managers" in their performance, by motivating their colleges to be more involved and take more responsibilities in the organization to overcome challenges and face changing circumstances. .

The arithmetic mean of the scores for the Leadership Mindfulness Scale was (127.39) and the standard deviation was (15.08). The researchers think this is a positive level of leadership mindfulness in sub-federations of the fencing in Iraq. The researchers attribute this effect to external mindfulness (external environmental factors), such as the alignment of the policy of federations with the work environment of other federations, monitoring of the Olympic legislation governing the work of the federation, and having access to modern technological techniques which can be applied beyond the federation. They also demonstrate respect for good relations with managers of other federations, in addition to their keenness to strengthen their relationships with various external parties. They therefore use databases to keep track of all the developments in the surrounding environment.

The researchers also recommend that managers pay more attention to incorporating all employees in annual planning and its implementation, and bringing in the most suitable expertise to work in the federation, and further increasing the attention to clarifying the role of each member of the federation and to listen to the voices of different members concerning the development of administrative work. Leaders need to be vigilant to ensure that the administration has a higher level of competitive advantage, which is one of the leadership traits of a good leader.

Furthermore, "in view of the profound transformation which the environment surrounding administrative structures imposes on administrative structures and the transformation of administrative thought due to these changes, the method of empowering employees currently comes into vogue and it has become an inevitable need to cope up with the changes in the surrounding environment of administrative structures", empowers the employees. Likewise, "the individual's continuous interaction with the external environment enables them to form certain

relationships with objects, phenomena, and events, which fills their life with various emotions such as joy, happiness, awe, fear, anger, and hatred. Emotions arise through the individual's interaction with the experiences they are exposed to, and they cannot be prevented or restrained, even though they may cause the individual to feel an inability to control or regulate behavior.

As for the Organizational Flourishing Scale, the arithmetic mean reached (113.11) with a standard deviation of (9.40). The researchers attribute these results to the fact that members of the councils of sub-federations of fencing apply the knowledge they possess in a scientific manner within their field of work. Specialists indicate that "organizational flourishing of institutions depends on the capabilities, behaviors, and intellectual and cognitive skills of the individuals working within them, which are utilized in their work to achieve superiority over others Ahmed (2017) adds that sustainable competitive advantage originates from within the federation through its resources and skills, achieving high value for them, and is reflected in the efficiency of the federation's performance of its activities for future improvement because it is characterized by continuity This confirms the policy of federations in the speed of discussing, following up, and accomplishing all matters in order to continuously attain advanced positions in work. As for the field of innovation, the federation seeks continuous review of management systems in order to develop them, and they are keen to identify the levels of knowledge and capabilities of employees in order to improve them. This is what Bilal (2011) referred to, indicating that innovation is a human phenomenon defined by its outcomes, as the criterion of innovation is performance Najm (2015) also mentions that innovation does not achieve its maximum benefit unless it is transformed from information and knowledge possessed by some into information and knowledge shared by everyone in the organization, and that the role of leadership is to realize the creative vision and transform it into an organizational environment that stimulates innovation and innovators.

The researchers attribute this significant positive (direct) correlational relationship between the two scales to the level of empowerment exercised by transformational leaders within the federations. The results indicate that subordinates in the fencing sub-federations possess multiple skills (individual, collective, and organizational), and that the federation places considerable emphasis on developing and enhancing these skills. This is due to the importance of empowerment in the behaviors of transformational leaders, as it enables subordinates to build confidence that allows them to engage in consultation and participate in decision-making, enhance their capacity for independent thinking and creativity, and further develop their creative abilities.

This finding is consistent with Burns, who emphasized that transformational leadership involves taking initiative to inspire and motivate subordinates to achieve self-efficacy, create a sense of the value of work, and develop followers into leaders. Transformational leadership relies on empowerment, recognition of individual contributions, and encouragement and support of new ideas.

In addition, Al-Walid affirmed that transformational leaders work to empower others in order to help them transform their vision into reality and sustain it. He emphasized that leaders who demonstrate transformational behaviors possess the ability to energize and empower their subordinates by providing a future-oriented vision rather than relying on punitive approaches. The core of leadership and the fundamental source of a leader's effectiveness and success in influencing followers lies in their ability to provide support, build trust, and meet the material, moral, and informational needs of subordinates, thereby enhancing their performance efficiency and enabling them to accomplish tasks effectively This finding is also consistent with what was indicated by Al-Ghazali (2012), who argued that empowerment represents a fundamental behavioral characteristic of transformational leaders. The core idea of empowerment lies in delegating decision-making authority to frontline levels, enabling them to respond appropriately to societal demands, problems, and needs.

Regarding the relationship between leadership mindfulness and organizational flourishing, a highly significant relationship was identified. The researchers attribute this result

to managers' emphasis on aligning the federation's policies with the work environment of other federations, which contributed to fostering mutual respect and maintaining strong relationships with managers of other federations. In addition, strengthening relationships with various external stakeholders enabled federation managers to adopt data-driven approaches to monitor ongoing developments in the surrounding environment, thereby guiding the federation toward creativity and innovation that enhance proactive leadership. Creativity and innovation are defined as processes of creating something different and valuable through the dedication of necessary time and effort, while assuming accompanying financial, psychological, and social risks, and achieving financial returns in addition to individual satisfaction. In other words, they represent a process of value creation through the exploitation of opportunities by means of unique resources. Furthermore, global technological plans may increase constraints, problems, and ambiguity for organizations, as rapid change, uncertainty about the future, and intense competition make it increasingly difficult to predict managerial outcomes. Consequently, administrative bodies seeking organizational flourishing must possess flexibility, effective leadership, and a developed organizational culture.

The excellence or flourishing of any organization cannot be achieved through leaders' aspirations alone; rather, it requires successful administrative practices and the development of managerial models that provide supportive and motivating foundations. Such models contribute to creating a positive work environment that embraces creativity and innovation, nurtures talented individuals, recognizes exceptional employee contributions, and emphasizes continuous improvement. The success of federations in achieving their objectives efficiently and effectively ultimately depends on human resources, the workforce being the most critical element. This does not imply that other organizational components lack importance; however, they too rely on the human factor. Accordingly, organizations of all types increasingly regard human capital as the decisive factor in their success, advancement, and flourishing at the national level. This is achieved through the federation's ability to balance and align with its environment by directing individual and collective efforts, while taking political, economic, and technological variables into account when formulating plans and making decisions, in order to ensure continuity, sustainability, and competitiveness. Federation management must therefore strive to achieve excellence and distinction by attaining unprecedented results that surpass those of competitors. From a learning-oriented perspective, all operations, decisions, and systems must be characterized by quality, leaving no room for error or deviation, and ensuring correct execution from the first time. This is particularly vital given the federation's responsibility for preparing and developing an advanced generation of athletes.

Accordingly, it can be stated that organizational flourishing in sports federations reflects the ability of federation leaders to continuously and effectively invest their cognitive and intellectual capabilities in delivering high-quality services over an extended period. This is achieved through satisfying employees, strengthening their sense of loyalty and belonging to the federation, fostering a love of work, preserving the federation, and enhancing leaders' capacity for rapid learning in order to adapt to environmental changes in pursuit of success, excellence, and innovation.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. Scales measuring transformational leadership, leadership mindfulness, and organizational flourishing were developed for the fencing sub-federations in Iraq.
2. The results showed that the sample demonstrated a very good level across the three scales (transformational leadership, leadership mindfulness, and organizational flourishing).
3. The findings revealed a statistically significant correlation between transformational leadership and organizational flourishing in the fencing sub-federations in Iraq.
4. The findings also revealed a statistically significant correlation between leadership mindfulness and organizational flourishing in the fencing sub-federations in Iraq.

Suggestions

1. Enhancing leadership mindfulness within federations and emphasizing transformational leadership in order to develop administrative performance.
2. Supporting federations by involving their members in leadership development programs and keeping pace with regional, Arab, and international developments.
3. Adopting the results of academic research in sports management due to their significant role in developing the administrative performance of sports federations and their organizational structures.
4. Utilizing the developed scales and linking them with new variables and different samples in future research.

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