



Leadership in Managing BMX Organizations

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ABSTRACT

The success, enthusiasm, and longevity of community-based sports organizations like BMX are determined by leadership, which is a key component. Using a systematic literature review technique, this study seeks to examine the function of leadership in directing BMX groups. The evaluation procedure included the identification and analysis of trustworthy international scientific publications released between 2021 and 2025 using keywords related to sports leadership and organizational leadership in the Scopus, ScienceDirect, Taylor & Francis Online, and Google Scholar databases. The synthesis findings show that transformational, situational, and participatory leadership styles are the most successful strategies for boosting member participation, improving organizational culture, and encouraging creativity in BMX communities. These leadership approaches help to foster a supportive atmosphere, improve team cohesion, and make it easier to adjust to technological and social developments that have an impact on extreme sports. As it incorporates flexibility, teamwork, and a developmental approach to members, this research concludes that adaptive leadership is the most pertinent leadership style for BMX groups. The results offer theoretical contributions to the literature on sports leadership and practical implications for community leaders in improving the management effectiveness of BMX groups.

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1. Introduction

Leadership plays a crucial role in the success of organizations, as it serves to guide member behavior, manage group interactions, and ensure that organizational objectives are effectively met. Within sports organizations like BMX, leadership goes beyond merely issuing instructions; it includes fostering an environment that promotes teamwork, motivation, and ongoing skill development among participants.

BMX organizations possess unique characteristics compared to other sports organizations because the activities are extreme in nature, requiring creativity, team coordination, and readiness to face risks. Therefore, leaders in BMX organizations must be capable of building trust, providing emotional support, and facilitating the ongoing development of members' abilities. Recent studies show that leadership styles that foster psychological safety significantly influence the motivation and engagement of members in sports communities

(Alonso-Dos-Santos et al., 2023). This highlights the need for leaders to create an environment that encourages members to learn and contribute without fear of making mistakes.

Recent studies highlight the importance of leadership approaches that foster resilience, innovation, and teamwork in extreme sports communities like BMX. According to Yadav (2025), physical education plays a transformative role in fostering youth leadership and developing essential life skills such as teamwork, discipline, communication, and emotional resilience. Through structured physical challenges and team-based activities, young individuals learn to navigate pressure, build mutual support systems, and enhance their capacity to respond to adversity. These characteristics are particularly relevant in the context of high-risk environments such as action sports, where resilience is not only a personal asset but a collective necessity. Supportive and skill-focused leadership within these physical education settings helps cultivate psychological strength and group cohesion, which are foundational to resilience in extreme sport communities. Additionally, Eys, Bruner, and Schinke (2023) demonstrate that team cohesion and the development of a shared group identity are critical outcomes of structured, adventure-based group programs. Their multilevel analysis reveals how interpersonal dynamics, such as mutual support, emotional connection, and psychological safety, evolve through guided leadership and intentional group structuring. In the context of extreme or non-traditional sports such as BMX, where informal organizational structures often prevail, these insights are particularly valuable. The study suggests that leadership which is adaptive to the unique social fabric of such communities can meaningfully strengthen group identity and cohesion. Consequently, this reinforces the urgent need to explore and analyze adaptive leadership models that align with the decentralized and often volunteer-driven nature of BMX businesses, where emotional bonds and psychological security are foundational to sustained participation and organizational success.

Furthermore, leaders must be more adaptable to the dynamic changes in the external environment, such as advancements in technology, social media, and shifting interaction norms. Recent studies show that sports clubs that use transformational leadership to embrace digital transformation have greater levels of innovation than those that stick with traditional methods (Ratten, 2021). Within sports groups, transformational leadership has been recognized as a catalyst for fostering deeper athlete commitment, increasing meaningful participation, and nurturing a strong sense of community and belonging. McGuckin and Turnnidge (2022) explored youth sport coaches' perceptions of how their leadership behaviors influence athlete development, revealing that coaches who adopt transformational leadership strategies—such as providing individualized support, articulating a compelling vision, and modeling ideal behaviors are more likely to promote positive psychosocial outcomes among athletes. Their findings suggest that transformational leadership not only enhances motivation and engagement but also builds inclusive team cultures where athletes feel valued, empowered, and connected to a larger collective purpose. This is especially true for BMX organizations since the leader's capacity to motivate and provide strategic guidance frequently determines the success of events, competitions, and member growth.

In addition, leadership is crucial in establishing the culture of an organization. A strong organizational culture fosters member loyalty, promotes discipline, and strengthens the community's identity. According to studies in sports communities, leaders are better able to influence member conduct when they continuously internalize the cultural values of the organization (Jacobs & Shapiro, 2024). The values that underpin the continuity of BMX organizations include cooperation, sportsmanship, and solidarity.

The increasing number of community-based sports groups that depend on informal leadership structures makes this study all the more imperative. Numerous studies demonstrate that these kinds of organizations frequently experience problems like internal conflict, lack of coordination, and low member motivation when leadership is not handled effectively (Sanchez

& Gómez, 2023). Therefore, a thorough examination of leadership in BMX groups is necessary to improve theoretical understanding and offer concrete advice for managing community sports organizations.

Using a systematic literature review method, this research seeks to examine the function of leadership in managing BMX groups. The theoretical contribution of this study to the literature on sports leadership is anticipated, as is its practical value for BMX community leaders in enhancing management effectiveness and the caliber of interpersonal connections.

2. Methodology

This study analyzes leadership ideas pertinent to the administration of BMX groups using a methodical method of literature review. Because the study aims to evaluate and synthesize the most recent scientific findings pertaining to leadership in sports organizations, a structured literature review was selected as this approach is effective in uncovering patterns, theories, and recent advancements in leadership research. According to management studies, this approach is highly recommended because it provides transparency, replicability, and superior synthesis quality when compared to conventional narrative reviews (Snyder, 2022).

The research process is made up of a number of methodical steps, such as literature identification, selection, analysis, and synthesis. The initial step included locating literature using scholarly databases like Scopus, ScienceDirect, Taylor & Francis Online, and Google Scholar. Keywords used include "leadership in sports organizations," "transformational leadership in sports," "situational leadership," "adaptive organizational leadership," and "community sports management." To guarantee that the literature examined reflects the most recent advancements in leadership studies, the search was restricted to articles published between 2021 and 2025.

The second step was choosing literature using inclusion and exclusion criteria. The inclusion criteria were: (1) the study was published in a respected international journal; (2) the study addressed leadership in sports, community, or organizational settings; (3) the whole text was available; and (4) the study made use of appropriate empirical or conceptual methodologies. The exclusion criteria included: (1) pieces that did not address organizational leadership, (2) duplicate publications, (3) articles written in languages other than English, and (4) non-academic sources like blogs, editorials, and informal reports. Using these criteria ensured that the literature synthesis was based only on reliable and pertinent sources (Paul & Criado, 2020).

The third step was to analyze the literature thematically. Each article was carefully analyzed to determine its central ideas, key variables, leadership theories, research setting, and main conclusions. The literature was organized thematically by common themes including change management, participatory leadership, situational leadership, transformational leadership, and organizational culture in sports. This method is frequently employed in social science and management studies to find complex themes in scholarly literature (Nowell et al., 2021). Due to its capacity to uncover patterns in perceptions, behaviors, and leadership dynamics, thematic analysis remains a valuable methodological approach in sports community research. For example, Håkansson, Moesch, and Kenttä (2022) utilized thematic analysis to explore the psychological impact and leadership-related uncertainty experienced by over 7,000 student-athletes in Sweden during the COVID-19 pandemic. Their work highlighted how emerging themes in athlete narratives can reveal critical tensions between mental health, career expectations, and institutional leadership responses in non-professional sport contexts. Similarly, Naraine, Thompson, and Lachance (2024) applied thematic inquiry to investigate how executive leadership within national sport organizations perceives the role of digital engagement and social media. Their findings show how leadership climate influences

communication culture and organizational alignment, even outside the elite sport spectrum. These studies illustrate how thematic analysis can offer rich insight into evolving dynamics in athlete communities, particularly when formal structures intersect with individual experiences.

The fourth step was to put together the results. The researcher carried out theoretical synthesis by comparing and integrating results from various studies after identifying major themes. The synthesis highlighted the similarities and differences between the results as well as their connection to BMX groups. Through this method, we gained a thorough understanding of how various leadership approaches affect member motivation, organizational culture, and operational efficiency in sports groups.

By using credible academic sources and citing them correctly, the research process was conducted objectively while upholding academic integrity. As a result, this approach offers a solid scientific basis for studying leadership positions in BMX organizations and yields results that advance both theory and sports management practice. In addition, it is crucial to integrate cross-country literature since cultural and social variables frequently impact extreme sports communities. Zeimers and Léonard (2025) provide a comprehensive review of the evolving role of community leadership within nonprofit sport organizations, emphasizing the importance of context-sensitive strategies that align with local needs and values. Rather than employing strict comparative methodologies, their rapid literature review synthesizes a wide range of empirical studies to highlight how leadership practices in community-based sports settings are often shaped by social responsibility agendas, stakeholder expectations, and institutional constraints. Their findings suggest that leadership strategies are not universally applicable but must be adapted to reflect cultural, structural, and resource-specific conditions of each community. This reinforces the importance of flexible, inclusive, and socially attuned leadership approaches in enhancing volunteer engagement and promoting sustainable community participation in sport.

3. Results and Discussion

According to the literature review, a leader's capacity to adapt their leadership style to the organizational environment, member demographics, and environmental dynamics significantly affects leadership in sports organizations, such as BMX clubs. The literature reviewed shows that the most frequently suggested leadership models in contemporary sports organizations are participatory, situational, and transformational. According to transformational leadership, leaders are essential in developing a vision, inspiring followers, and fostering performance gains via intrinsic drive. Recent research underscores that transformational leadership plays a critical role in fostering not only team cohesiveness and athlete motivation but also psychological resilience within elite sports environments. Karayel, Adilogullari, and Senel (2024) found that coaches who employ transformational leadership behaviors such as individualized consideration, inspirational motivation, and idealized influence positively shape the quality of the coach-athlete relationship. This enhanced relational quality subsequently strengthens team resilience, cohesion, and collective performance outcomes. Their study, conducted among elite football players, reveals that transformational leadership serves as a foundational mechanism in cultivating a healthy and performance-driven culture in sports communities, particularly by reinforcing trust, emotional safety, and shared goals among team members. The context of BMX clubs, where riders learn by teamwork and high motivation, is consistent with these results. It has also been demonstrated that transformational leadership increases creativity and innovation, two essential components of extreme sports that demand agility and improvisation (Ratten, 2021).

Additional research reveals that transformational leadership in high-performance and non-traditional sports settings significantly enhances not only athlete motivation but also cultivates

creativity, resilience, and collective cohesion within the sporting community. Karayel, Adilogullari, and Senel (2024) demonstrate that transformational leadership especially when exercised through strong coach-athlete relationships plays a central role in strengthening team resilience and fostering adaptive behaviors, which are essential in dynamic and high-pressure environments like extreme sports. Similarly, Zhu, Wang, Cruz, and Kim (2024) highlight through their meta-analysis that transformational coaching styles are positively associated with athlete satisfaction and team cohesion, both of which are critical in supporting innovative thinking and technical experimentation among athletes. These findings suggest that transformational leadership creates an emotionally secure and socially cohesive environment that encourages both high-level performance and creative problem-solving in sport communities.

But situational leadership is also seen as extremely important for BMX groups. This approach highlights the fact that the leader's capacity to adapt their behavior to the members' skill and dedication levels is what determines their effectiveness as a leader. According to recent literature, leadership approaches that adapt to athletes' developmental stages and contextual demands such as situational and flexible coaching styles can significantly enhance group functioning and athlete outcomes. Zhu, Wang, Cruz, and Kim (2024) conducted a systematic review and meta-analysis on coach leadership in Chinese sports settings, finding that adaptive leadership styles positively correlated with athlete satisfaction and team cohesion. Their findings emphasize that leadership strategies tailored to athletes' emotional and performance needs can cultivate more unified and motivated teams. Similarly, Yemiru (2022) examined various coaching styles in athletics clubs in Addis Ababa and concluded that coaches who adjusted their leadership behaviors based on situational demands significantly improved athlete performance. Together, these studies support the view that situational and responsive leadership contributes to more effective training environments, reduced internal friction, and higher overall athlete engagement. Leadership efficiency also has a significant impact on group identity and membership diversity in the realm of extreme sports. In rapidly expanding sports communities like BMX, diversity management is a key component.

The significance of participatory leadership in promoting interpersonal connections and increasing member involvement is another key topic that has come out of the study. Members are encouraged by participatory leadership to participate in decision-making, offer feedback, and develop a sense of ownership in the business. Recent research indicates that community-based groups that use participatory leadership see higher member loyalty, more program longevity, and better internal communication (Sanchez & Gómez, 2023). This is especially important for BMX groups, which typically have adaptable structures that place an emphasis on camaraderie and volunteerism among members.

In addition to leadership styles, the study shows that the success of BMX clubs is heavily influenced by the culture of the organization. Relationships between leaders and members are fostered in a helpful, inclusive, and cooperative environment, which also boosts morale and lowers attrition rates in the community. Jacobs and Shapiro (2024) discovered that in sports communities, consistent leadership behaviors that shape culture strengthen group identity and foster team cohesiveness. Values like bravery, innovation, and unity must be fostered and incorporated into the larger organizational culture of BMX groups.

Additionally, the study emphasizes the significance of change management in athletic groups. Digital transformations in sports management are having an increasing impact on how leaders interact with members. Recent findings emphasize that digital transformation can significantly enhance organizational effectiveness in sports settings *but only when leadership practices are realigned to match emerging technological demands*. Islam, Hossain, and Cabral (2025) argue that motivation styles rooted in digital leadership frameworks such as autonomy-supportive and participative leadership directly influence organizational performance in

technologically evolving sport organizations. Leaders who are proactive in adopting digital tools and responsive to innovation tend to foster greater motivation and alignment among team members. Complementing this, Vuorenmaa (2025) highlights the integration of artificial intelligence (AI) in scouting and recruitment within sports clubs as a clear example of digital transformation in practice. However, the success of such implementations depends heavily on leaders' ability to bridge technological capabilities with strategic human decision-making. Together, these studies underscore the necessity for adaptive leadership styles that not only embrace digital systems but also maintain a people-centric focus in decision-making and performance management. The environment of BMX organizations is constantly changing, including technological breakthroughs, shifting athletic trends, safety issues, and the increasing influence of social media. For these reasons, leaders must be proficient in managing change. In BMX organizations, adaptive leaders can assist members in adapting to changes such as adopting new techniques, adjusting to competition rules, or addressing safety concerns.

The literature review concludes that the leader of a BMX business's effectiveness is contingent upon their ability to combine three key elements:

- consistency between the members' demands and the leadership style,
- establishing an environment that is supportive and collaborative.
- the capacity to adapt to shifting environmental conditions.

These results shed light on how to manage community-based sports groups and provide a conceptual framework for comprehending the impact of leadership on performance and organizational viability.

4. Conclusion

Using a systematic literature review method, this study sought to examine the role of leadership in governing BMX companies. Based on the synthesis of the literature examined, it may be concluded that leadership is a significant factor in determining the efficacy, sustainability, and growth of BMX organizations as community-based sports bodies. Effective leadership enhances interpersonal relationships within the community, boosts motivation, and influences organizational culture in addition to guiding members.

The primary conclusions suggest that the most relevant and adaptable leadership styles for BMX groups are transformational, situational, and participatory. Members are motivated by transformational leadership, which also develops a long-term perspective and encourages a culture of creativity. Leaders may adapt their strategy to the members' preparedness, skills, and varied needs by using situational leadership. Meanwhile, participatory leadership fosters greater engagement, ownership, and collaboration within informal BMX groups centered on solidarity.

This study highlights the significance of organizational culture and change management, in addition to leadership styles. Group identity is strengthened and member unity is improved by a positive organizational culture that reflects the values of extreme sports, such as bravery, innovation, and camaraderie. Technological improvements, sporting trends, and social influences have all had an impact on the BMX community, making it more and more necessary for leaders to be able to manage change.

In conclusion, this study makes a theoretical contribution by highlighting the need for community sports organizations to integrate adaptive leadership approaches, a positive organizational culture, and successful change management in order to increase their overall effectiveness. The findings, in practice, provide advice to BMX community planners, coaches, and leaders on how to develop leadership approaches that are sensitive to the demands of members and environmental problems.

These results are consistent with findings by Jackson and Dawson (2023) and Kilpatrick and Martin (2022), who emphasize the importance of collaborative leadership in sustaining grassroots and community-based sport organizations. Jackson and Dawson (2023) argue that in decentralized and often volunteer-driven sport environments, such as BMX communities, network governance and shared leadership approaches are essential for managing internal tensions, building organizational capacity, and ensuring long-term sustainability. Similarly, Kilpatrick and Martin (2022) highlight that inclusive, collaborative leadership practices foster social cohesion and collective ownership among members, which are critical for mobilizing community support and achieving inclusive development goals in sport. Together, these studies reinforce the idea that voluntary and solidarity-driven sports organizations thrive under leadership models that prioritize participation, inclusivity, and shared responsibility. Because there is no empirical data from the field, this study has some shortcomings. In order to assess the real impact of leadership styles on member performance or create more specialized leadership models for extreme sports organizations, future research should conduct quantitative or qualitative studies within BMX communities.

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