

The impact of transformational leadership on developing Employee Engagement An analytical study of the opinions of a sample of school principals in the Samarra Education Department

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Abstract:

The current research tests the relationship and the effect between the transformational leadership variable with its dimensions (ideal influence, individual consideration, intellectual stimulation, inspirational motivation) and the Employee Engagement variable with its dimensions (cognitive engagement, emotional engagement, behavioral engagement), where the research problem represented the role of transformational leadership in the development of Employee Engagement in Schools of the Samarra Education Department, and the questionnaire was used as a tool for data collection, where (50) forms were distributed to the research sample, in which school principals were chosen deliberately. (spss)As a number of statistical methods were used to verify the validity of the hypothesis, including the correlation coefficient (person) and simple regression analysis, where the results were identical to the hypothesis of the research, it was found that there is a significant correlation and impact between transformational leadership and the development of Employee Engagement, in the light of which a set of recommendations were formulated that it is hoped that the stakeholders in the current study will benefit from.

Keywords: leadership, transformational leadership, Employee Engagement

INTRODUCTION

As a result of the intensification of competition and the many challenges faced by organizations in light of the rapid changes in the business environment and institutions, it was therefore first for these organizations to abandon leadership in the traditional concept based on hierarchy and the authority of the center, and adopt effective administrative leadership patterns that improve the performance, efficiency and effectiveness of the organization, to face the difficulties and crises that especially in a volatile internal and external environment with the intensification of competition in all institutions, whether they are productive or service, and one of the most important new leadership patterns that institutions need at the present time is transformational leadership, where this research will be able and through the results that will be reached by managers in the educational field To employ the principles of this theory (transformational leadership) to motivate teachers and push them to make more efforts that exceed the expected level set for them by the institution, by raising their level of awareness of the importance and value of the goals that the institution seeks to achieve in addition to urging them to cooperate to face challenges and advance the public interest on the special interests.

Study Methodology Study Methodology

This topic includes a presentation of the study problem, its importance, objectives and hypotheses, in addition to defining its community, sample, limits and standards.

First, the research problem :

There are many organizations, including educational ones, in particular, that lack a clear vision to adopt, as the transformational leadership style is today considered one of rapid change and development that has become important and famous for transforming educational institutions towards excellence and adopting a message with clear goals and appropriate for the development of education, leading to excellence and then competition, bypassing traditional methods of management. In light of this, the researcher was keen to study the transformational leadership style that seeks to open horizons and create a fertile land and an appropriate climate to present the capabilities and creativity of subordinates in the field of carrying out their duties and the work entrusted to them, so the research problem can be formulated in the following questions:

- 1- What is the level of importance of the dimensions of transformational leadership and the importance of Employee Engagement in the surveyed schools?
- 2- Do school principals realize the importance of having the qualities of a transformational leader to impose the development of Employee Engagement.
- 3- What is the nature of the relationship between the dimensions of transformational leadership and the development of Employee Engagement among principals in Samarra schools of education.

Second: The importance of research:

We can define the importance of research at the academic level and the field level, where its importance at the academic level is in building a knowledge framework for the topics (Dimensions of Transformational Leadership in the Development of Employee Engagement)

as well as enriching the Iraqi Library due to the limited studies related to research variables, so the researcher seeks to provide an intellectual framework. It is considered the starting point for researchers in this subject, but at the field level, the importance of the research is in providing a base of information that can be employed in the surveyed schools, as a guide for principals to develop the Employee Engagement of teachers, in addition to knowing the dimensions of transformational leadership prevailing in schools and its role in developing the Employee Engagement of its members.

Third: Research Objectives:

The research objectives can be defined as a group that can be achieved through the following:

- 1- Identifying the dimensions of transformational leadership in the surveyed schools.
- 2- Develop a theoretical framework that diagnoses the issue of the dimensions of transformational leadership in the field of education and the related capabilities in developing teachers' Employee Engagement.
- 3- To test the relationship and influence between the dimensions of transformational leadership in the development of Employee Engagement in the surveyed schools.

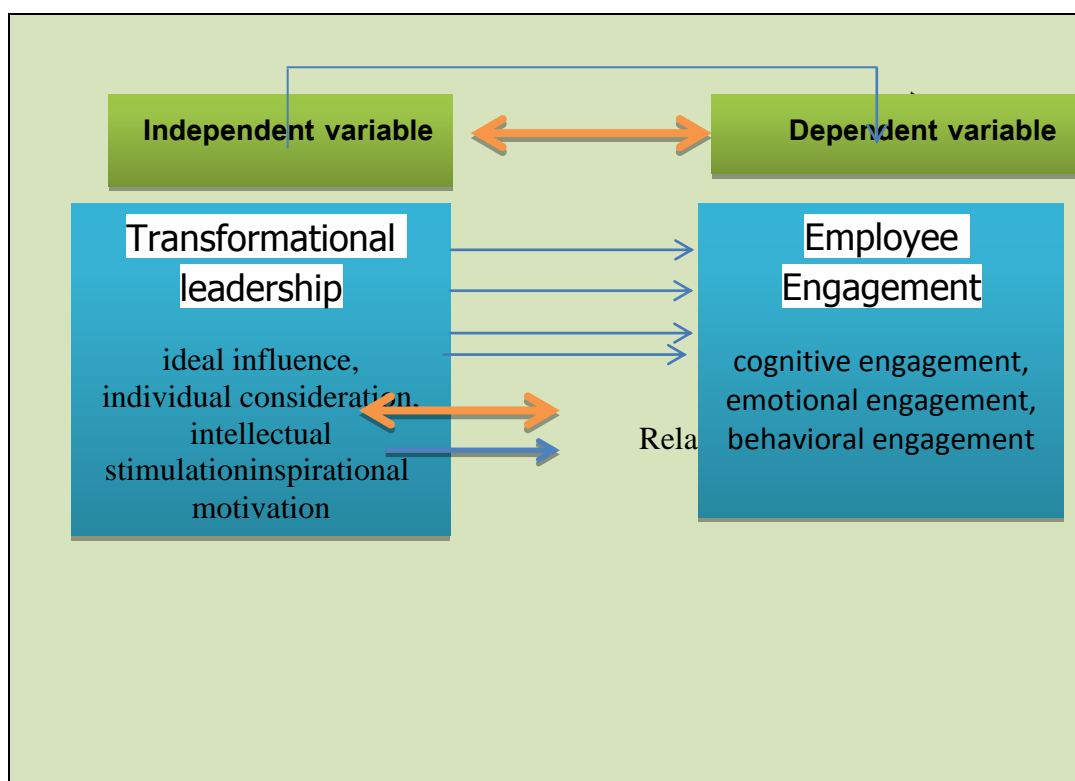


Figure No. 1: Hypothesis Research Scheme

Fourth: The default search form:

A hypothetical model has been designed, which indicates the existence of a relationship and impact between the dimensions of transformational leadership as an independent variable and the dimensions of Employee Engagement as a dependent variable, as shown in Figure (1).

Fifth: Research hypotheses:

To reach the goal of the study, two main hypotheses were structured, and four sub-hypotheses emerged from each of them, as follows:

The first main hypothesis: There is a positive, statistically significant correlation between the dimensions of transformational leadership and Employee Engagement, from which the following sub-hypotheses are branched:

The first sub-hypothesis: There is a positive significant relationship between the ideal influence and Employee Engagement

The second sub-hypothesis: There is a positive significant relationship between the individual consideration and Employee Engagement

The third sub-hypothesis: There is a positive significant relationship between the intellectual stimulation and Employee Engagement.

Fourth sub-hypothesis: There is a positive significant relationship between the inspirational motivation and Employee Engagement.

The second main hypothesis: There is a positive statistically significant effect on the transformational leadership and Employee Engagement, from which the following sub-hypotheses are branched:

The first sub-hypothesis: There is a positive statistically significant effect of the ideal influence in the development of Employee Engagement.

The second sub-hypothesis: There is a positive statistically significant effect of the individual consideration in the development of Employee Engagement.

The third sub-hypothesis: There is a positive statistically significant effect of the intellectual stimulation in the development of Employee Engagement.

Fourth sub-hypothesis: There is a positive statistically significant effect of the inspirational motivation in developing Employee Engagement.

Sixth: Research Limits:

1-Human limits: the research was limited to principals in a sample of the schools of the Samarra Education Department.

2-Spatial limits: This research was limited to primary, intermediate and secondary schools in the Samarra Education Department.

3-Time limits: The research was conducted during the period between April 2021 and June 2021.

Seventh: Research community and sample:

A- Summary of the Samarra Education Department: The Samarra Education Department was established in 1996 and is a department affiliated to the Directorate of Education in Salah al-Din Governorate, where it is responsible for managing primary, intermediate and secondary schools in the Samarra district, noting that the total of primary schools is (180) distributed in the judiciary.

B - Description of the research sample: The school principals in the Samarra Education Department were chosen as a research community, and the reasons for the selection came to

their great role in primary education, which has a major role in creating a conscious and advanced generation that sees the building of the state in the future, as well as the cooperation of the principals in giving the correct information, which It is easy to make the research questionnaire. (50) forms were distributed (intentionally) to the research sample, where the study community reached (180) managers.

Eighth: Data and information collection tools:

The researcher relied on two aspects of data collection:

1-The theoretical side: where the data was collected on what is available in Arab and foreign libraries and research in addition to the Internet.

2-The practical aspect: the questionnaire was relied on as the main tool in data collection, as it was designed based on scientific messages and research with stimulations with specialists to ensure the apparent validity of the tool, where the five-point Likert scale was used to determine the weights of the response. To measure the independent variable (Transformational leadership) with its dimensions (ideal influence, individual consideration, intellectual stimulation, inspirational motivation) through (17) phrases, and the second axis contained the dependent variable (Employee Engagement) with its dimensions (cognitive engagement, emotional engagement, behavioral engagement (through 13) a phrase.

The theoretical framework of the study

FIRST: TRANSFORMATIONAL LEADERSHIP:

1-Concept and definition of transformational leadership .

The concept of transformational leadership is one of the modern administrative concepts that has attracted the attention of a large number of leaders, practicing managers and academic researchers. It leads institutions to employ appropriate fundamental transformations to achieve the goals of the institution, knowing that leaders are required at present to pay attention to human resources because of their importance in the success of any organization. The concept of transformational leadership has developed and was applied in many American factories, especially car factories, at the beginning of the seventies of the last century, and then spread in Europe and Japan. my subordinates with their needs and transform this awareness into hopes and expectations, and then they have the motivation to satisfy their needs related to realization and self-realization in practical life. (Tichy & Devann, 1990:p187)

There are several definitions of transformational leadership cited by many researchers and thinkers that can be clarified as in the following table

Table No: (2) (Some definitions of transformational leadership)

No	researcher	the definition	year and page
1	Bell	It is a process based on motivating followers to transcend personal interest at the expense of the interests of the group or organization	2013:2

2	Rafferty& Griffin	It is the leader's use of the element of attractiveness and related personal qualities to raise volatility and transform individuals and systems into patterns of high-level performance.	2004:330
3	Mohammad,et,al	It is the process that greatly affects the changing attitudes, behaviours and beliefs of individuals and pushes them to commit to organizational tasks and strategic goals	2011:37
4	Sudany	It is the leadership style that shows the extent of the leader's influence on subordinates in terms of motivating, inspiring and pushing them towards him. Mastering the work in line with the goals of the organization.	2014:43

Source: Prepared by the researcher.

2-The importance of transformational leadership.

The importance of transformational leadership comes from its support and development of the values, beliefs and cultures of the organization, as well as its contribution to setting standards for organizational performance within an integrated and coherent system that makes it capable of responding effectively to internal and external changes(Avolio, 1999:20) .Where the importance of leadership in school administration comes from its work on guiding teachers to achieve goals through influence, and this influence may be either by adoption and acceptance by followers of the principal as a leader or by using official authority when necessary or investing and influencing the group, so the director is the leader who exercises authority by persuasion and goes beyond Official authorities, positions, and the routine imposed by laws and regulations (Ayesh,2009:234), so it is clear that transformational leadership is of great importance in the success of school administration, as the school principal is considered a leader, an observer, and a guide for teachers in their behavior and actions, which leads to the achievement of the school's goals efficiently and effectively. The importance of transformational leadership can be summarized in the points next:

1. Raising the levels of job performance.
2. An effective response to changes in the work environment of organizations.
3. Raising the level of employees' confidence in the organization and informing them of the spirit of citizenship and belonging.
4. It inspires the employees with the necessary motivation to achieve outstanding performance.(Anderson, 2001:)

3-Dimensions of transformational leadership.

Several studies and research have dealt with the dimensions of transformational leadership, but most of them focused on four dimensions that most researchers and thinkers agreed on, and studies and research relied on them: (ideal influence, individual consideration, intellectual stimulation,inspirational motivation), and the researcher will address them as follows:

A- The ideal effect:

It is the degree to which the leader behaves in distinct ways of admiration, ensuring that specific positions are taken by the workers, consistent with the leader who has a clear set of values and serves as a role model for the workers.(James &Ogbonna,2013:356) (As indicated by (Daoud, 2012: 293) here it requires leaders to share risks and pay attention to the needs of workers as much as paying attention to the personal needs of the leader and to take actions of an ethical nature.

B- Individual consideration:

It means the leader’s attention to workers by listening to their problems and working to address them, distributing tasks to them based on their needs and abilities, working on training and guiding them to achieve more growth and achievement, and being aware of the individual differences between them.(Covey,2007:5)

C- Intellectual stimulation:

The leader can challenge the status quo through the ability to search for new ideas, encourage workers to solve problems in creative ways, support new models in ways of working, and leaders work to raise awareness and encourage the adoption of new ways of working. (Bass,& Avolio,2000)

D- InspirationalMotivation:

The leader creates a clear and optimistic vision for the future and works to convince the followers of it and work to achieve it .(Northouse,2013:89)

SECONDLY:THE EMPLOYEE ENGAGEMENT:

1-The concept and definition of Employee Engagement :

The origin of the term Employee Engagementdates back to a denial time at the beginning of 1921 in studies conducted on the morale or readiness of a group of individuals to achieve organizational goals. To what extent for the welfare of the organization(Perrin,2007:73).The concept of Employee Engagementhas become a topic of discussion in corporates for several years, as it has dominated the interest of everyone working and employers, and each of them has a different look at it, and both of them realized the importance of this concept.(Tiwari,2011:310)

Many researchers and specialists in this field have touched upon the concept of Employee Engagementfrom several aspects and have endeavored to define it and find out the truth of this concept. From all angles, we provide these definitions through the following table:

Table No. (2)
The opinions of some writers and researchers about the concept of Employee Engagement

No	researcher	the definition	year and page
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1	Pollock	It is the internal integration of the individual in the work or the matching and psychological experiences with the work, which is reflected in the form of realization of the individual's selves or his commitment to his work.	1997:20
2	Sweem	It is the commitment and connection of the employee to the job and the organization	2008:26
3	Griffin&Hesketh	The attitude and positive feeling of employees in achieving the goals and values of the enterprise	2003:68
4	Simpson	The integration, satisfaction and enthusiasm of working individuals towards their jobs and the work entrusted to them	2009:1018
5	Al abdi	The positive attitude and feeling of employees in achieving the goals and values of the organization	2012:159
6	Al hasunny	A combination of behavioral, emotional and cognitive components related to the role performance of working individuals	2013:114

Source: Prepared by the researcher

2-The importance of Employee Engagement:

Employee Engagement is a bright spot for teachers who care about the future of the school and who express their willingness to invest their efforts in its favors. Teachers understand the context of their work and duties and work closely with co-workers to improve job performance for the benefit of the school. A link can be made between Employee Engagement and employee profitability where the emotional connection to the company forms and which affects their attitudes towards the company's customers and what is reflected in the society as a whole (Al-Saadi&Okaz, 2016).

Therefore, Employee Engagement is a means to improve teachers' performance and efficiency and increase their motivation towards their profession. It also achieves job satisfaction. The importance of Employee Engagement at the level of the working individual can be achieved by the following points: (Mahmoud, 2013:79)

1. Improving the quality of life and livelihood of workers.
2. It increases their desire to work and stay in the organization.
3. Increased satisfaction at work.
4. Increasing the effort expended at work.
5. Reduced fatigue at work.
6. Increased organizational citizenship for workers.
7. Good feelings towards their organizations such as admiration, trust and respect.

3-Dimensions of Employee Engagement:

Employee engagement includes many dimensions, and most studies and research have unanimously identified three dimensions that the researcher believes can be addressed in the research (cognitive engagement, emotional engagement, and behavioral engagement).

A- Cognitive Engagement:

It is the full immersion of individuals in the practice of their work, and that the engrossed individuals can ignore the fun of competition and focus intensely on the task that has been given to them (Rothbard, 2001:655)

B- Emotional Engagement:

It is the existence of a strong relationship between the emotions, thoughts and feelings of the individual and his job, or is the extent to which the individual enjoys working in his job or how much he loves his work.

C- Behavioral Engagement:

It refers to the working individual taking an additional role, such as taking the evening shift to enhance his skills related to his job or thinking about work after leaving. This type is characterized by a set of characteristics such as behavioral intentions, learning and qualitative appreciation. (Akhtar & Singh, 2010).

The results of the analysis and discussion:

After the data obtained through the study questionnaire was unloaded and tabulated, the researcher used the statistical methods program (SPSS V.26) in analyzing and testing the validity of hypotheses by (50) samples and the reliability and reliability coefficient Alpha Cronbach was tested. (Cronbach's Alpha) In order to measure the reliability and validity of the study tool, the reliability of the questionnaire reached (0.988), which is highly stable and statistically significant.

Data analysis and hypothesis testing

First: Describe the study variables:

A-Description and diagnosis of transformational leadership

To find out the answers that the respondents addressed to the variables of each dimension of transformational leadership, the averages of their answers about the ideal influence were as shown in Table: (1)

Table (1) mean and standard deviation of the ideal influence

variable	questions	Arithmetic mean	standard deviation	Ranking in order of
A ₁	My managers are considered an ethical role model	4.14	.989	3
A ₂	My boss acts with such strength and confidence that he impresses	4.18	1.024	2
A ₃	My managers are role models at work	4.24	0.959	1
A ₄	Public interest managers are preferred over personal interest	4.24	1.079	1

A₅	My principals stress the importance of a collective sense of the school's mission	4.24	0.938	1
the average		4.20	0.997	

Source: Prepared by the researcher based on the results of statistical analysis

The stability of the resolution in the above table was according to Cronbach's alpha index (0.990), which is very stable. In Table (1) above, we find that the arithmetic means of the ideal effect variables (A₁, A₂, A₃, A₄, A₅) ranging between (4.14 - 4.24) with a standard deviation ranging (1.079-0.938) and that the mean was (4.20) with a standard deviation rate of (0.997), which means that the answers of the respondents were somewhat close.

In terms of relative importance, the variables (A₃, A₄, A₅) were equal in terms of order and indicate that the answers of the research sample individuals agreed on these variables and the paragraphs of this dimension indicate the positive impact of managers on the research sample individuals.

Table (2) Arithmetic mean and standard deviation of the individual consideration

variable	questions	Arithmetic mean	standard deviation	Ranking in order of
B₁	My boss listens to my concerns and needs and offers me support and attention	3.72	1.278	1
B₂	My boss helps me find strengths and weaknesses in my performance	3.82	1.223	3
B₃	My boss considers me a special person with my abilities and ambitions	3.88	1.303	1
B₄	It allows me to look at problems from different angles	3.86	1.229	2
the average		3.82	1.258	

Source: Prepared by the researcher based on the results of statistical analysis

The above table shows that the arithmetic mean of the individual variables (B₁, B₂, B₃, B₄), ranging between (3.620 - 3.700) with a standard deviation (1.176 - 1.303) and that the mean.

The arithmetic for this dimension was (3.82) with a standard deviation rate of (1.258), which means that the answers of the respondents were somewhat close to the above variables, but in terms of relative importance, it was equal to the two paragraphs (paragraph) (B₁, B₃) ranked first, and this indicates that the answers of the individuals to the research sample were in agreement in their answers about this variable.

Cronbach's alpha indicator For the stability of the resolution in the above table was (0.990) While the results of the average responses of the respondents to the intellectual stimulation for the transformational leadership axis were as shown in Table (3):

Table (3) Arithmetic mean and standard deviation of intellectual stimulation

variable	questions	Arithmetic	standard	Ranking in
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		mean	deviation	order of relative importance
C ₁	My boss encourages me to express my thoughts and opinions, even if they differ from his	4.12	1.118	1
C ₂	Managers suggest new ways and ideas get work done	4.08	1.006	2
C ₃	My boss spends time teaching and training me	4.00	1.228	3
C ₄	He considers me a person with different needs, abilities, and ambitions than others	4.12	1.136	1
the average		4.08	1.122	

Source: Prepared by the researcher based on the results of statistical analysis

Table (3) above shows that the arithmetic means of the variables after the intellectual stimulation of the above paragraphs(C₁, C₂, C₃, C₄),ranging between(4.12 - 4.00) with a standard deviation ranging (1.228 - 1.006), and the arithmetic mean average for this dimension was (4.08) with a standard deviation rate of (1.122).

In terms of relative importance, the two paragraphs were equal to paragraphs(C₁,C₄)ranked first and indicates the positive impact of managers in intellectual stimulation.

What about Cronbach's alpha (Cronbach's alpha) The stability of the resolution in the above table was(0.987) 0which is very high, indicating the reliability of the resolution.

As for the arithmetic mean and standard deviation of the induction in transformational leadership ,the results of the average answers of the respondents were as shown in Table (4):

Table (4) The mean and standard deviation ofinspirational motivation in transformational leadership

variable	questions	Arithmetic mean	standard deviation	Ranking in order of
D ₁	My boss creates a spirit of challenge and enthusiasm for work	3.66	1.318	3
D ₂	My boss motivates me to study different alternatives to work	3.78	1.446	1
D ₃	My boss engages me in goal setting and encourages teamwork	3.66	1.364	3
D ₄	My boss makes me excited and optimistic about the future	3.68	1.420	2
the average		3.69	1.387	

Source: Prepared by the researcher based on the results of statistical analysis

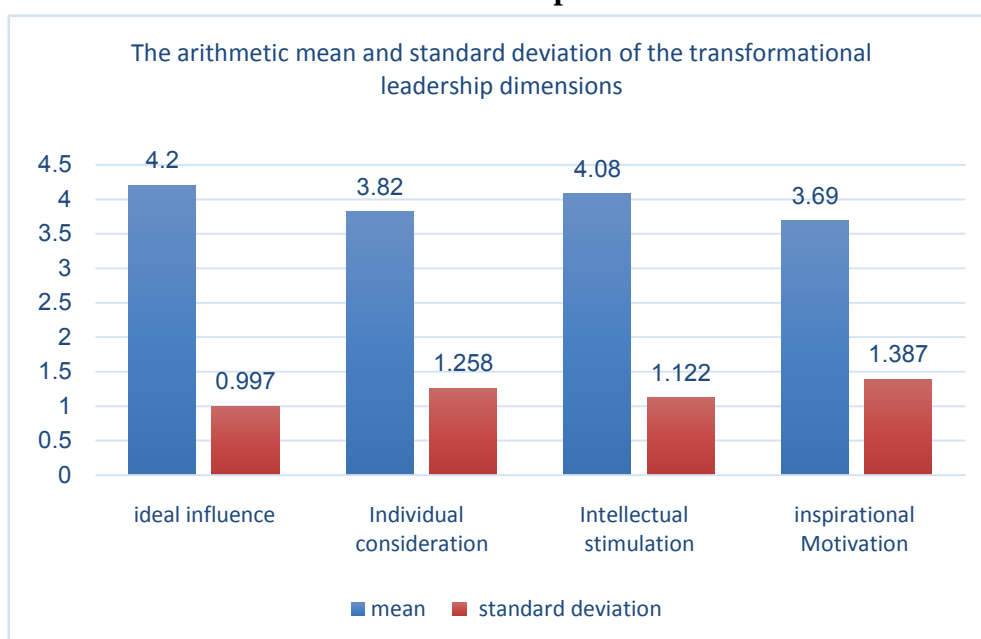
Table (4) above shows that the arithmetic means of variables after drilling in transformational leadership (D₁, D₂, D₃, D₄)ranging between(3.66 - 3.78)with a standard deviation ranging (1.178-1.268), and that the arithmetic means for this dimension was(3.69)with a standard

deviation rate(1.387)In terms of relative importance, the two variables were(D_2) ranked first and indicate the importance of finding different alternatives to work and the agreement of the research sample on that.

What about (Cronbach's alpha) The stability of the resolution in the above table was(0.992),which is very high, indicating the reliability of the resolution.

Through the previous data for the transformational leadership variables, it can be concluded that the degree of response of the research sample members varied between agreeing to strongly agree, and therefore there is a positive effect of transformational leadership on the research sample.

The following chart shows the mean and standard deviation of the dimensions of transformational leadership.



B- Job description and diagnosis:

To find out the answers that the research individuals addressed to the variables of each dimension of employee engagement, the averages of their answers about cognitive engagement were as shown in the table: (5)

Table (5) Arithmetic mean and standard deviation of cognitive engagement

variable	questions	Arithmetic mean	standard deviation	Ranking in order of relative importance
E_1	I'm at work focusing a lot of attention on my job	4.24	0.916	4
E_2	At work, my mind is focused only on my job	4.36	0.827	1

E ₃	At work, I pay a lot of attention to my job	4.28	0.969	3
E ₄	In my work, I am absorbed in my job	4.22	0.840	5
E ₅	At work, I devote a lot of attention to my work without being distracted by other things	4.30	0.911	2
the average		4.28	0.892	

Source: Prepared by the researcher based on the results of statistical analysis

Table (5) above shows that the arithmetic means of the variables after job immersion (E₁, E₂, E₃, E₄, E₅) ranging between (4.22 - 4.36) with a standard deviation ranging (0.827 - 0.840) and that the arithmetic means average for this dimension was (4.280) with a standard deviation rate (0.892). This means that the answers of the respondents were somewhat similar to the above variables.

In terms of relative importance, the axis was (E₂) ranked first, and this indicates that the answers of the individuals to the research sample were in agreement in their answers about this variable, and the variable was (E₄) ranked last and indicates that there is some discrepancy in the answers of the respondents about this variable between strongly agree and agree.

What about (Cronbach's alpha) The stability of the resolution in the above table was (0.924), which is very high, indicating the reliability of the resolution.

As for the averages of the responses of the research individuals in the emotional engagement dimension in the employee engagement axis, as shown in Table (6).

Table (6) mean and standard deviation of emotional engagement

variable	questions	Arithmetic mean	standard deviation	Ranking in order of relative importance
F ₁	I'm so excited about my job	3.84	1.267	2
F ₂	I feel positive about my job	3.84	1.390	2
F ₃	Feel flexible and open-minded while working	4.10	1.164	1
F ₄	I am interested in my job and proud of it	3.72	1.355	3
the average		3.87	1.294	

Source: Prepared by the researcher based on the results of statistical analysis

Table (6) above shows that the arithmetic means of variables after emotional engagement (F₁, F₂, F₃, F₄) ranging between (3.72 - 4.10) with a standard deviation ranging (1.164 - 1.390) and that the arithmetic means for this dimension was (3.87) with a standard deviation rate (1.294). This means that the answers of the respondents were different.

In terms of relative importance, the axis was (F_3) ranked first, and the variable was (F_3) ranked last.

What about (Cronbach's alpha) The stability of the resolution in the above table was (0.988)

The average responses of the research sample to the behavioral engrossing dimension were as shown in the following table

Table (7) Arithmetic mean and standard deviation of the behavioral engagement dimension

variable	questions	Arithmetic	standard	Ranking in
G ₁	I work hard and hard at my job	4.16	1.267	1
G ₂	I try my best to run my job well	4.12	1.136	2
G ₃	I put a lot of energy into doing my job	4.12	1.023	2
G ₄	I am doing my best to get my job done	4.12	1.154	2
the average		4.13	1.145	

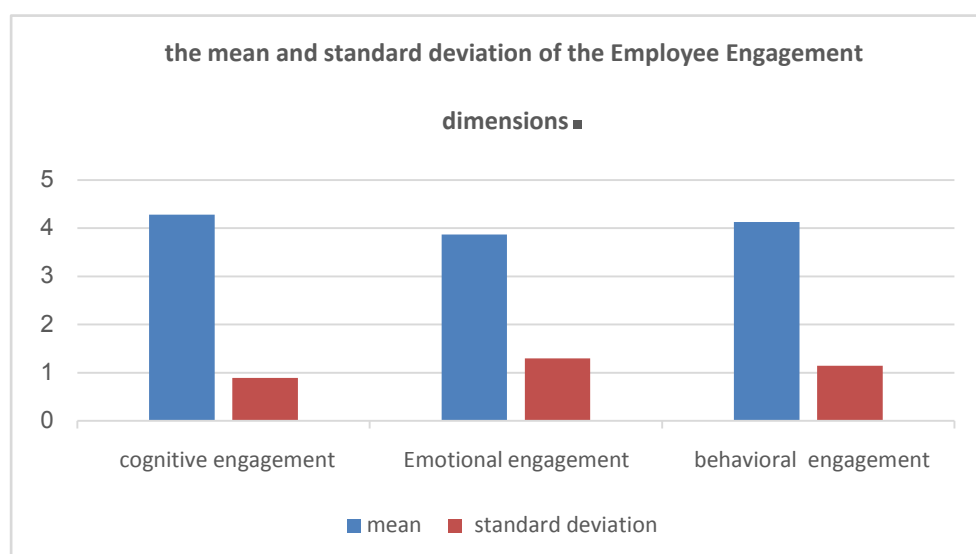
Source: Prepared by the researcher based on the results of statistical analysis

The table shows (7) The arithmetic mean of the environment variables for the behavioral engagement dimension (G₁, G₂, G₃, G₄) ranging between (4.12 - 4.16) with a standard deviation ranging (1.009 - 1.212) and that the arithmetic means for this dimension was (4.13) with a standard deviation rate (1.145) An indication of the discrepancy in the answers of the respondents.

In terms of relative importance, the axis was (G₁) in the first place, as for the variables (G₂, G₃, G₄) equalized and ranked second.

What about (Cronbach's alpha) The stability of the resolution in the above table was (0.987)

The following chart shows the mean and standard deviation of the Employee Engagement dimensions



Second: Testing the hypotheses of the study:

To measure the nature and strength of the relationship between the study dimensions and their impact on each other, the Pearson correlation coefficient test was used, as shown in the hypotheses below:

1- Testing the hypotheses of the relationship between the dimensions of transformational leadership

The following results were obtained using the Pearson correlation coefficient as shown in Table :(8)

Table No. (8) Pearson correlation coefficients for the dimensions of transformational leadership

Dimensions	Perfect effect	individual	Intellectual	Stimulus	total
Perfect effect	1	0.871 **	0.946 **	0.868 **	.949 **
individual legal	0.871 **	1	0.945 **	0.966 **	.977 **
Intellectual	0.946 **	0.945 **	1	0.919 **	.981 **
Stimulus	0.868 **	0.966 **	0.919 **	1	.971 **
total summation	0.949 **	0.977 **	0.981 **	0.971 **	1

Source: Prepared by the researcher based on the results of statistical analysis

****Denotes correlation at 0.01. significance level**

Test the first major hypothesis

The results of the analysis in Table (8) showed that there is a very strong correlation between the dimensions of transformational leadership and that it is closely and strongly linked between them, whether on the total sum of its dimensions or the correlation among them, where the correlation coefficient ranged for the dimensions ideal influence, individual consideration ,intellectual stimulation, inspirational motivation between (0.949-1) at the level of significance (0.01) and it was marked with (**) to indicate that it is a statistical function with a strong correlation as shown below the table. The correlation coefficient (1) indicates the complete correlation between the same variables respectively .This indicates that there is a close and significant correlation between the above variables and that they have a strong (directly) impact on transformational leadership, and therefore we reject the null hypothesis .

The first sub-hypothesis test

From Table (8) the correlation coefficients of the ideal effect with the dimensions(individual consideration ,intellectual stimulation, inspirational motivation(0.868-0.964-0.871) respectively at the level of significance (0.01), which are very strong correlation coefficients and statistically significant that the correlation shows the ideal effect on intellectual stimulation (0.964), which is a moral indication of the importance of this dimension in the individuals, the research sample, with their responsibilities .The total sum indicates the importance of this dimension and its strong impact on The rest of the attributes are on the audience of the research sample.

The second sub-hypothesis test

The above table shows the strong correlation of individual consideration with the rest of the transformational leadership dimensions, where the total correlation coefficients are(0.977)at the level of significance (0.01) ,which is a very strong statistical indication of the importance of this dimension.

The third sub-hypothesis test

From the above table, it is clear that the correlation coefficient of the intellectual stimulation with the rest of the variables has a significant effect, the total of the total correlation coefficients(0.981)at the level of significance (0.01),which is a very strong statistical indication and indicates the exchange of ideas between the research sample and their directors, which is positively reflected on the work environment.

The fourth sub-hypothesis test

The correlation coefficients of motivation show the presence of a strong statistical function with the rest of the transformational leadership variables, as the total sum of the correlation coefficients for this variable amounted to(1),which is a perfect correlation coefficient and indicates the importance of motivation for workers and consequently the stability of the work environment and increased productivity.

1-Testing the hypothesis of the relationship between the dimensions of the study of Employee Engagement

To measure the nature and strength of the relationship between the dimensions of the study of Employee Engagementin the research community, the Pearson correlation coefficient test was used, as shown in Table: (9)

Table No. (9) Pearson correlation coefficients for the dimensions of Employee Engagement

Dimensions	cognitive	emotional	BehaviouralEngagement	total
cognitive	1	0.957 **	0.951 **	0.985 **
emotional	0.957 **	1	0.954 **	0.986 **
Behavioral	0.951 **	0.954 **	1	0.982 **
total summation	0.985 **	0.986 **	0.982 **	1

Source: Prepared by the researcher based on the results of statistical analysis

**Denotes correlation at 0.01. significance level

2- Hypothesis testing of Employee Engagement dimensions

The results of the analysis in Table (9) showed that there is a very strong correlation between the variables of the axis of Employee Engagementand that they are closely and strongly

related to them, whether on the total sum of the dimensions of the axis or between them, where the coefficient ranged between (0.954-1) At the level of significance (0.01) has been marked with (**) to indicate that it is statistically with a strong correlation function as shown below the table, the correlation coefficient (1) refers to the complete link between the same traits, respectively, and can be concluded on a correlation relationship document with Significant significance between the above dimensions and that it has a strong (directly) effect on Employee Engagement, and therefore we reject the null hypothesis

.3-Testing the impact hypothesis between transformational leadership and Employee Engagement

To measure the effect between the effect between transformational leadership and Employee Engagement in the research community, a standard multiple regression test was used on the total dimensions of the two axes, as shown in Table (10) considering transformational leadership as an independent variable and Employee Engagement as a dependent variable, and the results were the following:

Table (10) The effect between transformational leadership and Employee Engagement

dependent variable	independent variable	R	R²	F	Sig(F)	Beta	t	Sig (t)
Employee engagement	Transformational Leadership	0.992	0.985	3107,264	0.000	0.992	55,742	0.000

Source: Prepared by the researcher based on the results of statistical analysis

The above table shows that the multiple regression model is significant, and this is illustrated by the value of (F) for the sum of the dimensions of the two axes transformational leadership and Employee Engagement amounting to (3107,264) with a level of significance (0.000), which is less than the level of morale (0.01), as the value of (R) of (0.989) the correlation coefficient between the dependent and independent variable is strong between the two axes, as the modified correlation coefficient square shows (R²) that transformational leadership explains the variance of (0.978), as was the value of (t) equals (55.742) with a level of significance (0.000), which is less than the level of significance (0.05), which is statistically significant at a regression coefficient (Beta) equals (0.989) and therefore there is a very strong and statistically significant effect between transformational leadership and Employee Engagement, and we reject the null hypothesis.

The explanation for this result is that transformational leadership affects the employee's Employee Engagement through good treatment of employees. Successful organizations are more respectful to their employees regardless of their level of work. Through leadership that applies organizational standards, individual behavior is reflected in Employee Engagement in his work, and in turn, the organization Which enhances the Employee Engagement of its employees provides its employees with opportunities to develop their capabilities, learn new skills and acquire new knowledge that helps in their ability to think creatively. Individuals

who have a high level of engagement will be interested and influential in increasing the productivity of the organization.

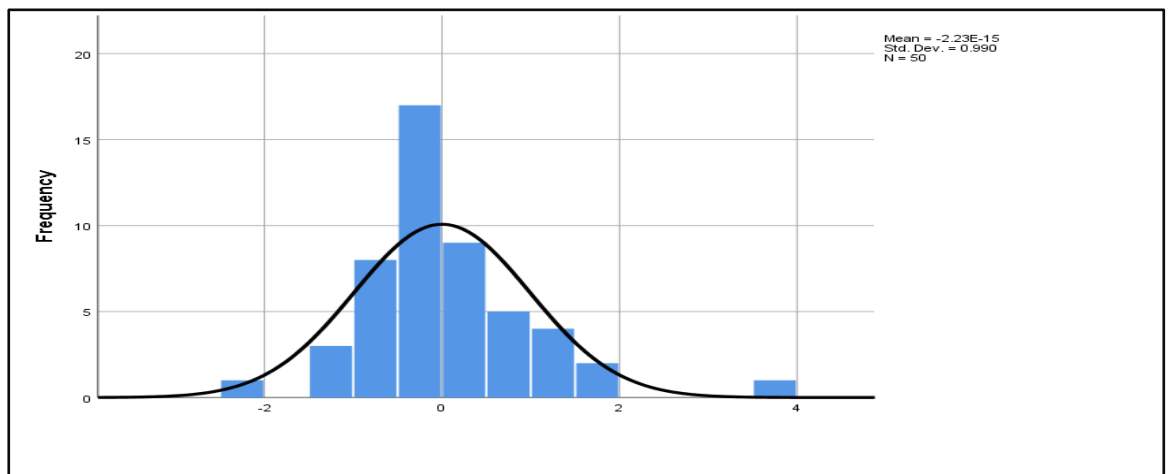


Diagram of the normal distribution of impact data between transformational leadership and Employee Engagement

Conclusions and Recommendations Conclusions & Recommendations

This topic included the most important conclusions reached by the study, as well as the most important recommendations, as follows:

First: Conclusions:

The most important conclusions that emerged as a result of the statistical analyzes carried out by the researcher are:

1. The results showed that the level of transformational leadership, in general, was with a high degree of approval by (%78.5) and the level of Employee Engagement was with a large degree of approval by (82.9%).
2. The positive effect of managers in the intellectual stimulation, where the arithmetic mean for this dimension was (4.08) with a standard deviation of (1.122).
3. There is a discrepancy between the answers of the individuals in the research sample in the emotional engagement dimension
4. There is a strong and statistically significant effect between transformational leadership and Employee Engagement, as shown by the results of the statistical analysis, and it is a direct relationship.
5. We notice a discrepancy in the answers to the method of motivation in the transformational leadership axis for different school administrations.
6. The field of intellectual arousal is one of the most important and strongest dimensions of transformational leadership in terms of positive impact on the level of capabilities in the surveyed institutions.
7. We note that there is a positive effect in the variable of the ideal influence of managers on the individuals of the research sample.

8. Attention to the practice of appropriate leadership methods, foremost among which is transformational leadership, which behaves positively, motivates and inspires subordinates and motivates them to achieve, as well as creating an organizational climate in which employees or subordinates feel integrated with the job and absorbed as if they are the same(R)Amounting to (0.989), which is strongly linked to the impact of transformational leadership appear on career development soundly.

Second: Recommendations

1. Enhancing the use of transformational leadership among the various categories of workers in the educational field, which has an impact on the development of Employee Engagement.
2. Holding training courses for employees at various administrative levels to develop their transformational leadership skills and enhance their practice in the field of work.
3. Conducting further studies that deal with transformational leadership behavior in various educational and educational organizations, the various stages of education and levels of management, and its impact on management variables such as organizational loyalty, administrative creativity, total quality management, and other variables.
4. Work on developing the characteristics of transformational leadership and raising the level of performance of the surveyed institutions by identifying the most important areas or influential dimensions, and cooperating in making appropriate decisions regarding the development of the institution and making changes in it that help achieve the great successes of the institution.
5. Increasing the institutions' use of quantitative and qualitative methods to predict problems and environmental variables around them before they occur, and working to form a special team to manage crises and problems through the various stages.
6. Changing the organizational culture so that it becomes a culture supportive of continuous learning and gaining knowledge and encouraging workers to experiment with initiative and accomplish tasks in unconventional ways without fear of making mistakes and negative punishment, and considering them as opportunities for learning and excellence.

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