

# أهمية تطبيق أبعاد القيادة التحويلية في المؤسسات المحلية في محافظة واسط ورأي المدراء فيها بالاعتماد على عامل العمر بالتزامن مع نقل الصلاحيات الإجرائية الإدارية الى المحافظين - دراسة حالة -

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Importance of Transformational Leadership Dimensions  
Application in Wasit Local Institutes with Managers'  
Opinions through (Age) in Accordance with Partial  
Transformation of Administrative and Transactional  
Authorities to Governors

## Case Study

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كاي سكوير. كذلك، ان الرضا عن العمل  
وتحديد المهام والمسؤوليات في العمل  
وتحليل العمل (وصف العمل) ضرورية  
في تطبيق الأبعاد والمواصفات لتحسين  
عملية العمل خلال الإجراءات الإدارية من  
اجل تبني الريادة والإبداع في اختيار القادة.  
يكمن الهدف من توفير قادة تحويليين هو  
لأجراء تغيير ايجابي في طبيعة العمل  
بمعنى تغيير الأفراد ليكونوا قادة تحويليين  
باعتماد على عامل العمر.

## الملخص:

تستخدم القيادة التحويلية لأحداث  
تغيير مخطط في العمل للحصول على تقدم  
باعتماد على التحفيز الشخصي طبقا الى  
أهداف المؤسسة من خلال الخطط  
الإستراتيجية. وبينت الدراسة بأن عامل  
العمر يعتبر أساسيا ومهما في اختيار  
وترشيح وتنصيب المدراء للحصول على  
قادة تحويليين يمتلكون الأبعاد الأربعة  
ويمكنهم تطبيقها كما وضح ذلك في اختبار

**Abstract:**

Transformational leadership is used to make planned changes in the work to get progress relying on personal motivation in accordance with the institutes goals through strategic plans. The study has found that Age is an essential factor in selection and nomination of managers to get transformational leaders who have the four dimensions and could apply them as Chi-square test shown. Job satisfaction, job determination, and job analysis (description) are so salient in application of these characteristics or dimensions to improve work processing through transactional procedures so as to implement innovation and entrepreneur to choose leaders. The aim of transformational leaders is to create positive atmospheric change in the work nature that means changing individuals to be transformational leaders relying on Age factor.

**Introduction:**

**Definition:** Transformational leadership dimensions are used

to create planned changes in the environment and atmosphere of work's nature and progress that means achieving aims with abstract and high spirit by making workers having personal motivation through connection the identity of workers with the institutes goals. So, transformational leader is a person who has the ability to enhance and promote the building of mutual sight to develop new styles relying on skills. Aims: the aim of the study is to illustrate the importance of Transformational Leadership Dimensions Application in local institutes to get local institutes improvement of their outcomes, incomes and processing as well as society development in Wasit Province Offices. As descriptive and analytic study, data analysis is undertaken by using age to see its relation to Transformation Leadership Dimensions application in the opinions of top and middle managers. I have used a questionnaire and Independency Test by Chi-square to see the

relationship between the age and Transformational Leadership Dimensions Application by Wasit Local Institutes' Managers views to improve and enhance the productivity of work-cycle and work-nature. Methods and Tools: To achieve the objective of this study, the researcher designed a questionnaire consisting of (20) questions, attached within the research, in order to collect primary data from (16) institutes to the study sample which is consisted of members at the top and middle management levels in Wasit Province Institutes. The researcher had distributed (100) questionnaires, to the determined persons, and (100) questionnaires are valid for statistical analysis by using Chi-square and Independency Test. Hypothesis: There is a statistical significance of the Transformation Leadership Dimensions (Idealized Influence, Intellectual Stimulation, Inspirational Motivation, Consideration Influence) on top and middle managers' activity in

terms of their age in Wasit Local Institutes. It is abstract significant and reliable. Results: The levels of Transformation Leadership and its dimensions (Idealized Influence, Intellectual Stimulation, Inspirational Motivation, Consideration Influence) in Wasit local Institutes are so high; but there is no valuable change in the nature of work, job satisfaction, job determination and description in terms of applying these dimensions (characteristics) to make enhancement and improvement in work processing and life-cycle (inputs, outputs, and processing) of thought of managers to be creative, leaders and innovative and the age plays such an essential element in choosing the ideal leaders to run any office and institute due to Iraq condition needs such application of Transformational Leadership dimensions particularly in productive, technical and service offices (institutes) so as to create and innovate the atmosphere of job and career. Those managers are still

transactional and restricted to orders (law) and conditions (restrictions and regulations) of their top-managers and are not going to be leaders. The study clearly shows the importance of age of (30s-40s) that is the typical age of holding the ideal leaders top-positions as Chi-square in the Independency Test has shown. The members of the sample study highly agrees on the Importance of transformational leadership dimensions application. Age affects and plays an essential element in work's progression and enhancement. Study Scope: The researcher has chosen (16) institutes with different age to see the application and impact of Transformational Leadership Dimensions on top and middle managers in Wasit Local Institutes. The time of the study is (2016), and the study is applied on workers in the administrative levels of (top, middle, lower) managers. The researcher relies on the ideas, opinions, and views of (Trafino, 2000: P. 233; Rafferty & Griffin, 2004: P. 330; Bass, 2001: P. 66;

Avolio (1997); and Burns (1987), and the sample of (Decotis & Summers) to build his general thoughts and direction in writing this study and dealing with such a highly-salient topic: Transformational Leadership Dimensions Application in Wasit Local Institutes relying on top, middle, lower managers' opinions according to their age. Study Limitations: the study is limited to the populations and offices of Wasit Local Institutes that are determined previously.

Keywords: Leadership, Influence, Age, Transformational, Institutes, Top, Law

Transformational Leadership is a popular leadership style in resolving ethical issues as transformational leaders serve as role models of ethical behaviours through focusing on employees' moral development which creates a positive culture within the entire organization (Odom and Green, 2003).

The Bass and Avolio (1997) Multiple Leadership Questionnaire is used for self-

rated transformational leadership behaviours, significant difference lower, middle and top managerial levels in the Transformational Leadership behaviours.

Nowadays, changes in business, technology and social environment are constantly affecting organizational functioning. Leadership is seen as the spirit to proactively shape the future of organization (Voon et al., 2010).

Over the past 30 years, Transformational Leadership has become one of the most important theories of organizational behaviour, its uniqueness emerged from directing and inspiring employees' efforts by raising their awareness of the importance of organizational values and outcomes in contrast to other leadership styles that are based on individual gain and the exchange of rewards (Wright et al., 2012). Transformational Leadership could change employees' behaviours through unconscious learning processes that are based on employees'

cognitive and motive map (Nwokah, 2008).

Male leaders are still dominating most of the managerial positions (Judeh, 2010); Verma and Krishnan, 2013) among traditional societies. This stimulated the thinking to go beyond gender differences and consider one more contextual aspect which is the hierarchical level. This view was supported in the work of (Kent et al., 2010).

Transformational Leadership was developed by Burns (1987), he laid the foundation of this theory and then it was enhanced by Bernard Bass and Bruce Avolio from 1985 to 1998 (Givens, 2008). Transformational Leadership be considered as the act of moving the followers beyond immediate self-interest through charisma, inspiration, intellectual stimulation or individualized consideration, which elevates the follower's level of maturity (Bass, 1999). These components can be utilized by managers to face organizational uncertainty and

instability Hikin and Tracey, 1999)).

Upper managerial levels are frequently characterized as being more charismatic and inspirational than Middle and Lower managers. All managerial levels equally possess intellectual stimulation and individualized consideration. It can be more effective in enhancing employee's job satisfaction when delivered by upper managers towards middle and lower managers than when delivered by middle managers towards first-line supervisors (Bruch and Walter, 2007).

Before investigating how instructors can positively affect learning, one must understand the ingredients that contribute to learning, including those related to cognitive functions, environment, and behaviour. As summarized by Kriston (2003), three cognitive functions are involved in an individual; learning or problem solving capacity: Cognitive Effects, Cognitive Resource, and Cognitive Affective.

- \* Cognitive Effect: includes a person's ability and preferred learning style.

- \* Cognitive Resource: refers to a person's knowledge, skills and experience.

- \* Cognitive Affect: involves individual's attitudes, beliefs, values needs and wants; it serves to direct a person's motivation on energy to complete a task or achieve a goal.

The characteristic leadership has four components: Idealized Influence which shows the ability to be positive and walks rightly with things to be accomplished. To be positive as a leader means role model and inspirational motivation and intellectual stimulation to expand the care culture. Inspirational Motivation needs to inspire followers to move than to action and to set the vision. While Individualized Consideration has to connect with each followers to know needs and traits to develop them and to pull up the strength so that they become satisfy as followers. Finally, we have

Intellectual Estimation challenging followers to be creative and think differently to invent until they reach goal performance by investing Time and Energy of work and act with authenticity and honest to find new ideas and growth (Doodle, 2012).

Transformational Leadership is a process of engaging with others to create a connection that increases motivation and morality in both the leader and the follower (David Dunactz, 2015). Focus on the leaders own interests rather than the interests of his or her followers.

Levels of Leadership:

Level 1 / Participants' Reaction: helps improve the design and delivering of programmes.

Level 2 / Participant's Learning: validates the relationship between what was intended and what was unachieved.

Level 3 / Organizational Support and Change: is meant that some of best and most promising improvement strategies have been seriously stilled or halted completely because of

seemingly immutable factors in the organization's culture (Fullan, 1993).

Level 4 / Participant's Use of New Knowledge and Skills: they are participants using the new knowledge and skills to implement the practice as it was intended to be implemented.

Level 5 / Student Learning Outcome: changes in teacher practice are sustained only when professional development and implementation is combined with evidence of improved student learning (Guskey, 1982).

Situational Leadership is concentrated on supporting, directing, coaching and delegating followers with behavioural high and low competence (Hersey Balanchard). The assignment for leadership and motivation means trust and relationship to build contact with action including purposes, values, mission of business: what the business be? There is one path of direction that is followed by workers with commitment and no excuses to overcome circumstances. An organization

has no future living in mode of resignation and it has ambition of the future with capacity for action processes and capability of dynamic people with development of the function of Life-Cycle inside the organization.

A number of studies focusing on individual perceptions of the relationship between effort, performance, and reward find that one's attitude about the causal relationship between one's behaviour and its consequences – one's "locus of control" (Robert, 1966) – does influence a variety of labour market outcomes (Anderisani, 1977 – 1981, Borg and Elizur, 1992).

Individuals who believe that the outcomes they experience are consequences of their own behaviour, ability, or effort are defined as an "internal" locus of control (Robert, 1966). Individual with an "internal" locus of control tend to invest more in human capital and have higher earnings than individuals who exhibit an "external" locus of control and who believe that

the outcomes they experience are a function of luck or fate or other factors that are beyond their control or manipulation (Anderisani, 1977, Coleman & Deleire, 2003). Locus of control, a concept originally proposed by Rotter (1966), summarizes a person's underlying beliefs about his/ her ability to control outcomes of various kinds. Individuals, who believe that the outcomes they experience are consequences of their behaviours, ability, or effort said to exhibit an "internal" locus of control (LOC). Individuals who believe that the outcomes they experience are beyond their control – individuals who believe that the outcomes they experience are beyond their control – individuals whose outcome are perceived by them to be a function o luck, chance, or fate – are said to be "external" (Andrisani, 1977, Coleman & Deleire, 2003).

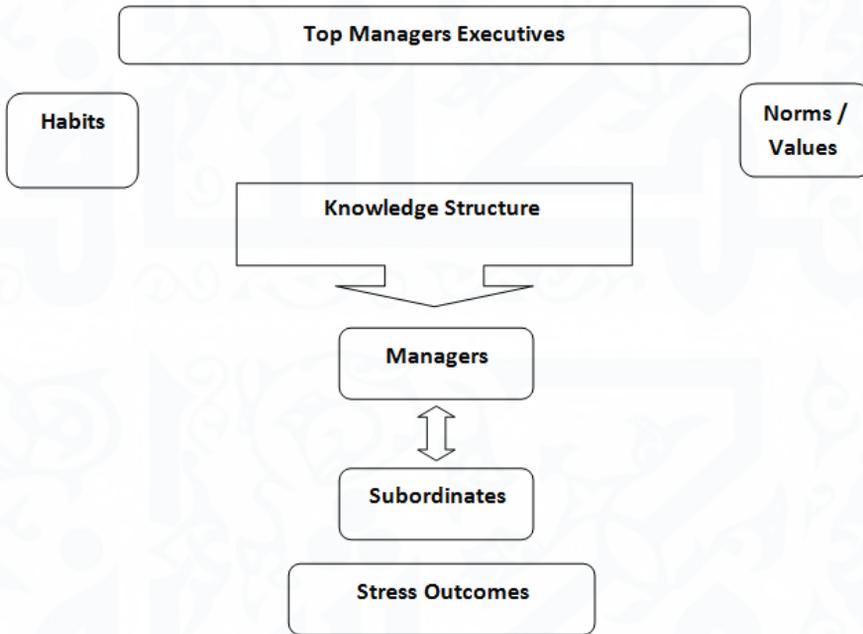
Leadership is Reciprocal Process: any aspect of the leader, group member or setting can influence and be influenced by every other variable in the

process involving continuing adjustments (Barrow, 1977).

Leadership is a Transformational Process: the leader / member relationship is a form of social exchange; leaders and group members trade time and energy in exchange for valued monetary

and social rewards (Burns, 1978).

Leadership is often Transformational Process: the transformational leader increases group members' motivation, confidence and satisfaction by uniting members and changing their beliefs, values and needs (Bass, 1985).



**Fig. No.(1) : Transaction Model**

Adapted from (Bernin, 2002)

The European States have experienced structural changes in labour market and living conditions during the last two decades; (which are discussed as factors that may influence health levels in population

(Thearell & Vogal, 2003). The structural changes have led to new demands on employee's flexibility and ability to handle changes, which is referred to as a health risk (Aronsson & Sjogren, 1994, Arnetz, 1996).

There is no causally agreed upon definition of culture. Culture is variously defined in terms of commonly shared processes: shared ways of thinking, feeling and reacting; shared meanings and identifies, shared socially constructed environments; common ways of interpreting how technologies are used; and commonly experienced events (Hause Wright & Aditya, 1997). Culture represents a collective agreement and refers to sharing of important interpretations and meanings. Cultural norms and forces are manifested linguistically, behavioural and symbolically in the form of artifacts and these that are transmitted across generations. Common experiences, like history, religion, language and political and economic experiences are inherited in the notion of culture.

A classical model with this type of orientation is Kurt Lewin's description of the three leader types: democratic, contocratic and laissez – faire (Larsson, 1999). It means

relation behaviours and task behaviours.

Personality traits of leaders constitute an important part of the newer leadership theories, which have developed during the 1980s (Larsson, 1999).

The result of Transformational Leadership is empowering others, inspiring them to be more committed and building their self-confidence.

Leadership is a corporate process of legitimate influence rather than sheer power (Grimes, 1978). In small group, for example, the individual who influences others the most is often designated the leader (Hollander, 1985). The right to lead is, in most instances, voluntarily conferred on the leader by some or all members of the groups (Kochan, 1975).

Leadership is an adaptive, goal-seeking process, for it organizes and motivates group members' attempts attain personal and group goals (Katz & Kahn, 1978).

Transformational leadership contrast, seeks to motivate followers by appealing

to their own self-interest. Its principles are to motivate by the exchange process. Transformational behaviours focus on the accomplishment of the task and goal worker relationships in exchange for desirable rewards (Avolio & Bass, 2002).

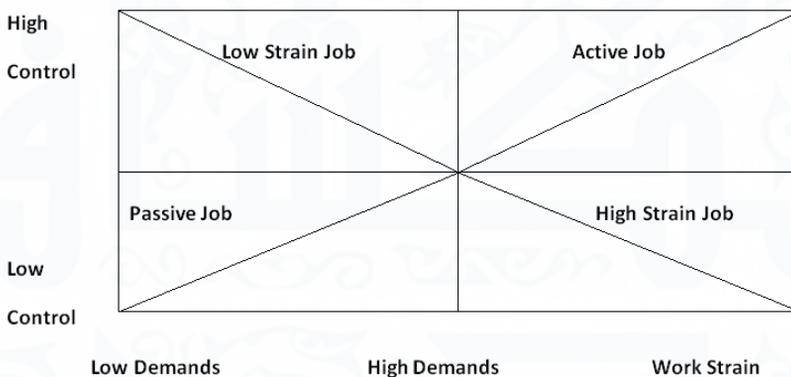
Bass (1985), sees the two leadership dimensions as complementary rather than

contrary to one another. They are also both aiming at reaching goal. Transformational leaders don't only react to circumstances, they also actively try to reshape and influence the environment; and transactional leaders try to make subordinates strike towards a more long-term goal and be motivated from within (Larsson, 1999).

**Table No. (1) : Employees' Performances**

High Intensity / Directing	Low Intensity / Coaching	Directing Leader / Direction	High Intensity / Coaching
Spain	Denmark	Japan	US
Brazil	Norway	Germany	Canada
Australia	Sweden	Switzerland	UK
	Filand	Belgium	Australia
		France	Netherland
		Philippines	

The Source: Hofested (1994)

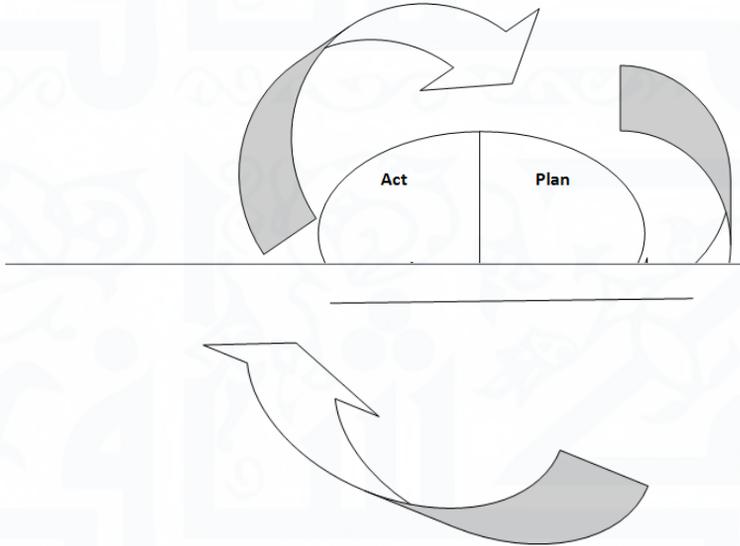


**Fig. No. (2) : Demand – Control Support**

The Source: (Karasek, 1979)

**Quality Improvement Model:**

1. What are we trying to accomplish?
2. How will you know that a change is an improvement?
3. What changes can we make that will result in improvement?



**Fig. No. (3) : Quality Improvement Model**

Adapted from Institute for Health Care Improvement

([WWW.IHI.ORG](http://WWW.IHI.ORG))

**Setting Aims:**

Improvement requires setting aims. The aim should be time-specific and measurable; it should also define the specific population that will be affected.

**Establishing Measurement:**

Teams use quantitative measure to determine if a specific change actually leads to an improvement.

**Selecting Changes:**

All improvement requires making changes; but not all

changes result in improvement organization therefore must identify the changes that are most likely to result in improvement.

**Testing Changes:**

The Plan -Do-Study -Act (ADSA) cycle is shorthand for testing a change in the real work setting-by planning it, trying it, observing the results, and acting on what is learned. This is the scientific method used for action-oriented learning.

Leadership is one of the most controversial topics (Ali et al., 2013). Leadership means motivating and influencing others to work hard to achieve organization goal (Shermerborn, 1999). Leadership is all about influencing others' behaviours based on individuals and organizational goals. In general, leadership is about elements such as 'groups', 'influence', 'support', 'individual', 'organizational goal' (Bryman, 1992). Leader's style is an important topic that has been always related to the ability of leaders to achieve organization goals. (Lok and Crawford, 2004) argues that leader's behaviours and styles contribute to the organizational success and failure. Further, Miller et al. (2002), believe that a leadership style reflects the pattern of interaction between the leader and his / her subordinates.

The importance of job satisfaction stems from the argument that it highly influences employees commitment and loyalty (Pandey and Khare, 2012).

Further, it is one of the importance factors used to predict employees' turn over and productivity levels. In general, job satisfaction can be defined as employees' feelings and attitudes towards their job (Armstrong, 2003)).

## Results and Discussions:

### Independency Test

It is regarded as the most important application to distribute Chi-Square ( $\chi^2$ ), and this test aims at exploring about relation existence between two variables or factors (two adjectives), in other words, is the level of two factors dependent from each other or not, and it is always the studied factors classified within the descriptive variables (quantity) and to illustrate how to make this test we shall assume there is a table of two directions and its volumes represent the first factor levels (A) and the number of (A) levels is (m) which means {A1 A2 ... .. Am) while the table columns represent the second factor levels, we could say (B) represented in (K) from

the levels which means (B1 B2 ...  
... .. Bm)

we have a sample of items (n)  
item which could be distributed  
according to levels these two  
factors to have correlation table.

This type of tables names  
correlation and we assume that

A		A <sub>1</sub> A <sub>2</sub> ... .. A <sub>j</sub> ... .. A <sub>m</sub>	Total
B			
	B <sub>1</sub>	O <sub>11</sub> O <sub>12</sub> ... O <sub>1j</sub> ... .. O <sub>1m</sub>	O <sub>1.</sub>
	B <sub>2</sub>	O <sub>21</sub> O <sub>22</sub> ... O <sub>2j</sub> ... . O <sub>2m</sub>	O <sub>2.</sub>
	.	.	.
	.	.	.
	.	.	.
	B <sub>i</sub>	O <sub>11</sub> O <sub>12</sub> ... O <sub>ij</sub> ... .. O <sub>km</sub>	O <sub>i.</sub>
	.	.	.
	.	.	.
	.	.	.
	B <sub>k</sub>	O <sub>k</sub> O <sub>k2</sub> ... . O <sub>ij</sub> ... .. O <sub>km</sub>	
	Total	O <sub>.1</sub> O <sub>.2</sub> O <sub>.j</sub> O <sub>.m</sub>	O <sub>..</sub> = n

Whereas:

O<sub>ij</sub> = represents statistical observations repetition that subscribes with the level (i)  
from the factor (B) and the level (j) from the factor (A) and :

$$i=1,2,3, \dots,k, j = 1,2,3, \dots,m$$

$$O_{i.} = \sum_{j=1}^m O_{ij}$$

$$O_{.j} = \sum_{i=1}^k O_{ij}$$

$$O_{..} = n = \sum_{i=1}^k O_{i.} = \sum_{j=1}^m O_{.j} = \sum_{i=1}^k \sum_{j=1}^m O_{ij}$$

Our hypothesis is to the accommodation test to test the case that is  
mentioned above.

Levels of the factor (A)  
dependent from levels of the  
factor H0:B (the is no relation).

Levels of the factor (A)  
independent from levels of the  
factor H1:B there is no relation).  
Under the Null Hypothesis,  
the likelihood of any item

belongs to the level of  $i$  from the factor B is:

$$P_r(B_i) = \frac{01}{0..}$$

That might show likelihood of each item belongs to the level of  $J$  from the factor of A is:

$$P_r(A_i) = \frac{01}{0..}$$

Concerning the likelihood of each item belongs to the level  $i$  from the factor B and the level  $j$  is the factor time and the level of A as follow:

factor A is dependent from the factor level B at dependent factor level from the factor levels.

$$E_{ij} = P_r(B_i)$$

So, the number of statistical expected observations that is assumed to belong to the level  $(i)$  from the factor  $(B)$  and the level  $(j)$  from the factor  $(A)$  will be symbol by the symbol  $(E_{ij})$

As follow:

$$E_{ij} = \frac{\{0i.0.j\}}{0..}$$

Thus, the suitable test measure is:

$$\chi^2 = \sum_{i=1}^k \sum_{j=1}^m \frac{(0ij - E_{ij})^2}{E_{ij}} \chi^2_{(k-1)(m-1)}$$

The test measure that will be used to test Independency, it is not adopted unless we make number of points, as follow:

1-Each item must belong to one level only from the factor  $(A)$  and one level from the factor  $(B)$  {that means levels of the factor  $(A)$  is dependent from each other and levels of the factor  $(B)$  is also dependent from each other}

2-The number of sample is big that is more than (50) item

3-The observational repetitions, in each cell of the table cells, is not less than (50) item, and the number of expected observations total to the table as a whole equals to observational repetitions total, in other words, it means:

$$\sum_{i=1}^k \sum_{j=1}^m E_{ij} = \sum_{i=1}^k \sum_{j=1}^m 0ij$$

1-Making independency test between age and transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Consideration Influence).

**Table No. (2) Independency Test between Age and Idealized Influence**

Ages \ Levels	Weak	Medium	Good	Very Good	Total
20-29	0	4	2	7	13
30-39	7	16	17	5	45
40-49	6	3	10	12	31
50-59	2	3	2	2	9
60-69	0	0	1	1	2
Total	15	26	32	27	100

**Table No. (3) Values**

	E.1	E.2	E.3	E.4
E1.	1.95	3.38	4.16	3.51
E2.	6.75	11.7	14.4	12.15
E3.	4.65	8.06	9.92	8.37
E4.	1.35	2.34	2.88	2.43
E5.	0.3	0.52	0.64	0.54

H0: there is no relationship between the age and the idealized influence, which means ages don't affect in the idealized influence of the transformational leadership by using the following equation:

$$E_{ij} = \frac{15 \times 13}{100}$$

$$= 1.95$$

H1: so, there is a relationship between the age and the idealized influence that means the age has essential importance in choosing the ideal leader.

$$\begin{aligned} \chi^2 &= \frac{\sum_{i=1}^n \sum_{j=1}^m (O_{ij} - E_{ij})^2}{E_{ij}} \\ &= \frac{(0-1.95)^2}{1.95} + \frac{(4-3.38)^2}{3.38} + \dots \\ &\dots + \frac{(1-0.54)^2}{0.54} = 20.35 \end{aligned}$$

$$\chi^2 (n-1)(m-1) = \chi^2 (12, 0.95) = 5.33$$

As:  $\chi^2 \geq \chi^2$

Therefore, we assume the null hypothesis which accepts the alternative hypothesis, that means there is a relationship between two variables of the age and the idealized influence. So, Age has big importance in choosing the ideal leader.

Table No.(4) Independency Test between the Age and Intellectual Motivation

Ages	Levels	Weak	Medium	Good	Very Good	Total
20-29		2	3	6	1	12
30-39		6	15	15	12	48
40-49		1	5	11	12	29
50-59		1	1	4	3	9
60-69		0	0	0	2	2
Total		10	24	36	30	100

Table No. (5) Values

	E.1	E.2	E.3	E.4
E1.	1.2	2.88	4.32	3.6
E2.	4.8	11.52	17.28	14.4
E3.	2.9	6.98	10.44	8.7
E4.	0.9	2.16	3.24	2.7
E5.	0.2	0.48	0.72	0.6

H0: there is no relationship between the age and the Intellectual Motivation, which means ages don't affect in the Intellectual Motivation of the transformational leadership by using the following equation:

$$E_{ij} = \frac{15 \cdot 13}{100}$$

$$= 1.95$$

H1: so, there is a relationship between the age and the Intellectual Motivation that means the age has essential importance in choosing the idealized leader

$$\begin{aligned} \chi^2 &= \frac{\sum_{i=1}^n \sum_{j=1}^m (O_{ij} - E_{ij})^2}{E_{ij}} \\ &= \frac{(2-1.2)^2}{1.2} + \frac{(3-2.88)^2}{2.88} + \dots \\ &\quad \dots + \frac{(2-0.6)^2}{0.6} = 13.93 \end{aligned}$$

$$\chi^2 (n-1)(m-1) = \chi^2 (12, 0.95) = 5.33$$

As:  $\chi^2 \geq \chi^2$

Table No. (6) Independency Test between the Age and Intellectual Stimulation

Ages \ Levels	Weak	Medium	Good	Very Good	Total
20-29	2	4	5	2	13
30-39	5	11	14	17	47
40-49	6	7	11	11	29
50-59	2	4	3	0	9
60-69	0	1	1	0	2
Total	9	27	34	30	100

Table No. (7) Values

	E.1	E.2	E.3	E.4
E1.	1.17	3.51	4.42	3.9
E2.	4.23	12.69	15.98	14.1
E3.	2.61	7.83	9.86	8.7
E4.	0.81	2.43	3.08	2.7
E5.	0.18	0.54	0.68	0.6

H0: there is no relationship between the age and the Intellectual Stimulation, which means ages don't affect in the Intellectual Stimulation of the transformational leadership by using the following equation:

$$E_{ij} = \frac{15 \times 13}{100}$$

$$= 1.95$$

H1: so, there is a relationship between the age and the Intellectual Stimulation that means the age has essential importance in choosing the ideal leader

$$\chi^2 = \frac{\sum_{i=1}^n \sum_{j=1}^m (O_{ij} - E_{ij})^2}{E_{ij}}$$

$$= \frac{(2-1.17)^2}{1.17} + \frac{(4-3.51)^2}{3.51} + \dots$$

$$\dots + \frac{(0-0.6)^2}{0.6} = 12.783$$

$$\chi^2 (n-1)(m-1) = \chi^2 (12, 0.95) = 5.33$$

As:  $\chi^2 \geq \chi^2$

**Table No. (8) Independency Test between the Age and Consideration Influence**

Ages	Levels	Weak	Medium	Good	Very Good	Total
20-29		2	7	2	2	13
30-39		9	18	15	4	46
40-49		3	11	12	4	30
50-59		1	2	3	3	9
60-69		0	1	0	1	2
Total		15	39	32	14	100

**Table No.(9) Values**

	E.1	E.2	E.3	E.4
E1.	1.95	5.07	4.16	1.82
E2.	6.9	17.94	14.72	6.44
E3.	4.5	11.51	9.6	4.2
E4.	1.35	3.51	2.88	1.28
E5.	0.3	0.78	0.64	0.28

H0: there is no relationship between the age and the Consideration Influence, which means ages don't affect in the Consideration Influence of the transformational leadership by using the following equation:

$$E_{ij} = \frac{15 \times 13}{100}$$

$$= 1.95$$

H1: so, there is a relationship between the age and the Consideration Influence that means the age has essential importance in choosing the ideal leader.

$$\chi^2 = \frac{\sum_{i=1}^n \sum_{j=1}^m (O_{ij} - E_{ij})^2}{E_{ij}}$$

$$= \frac{(2-1.95)^2}{1.95} + \frac{(7-5.07)^2}{5.07} + \dots$$

$$\dots + \frac{(2-0.28)^2}{0.28} = 10.754$$

$$\chi^2 (n-1)(m-1) = \chi^2 (12, 0.95) = 5.33$$

As:  $\chi^2 \geq \chi^2$

**Table No. (10) Calculated and Tabulated Chi-Square Value with Transformational Leadership Dimensions**

Dimensions	Value	Calculated $\chi^2$	Tabulated $\chi^2$
Idealized Influence		20.35	5.33
Inspirational Motivation		13.93	5.33
Intellectual Stimulation		12.783	5.33
Consideration Influence		10.754	5.33

From the above table No. (9) which shows that the value of Calculated is bigger than Tabulated that means it refuses the null hypothesis and accepts the alternative hypothesis and it has shown that there is a relationship between the age and the transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Consideration Influence) for choosing the ideal leader So, it is abstract significant and reliable.

#### Conclusions:

1-The importance of training and development to top and middle managers' skills and qualifications in terms of transformational leadership dimensions and characteristics duet to it create motivation, enhancement, goals-achievement, institutes' progression and improvement, mutual sights and helping in developing societies and environment of work-cycle.

2-Managers have been working on restrictions, regulations, orders, laws and

limited plans that are central, even though we have transformation for partial authorities to local governors; but unfortunately they don't invest those managers to create such ideal leaders from to encounter these new transformation that must be productive to change the life of citizens and society.

3-There is no such initiative to implement the new methods of transformational leadership dimensions and characteristics on the local levels due to the legislative and executive institutes are not dealing with such salient issue and they completely and thoroughly rely on outside views and plans through local governance support. We need to rely on this type of leadership due to there is periodic change in the Top-Level-Managers.

4-The study shows that there is abstract significant and reliable result in terms of the affect of transformational leadership dimensions application in choosing the ideal leaders to run Wasit Local

Institutes especially in the age of (30s and 40s) as Chi-square of Independency Test has clearly shown. Also, these ages have motivation, determination, and intellectuality

5-The central governance must implement the transformational leadership dimensions on the central and local levels to get progress and promotion of work's outcomes.

6-By using the Independency Test, the study shows that there is a relationship between the age and the transformational leadership dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Consideration Influence) that means ages clearly affect to hold or run the leadership tasks.

7-I would recommend researchers to implement an elaborated study to include the job title in relation with the transformational leadership dimensions in the future

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تعمل الإدارة التحويلية على تغيير الأفراد وتحويلهم الى قادة، وهي تركز على القيم والأخلاق والمعايير والأهداف طويلة الأجل، وتشمل تقديم دوافع الأفراد وإشباع حاجاتهم ومعاملتهم بإنسانية، وهي عملية تتدرج ضمن القيادة ذات الصبغة الكارزمية والرؤية المستقبلية، "القائد التحويلي يقدر الطاقة الكامنة داخل المرؤوسين بحيث يزيد مقدرتهم لانجاز الالتزامات الحالية والمستقبلية المطلوبة منهم (ابو نور، ٢٠١٢: ص. ١٦)، وعلى الرغم من ان القائد التحويلي يؤدي دورا محوريا في التعجيل في حدوث التغيير الا ان المرؤوسين والقادة يرتبط كل منهم في العملية التحويلية (الرقب، ٢٠١٠، ص. ١٣).

وقد اكد باس ((Bass, 2001: P. 66): ان القيادة التحويلية تحث العاملين على تخطي التوقعات الأصلية لهم، وتزيد فاعلية العاملين بالعمل وتقنعهم بقبول مهمة المنظمة وأهدافها، ويركز القائد من خلال القيادة التحويلية على أهمية المستقبل، ويعمل على اكتشافه وتعظيم العائد عليه، وتتميز القيادة التحويلية من هذه الزاوية بالحركة المستمرة والرغبة في التحدي والسعي بصفة دائمة وراء كل ما هو جديد وغير مألوف.

تعد القيادة التحويلية من وجهة نظر بيرنز (Burns)، من أكثر للقيادات فعالية اذ يتم اللجوء فيها الى الاهتمامات الذاتية والتركيز، بشكل اكثر، على النتائج النهائية (Sama and Shoaf, 2008: P. 18).

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## Appendix 1

### 1-Transformational Leadership

#### ١. فكرة عامة عن القيادة التحويلية

التأثير المثالي Idealized Influence

الاستثارة العقلية Intellectual Stimulation

Stimulation

الدافعية الإلهامية Inspirational Motivation

Motivation

رعاية الأفراد Consideration

Influence

في القيادة التحويلية يسعى القائد لأحداث تغييرات ايجابية في طريقة العمل، اذ نأخذ بمبدأ الإدارة بالاستثناء، فلا يتدخل في العمل طالما سار بشكل طبيعي ودون أحداث استثنائية غير عادية تبرر تدخله، وهو هكذا يتابع أداء مرؤوسه ويصحح ما

التحويلية بأنها التفاعل بين القادة والمرؤوسين المؤدي الى رفع التحفيز والارتقاء الى اعلى المستويات وتجاوز المصلحة الشخصية الى المصلحة العامة (Kark and Gilad, 2003: P. 247).

وتعني القيادة التحويلية من وجهة نظر لافني وكرفن (Rafferty & Griffin, 2004: P. 330) استخدام القائد لعنصر الجاذبية والصفات الشخصية ذات العلاقة ليرفع من المتطلبات ويحول الأفراد والنظم لأنماط من الأداء ذي المستوى العالي.

كما وينظر كريلاندي (Kirkland, 2011: P. 55) للقيادة التحويلية على أنها القيادة التي تتجاوز تقديم الحوافز مقابل الأداء المرغوب الى تطوير وتشجيع المرؤوسين فكريا، وإبداعيا، وتحويل اهتمامهم الذاتية لتكون جزءا أساسيا من الرسالة العليا للمنظمة.

لقد نظر بيرنز الى القيادة التحويلية على أنها عملية نامية ومتطورة باستمرار، بدلا من كونها صفقات او تبادلات كما في القيادة التبادلية، ومن خصائص القيادة التحويلية هي: التأثير المثالي، والدافعية الإلهامية، والإثارة العقلية، والاعتبارية الفردية، وتتضح من مدخل القيادة التحويلية عملية التأثير التي تحدث، عندما يحاول القائد تغيير اتجاهات التابعين وقيمهم لتحقيق مستوى أعلى من الانجاز عن طريق الإلهام والتمكين (Conger, 2002: P. 18).

ويرى ترافينو (Trafino, 2000: P. 233) ان القيادة التحويلية تهتم بمدى سعي القائد التحويلي الى الارتقاء بمستوى مرؤوسيه من اجل الانجاز والتطوير الذاتي والعمل على تنمية وتطوير الجماعات والمنظمة ككل، وهناك من يرى القيادة

مرتفع	مرتفع	القائد يهتم بتماسك الجماعة ورضا العاملين وتطويرهم	القائد جهوده على زيادة كفاءة الأداء ورضا العاملين
		القائد سلبي لايهتم بأداء المهام ولا يهتم برضا العاملين	القائد يركز على الإنتاجية مع اهتمام قليل برضا العاملين
منخفض		منخفض	
الاهتمام بالعاملين		هيكلية المهام	

شكل رقم (٤) : تصنيف القادة كما هو في دراسة جامعة ولاية اوهايو

The Source: Stoner, J, Freeman, R. E and Gilbert, J D. (2004). Management, 6th ed. India: Baba Barkha: Nath printers: 477.

على اهتمامه و ٢). قائد أنساني يركز جهوده على رضا العاملين وتطويرهم وتماسكهم (Rue, et al., 2003) والشكل أدناه يوضح تصنيف القادة كما في جامعة ولاية اوهايو. يعني ان الشبكة الإدارية (Managerial Grid) تهتم بمحورين: الإنتاج والعلاقات كما هو موضح في الشكل التالي:

تعد كل من دراسات جامعة ولاية اوهايو الامريكية ودراسات جامعة ميشغان من أهم الدراسات التي بنيت عليها النظريات السلوكية انطلاقا من الافتراض بأن هناك سلوكيات محددة تميز القادة من غير القادة وهدفت الدراسات الى تحديد الأبعاد المستقلة لسلوك القائد كما يراها التابعون (Stoner, 2004: P. 476). وتوصلت الدراسة الى وجود : (١). قائد مهمات يركز

قيادة الفريق	9.9	القيادة المعتدلة	5.5	قيادة النادي	1.9
القيادة المتسلطة	9.1		القيادة الضعيفة	1.1	
مرتفع		الاهتمام بالعاملين		منخفض	

شكل رقم (٥) : نموذج الشبكة الإدارية

الخصائص الشخصية	الرضا عن العمل	الدافع
المناخ التنظيمي	الولاء التنظيمي	السلوك
الهيكل التنظيمي	الروح المعنوية	
العمليات التنظيمية	الفعالية التنظيمية	أداء العمل

شكل رقم (٦) : نموذج ديكتينز وسمزر (Decotis and Summers)

المصدر: (الرواشدة، ٢٠٠٧: ص. ٩٦)

ورضاهم عن العمل، حيث تؤدي هذه العوامل مجتمعة الى تحديد مستوى ولاء الأفراد للمنظمة، الذي يحدد بدرجة دافعيتهم للعمل، ونوعية سلوكهم الشخصي والتنظيمي، وأدائهم كما ونوعا (الرواشدة، ٢٠٠٧: ص. ٩٦-٩٧).

يفسر هذا النموذج عملية ولاء الأفراد لمنظماتهم عن طريق بعض العوامل المساعدة كما في الشكل رقم (٣)، حب ثان تفاعل الخصائص الشخصية للأفراد مع مكونات المناخ التنظيمي وخصائصه في المنظمة يؤدي الى تحديد الفعالية التنظيمية، ومستوى الروح المعنوي لدى الأفراد،