


THE ROLE OF TRANSFORMATIONAL LEADERSHIP FOR HUMAN RESOURCE MANAGERS IN TRAINING AND DEVELOPMENT

Ziad Tariq Khalil Al-Jubouri^A



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 27 March 2023</p>	<p>Purpose: The aim of this study is to examine the subject of transformational leadership, one of the important modern topics in the management of business organizations, because of its importance in making important decisions related to activities and jobs, and this requires the availability of human resources with high skills and efficiency and has the ability to assume responsibility.</p>
<p>Keywords:</p> <p>Transformational Leadership; Training; Development; Human Resource; Empowering Workers.</p>	<p>Theoretical framework: Recent literature mentioned that there are many leadership styles, the most prominent of which is transformational leadership. The purpose of the theoretical framework is to identify this style with its dimensions and variables, as well as to identify all dimensions and variables of training.</p> <p>Design/methodology/approach: A community and a research sample were selected from (40) individuals in the Department of Special Education, and the questionnaire was used as the main tool to obtain data.</p>
	<p>Findings: One of the most important conclusions of the research is that there is a strong relationship and influence of transformational leadership in the training process and in all dimensions except for the empowerment of workers and materials.</p> <p>Research, Practical & Social implications: By understanding the dimensions of the research, it is possible to increase confidence between the employees, the management and the trained workers in it, in addition to preparing a catalogue that identifies the materials that will be trained on.</p> <p>Value: The value of the study is concentrated on adding some knowledge to leaders, practitioners and administrators, transformational leadership and the training process.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.1376</p>

O PAPEL DE LIDERANÇA TRANSFORMACIONAL PARA GERENTES DE RECURSOS HUMANOS EM TREINAMENTO E DESENVOLVIMENTO

RESUMO

Objetivo: O objetivo deste estudo é examinar o tema da liderança transformacional, um dos temas modernos importantes na gestão de organizações empresariais, devido a sua importância na tomada de decisões importantes relacionadas às atividades e empregos, e isto requer a disponibilidade de recursos humanos com alta competência e eficiência e tem a capacidade de assumir responsabilidades.

Estrutura teórica: A literatura recente mencionou que existem muitos estilos de liderança, o mais proeminente dos quais é a liderança transformacional. O objetivo da estrutura teórica é identificar este estilo com suas dimensões e variáveis, assim como identificar todas as dimensões e variáveis de treinamento.

Design/metodologia/abordagem: Uma comunidade e uma amostra de pesquisa foram selecionadas entre (40) indivíduos do Departamento de Educação Especial, e o questionário foi utilizado como a principal ferramenta para a obtenção de dados.

^A Lecturer Dr. Department of Business Administration, Al-Rafidain University College, Baghdad, Iraq.
E-mail: ziyad.tariq@ruc.edu.iq Orcid: <https://orcid.org/0000-0001-8809-3763>

Conclusões: Uma das conclusões mais importantes da pesquisa é que existe uma forte relação e influência da liderança transformacional no processo de treinamento e em todas as dimensões, exceto para o empoderamento dos trabalhadores e materiais.

Pesquisa, implicações práticas e sociais: Ao compreender as dimensões da pesquisa, é possível aumentar a confiança entre os funcionários, a gerência e os trabalhadores treinados nela, além de preparar um catálogo que identifica os materiais que serão treinados.

Valor: O valor do estudo está concentrado em agregar algum conhecimento aos líderes, profissionais e administradores, liderança transformacional e o processo de treinamento.

Palavras-chave: Liderança Transformacional, Treinamento, Desenvolvimento, Recursos Humanos, Capacitação de Trabalhadores.

EL PAPEL DEL LIDERAZGO TRANSFORMACIONAL PARA LOS GESTORES DE RECURSOS HUMANOS EN LA FORMACIÓN Y EL DESARROLLO

RESUMEN

Propósito: El objetivo de este estudio es examinar el tema del liderazgo transformacional, uno de los temas modernos importantes en la gestión de las organizaciones empresariales, debido a su importancia en la toma de decisiones importantes relacionadas con las actividades y puestos de trabajo, y esto requiere la disponibilidad de recursos humanos con altas habilidades y eficiencia y tiene la capacidad de asumir la responsabilidad.

Marco teórico: La literatura reciente menciona que existen muchos estilos de liderazgo, de los cuales el más destacado es el liderazgo transformacional. El objetivo del marco teórico es identificar este estilo con sus dimensiones y variables, así como identificar todas las dimensiones y variables de la formación.

Diseño/metodología/enfoque: Se seleccionó una comunidad y una muestra de investigación de (40) personas del Departamento de Educación Especial, y se utilizó el cuestionario como herramienta principal para la obtención de datos.

Conclusiones: Una de las conclusiones más importantes de la investigación es que existe una fuerte relación e influencia del liderazgo transformacional en el proceso de formación y en todas las dimensiones excepto en el empoderamiento de los trabajadores y los materiales.

Investigación, implicaciones prácticas y sociales: La comprensión de las dimensiones de la investigación permite aumentar la confianza entre los empleados, la dirección y los trabajadores formados en ella, además de elaborar un catálogo que identifique los materiales sobre los que se formará.

Valor: El valor del estudio se concentra en agregar algunos conocimientos a los líderes, profesionales y administradores, el liderazgo transformacional y el proceso de capacitación.

Palabras clave: Liderazgo Transformacional, Capacitación, Desarrollo, Recursos Humanos, Empoderamiento de los Trabajadores.

INTRODUCTION

The topic of transformational leadership has become one of the important and distinctive topics in business organizations in general and strategic management in particular, as the transformational leader enjoys a high level of charisma and his ability to influence and motivate workers, which leads to the ease of achieving training and development of human resources, and on this basis, modern organizations must Replacing the traditional leadership styles, which stand in the way of achieving training and development of resources, with modern, charismatic and inspirational styles. the importance of the research stands out because it deals with one of the most important topics of strategic management and because of its impact on creating a factor of excellence and success in the training process for human resources in the Department of

Private Education in the Ministry of Higher Education and Scientific Research. The importance can be summarized in the following points:

- Adding some knowledge to leaders, practitioners and students in the field of business in general and the Department of Private Education in particular.
- Directing the attention of the leaders in the private education department to the necessity of adopting the concept of transformational leadership because of its importance in achieving the objectives of the training process for human resources.

The main objectives that the research seeks to achieve can be identified as follows:

- Recognizing the influence relationships of transformational leadership in the training process for human resources.
- Identifying the dimensions of transformational leadership and its impact on the dimensions of the training process in the mentioned sample.

The Department of Private Education in the Ministry of Higher Education and Scientific Research was chosen because it includes a number of professors with higher degrees and scientific titles, in addition to employees with initial university degrees. and it is worthy of paying attention to the issue of transformational leadership, which helps it to provide services to all members of society and seeks to achieve the objectives of training and development of its human resources in order to achieve excellence. The research sample of (40) individuals was selected.

LITERATURE REVIEW

Transformational Leadership

The concept of transformational leadership

The issue of leadership is one of the most important topics for many researchers in the field of organizational behavior and human resources, because of the leadership's focus in the joints and axes of the organization. The effectiveness of the leader is one of the main reasons for the success or failure of organizations. Is the inspirational or inspirational process that influences others and makes them more committed to accomplishing the tasks required of them, as well as motivating others to use their skills and abilities to implement tasks and achieve objectives, and hence leadership is the essence of the process management and even its beating heart and it is the key to management. Transformational leadership has been called by several names, including (charismatic, inspirational, symbolic, and pioneering leadership).

(Al-Ta'i,2014), and accordingly transformational leadership can be defined (Burkhum, 2013) as it occurs when leaders consider the needs of workers and generate rewards for achieving objectives that raise the interest of employees beyond their personal interests and achieve the interest of the organization. While (Adeeb,2012) indicates that it is the process by which the behavior of the leader affects the change of the motives of the subordinates and turns them so that they become more aware towards accomplishing the tasks required of them and achieving the objectives of the organization. This is confirmed by (Hussain, 2018) that it is to gain the confidence of subordinates, increase their effectiveness, inspire and encourage them towards the completion of work in a positive way, bypassing all problems and complications with work and heading towards achieving the objectives of the organization.

The importance of transformational leadership:

The importance of transformational leadership emerges from overriding self-interest in front of the public interest, and the reason for this is in the special abilities and skills that the transformational leader possesses in order to achieve creativity and orientation towards achieving the objectives of the organization.

These can be included in the following points:

- a) Transformational leadership is an important variable in increasing the effectiveness of change and creativity.
- b) Transformational leadership is important to achieving the growth and survival of the organization.
- c) Transformational leadership is important and beneficial to most subordinates in their organizations.
- d) Transformational leadership is important in advanced technological societies that push society towards more change.

Objectives of Transformational Leadership

(Al-Taie,2014) mentions the most important objectives that the transformational leader seeks to achieve, which are represented by a set of activities, namely:

- A. Providing all that is required to bring about change in the organization.
- B. Creating a renewed vision towards the expected future of the organization.
- C. Creating collective acceptance of all that is new and modern.

Dimensions of transformational leadership

The process of determining the basic dimensions of transformational leadership is one of the important aspects in measuring leadership behavior that is reflected in an increase in the level of motivation, ethics and performance of subordinates, and these dimensions include:

Intellectual counseling: It is mentioned (Kukpati,2014) that leadership counseling is an expression of the leader's ability to motivate and receive the efforts of subordinates. To be creative efforts capable of facing the origin and finding quick and correct solutions to it in new creative and innovative ways and this comes through training and development of human resources and renewal of the reality and objectives of the organization.

Inspirational motivation: (Block,2013) believes that this dimension is between the leader's ability to create a future vision for subordinates that motivates them to perform tasks and accomplish them in a creative way, and this leads to an increase in the level of confidence they have. inspiration here is the ability to explore movement, awareness, and motivation. It is contemplative because he is the leader in communicating high expectations to workers and using symbols to focus efforts and express dreadful objectives in a simplified way. This is confirmed by (Al-Famouni,2012) that the leader is a component of symbols to increase awareness and understanding of the desired objectives , as their actions affect the subordinates and push them towards achieving more objectives .

Empowering workers: (Hussain,2018) believes that empowering workers is one of the most important and essential behavioral dimensions of the leadership process and the transformational leader, as the basic assumption in empowerment is that the decision-making authority is delegated to workers in the front lines with customers in order to enable them to respond quickly to customer requests and solve their problems thus, it abandons the traditional leadership and turns towards leadership that believes in participation, consultation and the ability to help transform their vision into a clear reality, which provides them with energy and inspiration towards the future and works to create the appropriate conditions for achieving empowerment (Serafim-Silva et al., 2022).

Training and Development

The concept of training and development

There is a great similarity between training and development, as each of them includes the acquisition of skills and capabilities. However, specialists in human resources management see that there is a difference between the two terms. Training as he sees it (Al-Sekarta,2016) is

a process of refinement. And skills development according to a cognitive context and a scientific approach in the current and future characteristics of the just individual, so that they can perform the requirements of their work efficiently and effectively. As for development, he sees it (Al-Obaidi,2015). it is a long-term development process in order to provide individuals with the necessary knowledge, skills and goodwill that enable them to perform their duties in the best way.

This is what is mentioned by (Al-Salam and Salih,2013) regarding both training and development as one of the means used by the management in order to develop the skills and high behavioral capabilities of the employees and in a manner that pushes towards the organization and its prosperity and its ability to face internal and external environmental changes. we conclude from the foregoing that training and development of human resources is a systematic, continuous and pre-planned process with its main end that meets the needs of training and developing the capabilities of working individuals and the organization by providing them with the necessary marks, knowledge and skills and strengthening positive attitudes towards work in order to achieve the objectives of the organization (Snoeijer et al., 2021).

The importance of training and development:

The importance of training and development is necessary and essential for organizations in general and human resources in particular, as it is an investment process in the organization and achieves the objectives and strategy of the organization and achieves a competitive advantage for it and increases the balance of the organization without the need to attract new individuals. (Harris,2012) & (Bidmeshgi pour,2013) This importance is as follows:

Strengthening the personal capabilities of individuals and achieving their well-being.

1. Providing individuals with the knowledge, information and skills necessary for the development process.
2. Training is considered one of the important means in qualifying and preparing human resources and filling new jobs.
3. improves the relationship between working individuals and management in terms of adapting to changes.
4. Introducing advanced technological means and new methods of work.
5. It is used as a method to increase motivation among individuals working at work.
6. Raising scientific efficiency and increasing the level of productivity

Objectives of training and development:

Each of (Aguinis & Kraiger,2013) defines the important objectives that each of the training and development achieves with the following points:

Social objectives: They are represented by the organization's commitment to society in meeting the needs and desires of customers, and it is considered one of the moral responsibilities.

Organizational objectives: These objectives are reflected by the teachers in developing individual and collective effectiveness towards achieving the objectives of the organization.

Functional objectives: They are represented by the contribution of higher management in providing the organization's needs of effective and efficient human resources.

Dimensions of the training and development process

The process of basic dimensions included in the training and development process is necessary and important in achieving the objectives of the organization, including: (Machine, 2013)

Training content: The training content is considered one of the basic elements that help the success of the training program, which is reflected in the objectives and objectives of the training process, as well as the trainees' satisfaction and confidence in it. This is confirmed by (Tharenou et al, 2013) that organizations that increase the training process will have a workforce capable of achieving positive results that are reflected in improving their job performance and thus achieving the objectives of the organization successfully.

Feedback: It is the second dimension through which information and trainees' reactions about their performance are obtained. So (Russ-ff, 2013) sees that feedback is important at every stage of training because it helps the trainees to correct their mistakes and works to improve the performance of the trainees in their work and provides them with information to compare between their previous and current performance. This is confirmed by (Abbas,2014) that the comparison process motivates the trainees to invest more efforts to change their behavior and performance in a positive way.

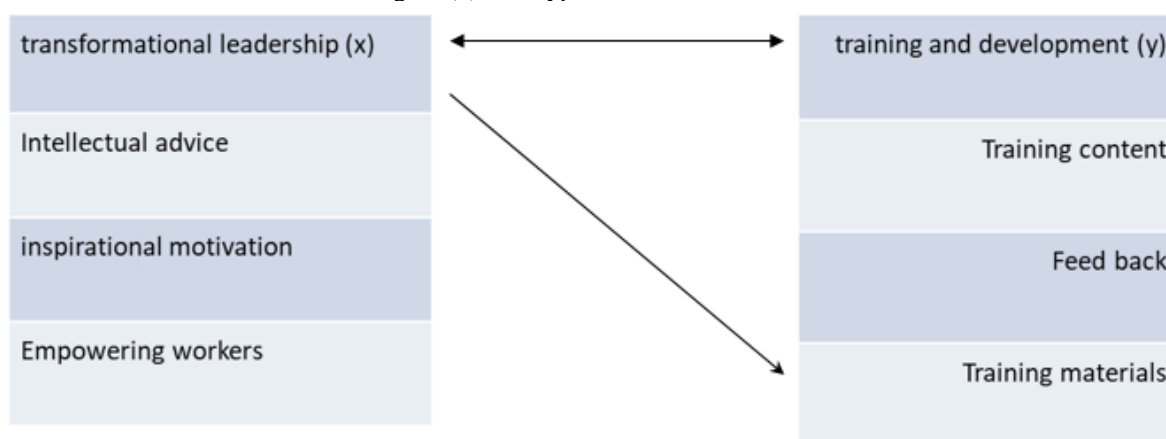
Training materials: it includes the third important dimension in the process of training and development of human resources, which uses the educational material to be transferred and taught to the trainees. in order to cover the training and development needs and achieve the specific objectives of the training program. (Johanseon,2013)

MATERIAL AND METHODOLOGY

Hypothesis

The hypothesis of the research contains two variables: the independent variable (transformational leadership), which consists of three sub-dimensions: intellectual advice, inspirational taste, employee empowerment and dependent change (training and development), which consists of three sub-dimensions: training content, feedback, and training resources.

Figure (1) The hypothesis of the research



Source: Prepared by the authors (2022).

Second: Research hypotheses

- The first main hypothesis: There is a significant statistically significant correlation between the dimensions of transformational leadership and the dimensions of training for human resources.
- The second main hypothesis: There is a statistically significant effect of transformational leadership in human resource training.

Third: Means of statistical analysis

The statistical methods used included the following:

- The arithmetic mean to show the mean of the variables.
- Standard deviation to show the dispersion of data from the arithmetic surface.
- Cronbach's Alpha coefficient for choosing the stability of measuring instruments.
- Pearson correlation matrix to provide initial support for the research hypotheses.
- Simple regression analysis to test hypotheses.

Statistical Aspect

Describe the importance of the research variables:

This research deals with the description of the variables dealt with in the research, which included two variables, namely, transformational leadership and human resource training.

Diagnosing the Importance of the Dimensions of Transformational Leadership and Human Resources Training in the Ministry of Higher Education - Department of Private Education

the dimensions of transformational leadership were diagnosed through three sub-dimensions: intellectual counseling, inspirational motivation, and employee empowerment. The following is a diagnosis of the reality of these dimensions in the organization in question, based on the answers of the research sample.

Table (1) Results of the research sample answers about the dependent variable / transformational leadership

No.	Transformational leadership variables	Arithmetic mean	Standard deviation
1	<i>Management avoids criticizing subordinates if their ideas are different from its own.</i>	3.47	0.380
2	<i>Higher management realizes the extent of change for the better.</i>	3.97	0.850
3	<i>Management trusts subordinates' abilities to a limited extent.</i>	3.51	0.770
4	<i>Overall average for the dimension of intellectual counseling</i>	3.650	0.833
5	<i>The higher management of private education shows an attractive vision of the future.</i>	3.86	0.910
6	<i>Management encourages subordinates to take responsibility.</i>	3.46	0.890
7	<i>Top management encourages innovative problem solving.</i>	3.79	1.020
8	<i>The overall average of the inspirational motivation dimension</i>	3.870	0.940
9	<i>Higher management encourages subordinates to express their opinion and participate.</i>	3.55	0.860
10	<i>Importantly, management delegates some powers to subordinates.</i>	4.14	0.910
	<i>Management relies on feedback from capable subordinates in order to Processing errors and problems first hand</i>	3.89	0.890
11	<i>The overall average of employees' empowerment</i>	3.160	0.787

12	Overall average transformational leadership dimension	3.792	0.887
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Source: Prepared by the authors (2022).

The dimensions of transformational leadership were diagnosed through three sub-dimensions: intellectual counseling, inspirational motivation, and employee empowerment. The following is a diagnosis of the reality of these dimensions in the organization in question, based on the answers of the research sample.

The transformational leadership dimension at the total level achieved a weighted arithmetic mean (3.793) and a standard deviation (0.887), which is higher than the arithmetic mean (3), which indicates the adoption of the transformational leadership style in the Department of Private Education in the Ministry of Higher Education and Scientific Research. The sub-dimensions were as follows:

A. **Intellectual consultation:** Table (1) shows the arithmetic mean and standard deviation of the intellectual consultation dimension, as he obtained an arithmetic mean of (3.650) and a standard deviation of (0.833), which is higher than the hypothetical mean (3) and this indicates a very great interest the Department of Private Education at the Ministry of Higher Education and Scientific Research emphasizes the importance of intellectual counseling. as for the paragraphs level, all the paragraphs were close and higher than the hypothetical mean and located between the highest weighted arithmetic mean for paragraph (2) as its arithmetic mean reached (3.96) and with a standard deviation (0.850), which is also greater than the hypothetical mean (3) and this indicates the pursuit and awareness of the top management In the Department of private Education at the Ministry of Higher Education and Scientific Research, the change is for the better in all its activities, especially in light of the complex environmental conditions that always need to adapt to the current situation. as for the lowest mean of calculation, it was achieved by Paragraph (1), as it reached (3.47) and with a standard deviation (0.380), which indicates the management's interest in the ideas that subordinates put forward regarding work, even if their ideas are different from the ideas of the higher management, and this is a good indicator calculated for the private education department. Standard deviation (0.770) was for paragraph (3) and this means that there is agreement on the opinions of the sample with the confidence of the management in their abilities, albeit in a limited way, and this is also recorded in favor of the department. As for paragraph (1), it obtained the highest standard deviation (0.880), which also indicates the interest and popularity of the higher management of education department in the private education department insists on not hurting the employees' feelings,

even if their opinions differ at work. This indicates good dealing with other employees, and because most of the managers in this department are holders of higher degrees.

B. Inspirational Motivation: Table (1) shows the arithmetic mean for this dimension as it reached (3.870) and with a standard deviation of (0.940), which indicates the interest of the Private Education Department in encouraging inspirational motivation among employees and thus its positive reflection in achieving the department's objectives of the training process as well as the development of this The human resource, as for the level of the paragraphs, all of them were close and higher than the hypothetical mean (3) and located between the highest arithmetic mean for paragraph (5), as its value reached (3.96) and under standard supervision (0.890), and this indicates that the management encourages its subordinates to take responsibility at work and make them position fore, as for the lowest arithmetic mean for paragraph (6) and with an arithmetic mean (3.79) and a standard deviation of (1.020), which indicates that there is a dispersal in the opinions of the research sample, even if the management here is trying to encourage employees to the problems they face in the process of training and development of human resources in new and innovative ways. As for the lowest standard deviation, paragraph (5) has been charged with a standard deviation (0.890), which indicates the agreement of the opinions of the research sample, the importance of taking responsibility at work and accomplishing it in an easy and clear manner.

C. Empowering workers: The arithmetic mean for this dimension was recorded (3.860) and with a standard deviation (0.887), which is higher than the hypothetical mean of (3), which indicates the keenness and interest of the higher management in expressing opinion and participating in the training and development process and participating in work. This is also recorded for the benefit of the Department Private education in the Ministry of Higher Education in terms of the developmental aspect of its human resources, as for the other sub-paragraphs, they were all close to and higher than the hypothetical mean between the highest arithmetic mean of (4.14) for paragraph (8) and with a standard deviation of (0.910). this confirms the delegation of some powers to subordinates and in general by the higher management, and this indicates its strong confidence in its employees, as for the lowest arithmetic mean for paragraph (7) and with an arithmetic mean (3.65) and a standard deviation (0.860), and this also indicates the agreement of the opinions of the research sample towards encouraging higher management In the private education department, to participate, discuss and express an opinion on the training and development process of human resources in it.

Table (2). Results of the dependent variable research sample / human resources training

No.	Transformational leadership variables	Arithmetic mean	Standard deviation
1	<i>Most of the training contents are related to the trainee's work..</i>	4.14	0.890
2	<i>The training program includes contents specific to the trainer's work.</i>	4.09	0.910
3	<i>The training content greatly enhances the effectiveness of the trainee's work.</i>	3.55	0.860
4	<i>Overall average of the training content dimension</i>	3.43	0.887
5	<i>The trainee receives feedback on how to apply what he learned during the training.</i>	3.74	0.810
6	<i>The trainee accepts any new advice each time he tries to apply what he learned during the training.</i>	3.53	0.810
7	<i>The trainee's feedback helps a lot in improving his job performance.</i>	4.00	0.423
8	<i>Overall average feedback dimension</i>	3.37	0.830
9	<i>The effectiveness of the materials provided during the training in developing the necessary knowledge on the job.</i>	3.18	0.420
10	<i>Training includes the use of appropriate, sufficient and enjoyable materials and media.</i>	2.61	1.200
	<i>The trainee will be able to understand the training materials during the training program</i>	3.89	0.890
11	<i>The overall average of the training materials dimension</i>	3.160	0.787
12	<i>The overall average of the human resources training dimension</i>	3.792	0.887

Source: Prepared by the authors (2022).

The dimension of human resources training at the total level achieved a weighted arithmetic mean (3.58) and a standard deviation (0.709), which is higher than the hypothetical mean (3), which indicates the ability of the Private Education Department in the Ministry of Higher Education to conduct training and because of its importance and reflection in all work activities As for the sub-dimensions, they were as follows:

A- Training content: It is evident from Table (2) from the arithmetic mean of the training content dimension (3.43) and with a standard deviation (0.887), which indicates the ability of the private education department to develop a training program for the employees in the department in a manner commensurate with their job duties, as for the paragraphs The sub-subgroups were close to and higher than the hypothetical mean (3). Paragraph (10) had the highest arithmetic mean (4.14) and a high standard deviation (0.890), which indicates the

agreement of the research sample in the Private Education Department of the Ministry of Higher Education on the correlation of the training program with the content of the trainee's work, and the lowest arithmetic mean (3.55) for paragraph (12) And with a standard deviation (0.210) and also higher than the hypothetical mean (3), which indicates the maximum benefit from the training process for the employee and makes him more effective at work.

B - Feedback: Table (2) shows that feedback has achieved an arithmetic mean of (3.76) and a standard deviation (0.423), and this indicates that the Department of Private Education in the Ministry of Higher Education and Scientific Research uses the reactions generated by the training process in the functional field in it. as for the paragraphs, all the values were close and greater than the hypothetical mean (3). Paragraph (15) achieved the highest arithmetic mean with a value of (4.00) and a standard deviation (0.255), and this indicates that the reactions resulting from the feedback process lead to improving its performance While paragraph (14) achieved the lowest arithmetic mean (3.53) and standard deviation (0.210), this also indicates the trainee's ability to accept any new advice that helps him work according to what he learned in the training process, and this also indicates in favor of the private education department.

C- Training materials: Table (2) indicates an arithmetic mean for the dimension of the training materials (3.05), with a standard deviation (0.817), which is higher than the hypothetical mean, which indicates the ability of the training materials to add knowledge to work in the private education department.

As for the paragraphs, they were close, except for one of them, which was less than the hypothetical mean (3). Paragraph (16) achieved an arithmetic mean (3.37) and a standard deviation (0.830). this indicates the on-site addition that we can add to the training materials to work in its cognitive and functional field. As for the lowest arithmetic mean, it was achieved by paragraph (18) and amounted to (2.61) and with a standard deviation (1.200), which is less than the hypothetical mean (3) and this indicates the disagreement of individuals The research sample regarding the inability of the trainee to understand all the paragraphs of the training programs, and this requires the private education department to follow up and review these paragraphs.

RESULTS AND DISCUSSION

Correlation Relationships Between Research Variables

Table (3) shows the correlation between the dimensions of transformational leadership and the dimensions of human resources training.

Table (3) Correlation relationships between dimensions of transformational leadership and human resource training

Dependent variable	Training content	Feed back	Training materials	Work on human resource training
independent variable				
Intellectual advice	0.664**	0.706**	0.644**	0.641**
inspirational motivation	0.651**	0.726**	0.532**	0.606**
Empowering workers	0.657**	0.303**	0.234	0.368**
Total transformational leadership	0.627**	0.548**	0.440**	0.508**

Source: Prepared by the authors (2022).

Table (3) shows the correlation between transformational leadership and human resource training at the total level (0.508KE), which is a positive correlation. The relationship between two variables at a significant level (0.05) indicates that the more transformational leadership increases, this leads to achieving the objectives of human resources training. . As for the relationships between the total transformational leadership and the training content, which amounted to (0.617) and at the level of significance (0.01), or there was a correlation between the total transformational leadership and the training resources (0.440), which is a direct positive and weak relationship at the level of significance (0.05), as for the other sub-relationships, there are a number of moral relationships between transformational leaders and human resources training, and their number is (11) positive, while the non-moral relationships number (1) reached the strongest relationship between inspirational motivation and feedback (0.716) at the level of significance (0.01), which is a relationship Strong and direct correlation, but the lowest correlation between employee empowerment and training materials (0.231), which is a non-significant relationship, and all this indicates the existence of a significant correlation between the two variables.

The Relationship of Influence to Transformational Leadership and Human Resource Training at the Private Level

The content of this relationship includes testing the second main hypothesis (the existence of a significant impact relationship for transformational leadership in human resource training). It is clear from Table (4) that there is a significant effect of shift leadership in human resources training, and this is confirmed by the effect of the calculated F (71.215) which is greater than the tabular F (5.70) and at the level of significance (0.05) and the degree of freedom (1.48), it is clear from R2 the coefficient of determination, where its value is (0.810), which is

a high value, meaning that (81%) of transformational leadership affects the training of human resources and its percentage (19%) is out of control as variables not taken in the research, as the value of β is (0.750).) of human resources training in the Department of Private Education in the Ministry of Higher Education and Scientific Research is the result of one unit of transformational leadership, and because the calculated t-value (9.050) is higher than the tabular T value (1.920) and at a significant level (0.05), thus accepting the second main hypothesis.

Table (4). The impact relationship between transformational leadership and human resource training

Dependent variable	Transformational Leadership					
	β	R ²	F		T	
calculated			tabular	calculated	tabular	
human resources training	0.750	0.810	71.215	5.70	9.050	1.920

P= 0.00 , N = 50

Table (5). The impact of transformational leadership on human resource training

Dependent variable	Transformational Leadership					
	β	R ²	F		T	
calculated			tabular	calculated	tabular	
Human resources training	0.689	0.826	71.614	5.70	14.017	1.920
Feed back	0.618	0.882	91.496	5.70	8.284	1.920
Training materials	0.269	0.274	5.620	5.70	4.509	1.920

P= 0.00 , N = 50

Source: Prepared by the authors (2022).

A- The effect of transformational leadership on the training content:

It is evident from Table (5) that there is a significant relationship of transformational leadership on the content of the training process, and this effect is supported by the calculated F (71.614) which is from F (tabular) and at a level of significance (0.05) and a degree of freedom (1.48).), it is clear that the R² coefficient of determination reached (0.826), which is a high value, meaning that (82.6%) of transformational leadership affects the content of the training process, and (17.4%) are out of control variables that were not taken in the research, as the value of β is (0.687) of the content Training in the department of the private education in the

Ministry of Higher Education and Scientific Research is the result of a single unit variable of wandering leadership, and because the calculated (t) value (14.017) is higher than the tabular T value (1.920) and with a significant level of (0.05).

B- The effect of transformational leadership on feedback:

It is clear from Table (5) that there is a significant influence relationship of transformational leadership in the process of feedback, where R^2 is a coefficient of determination (0.882), meaning that the variance in the answers is explained by the transformational leadership variables, and this effect is supported by the calculated F value. (91.496), which is greater than the tabular F (5.70) and with a degree of freedom (1.48) at the level of significance (0.05), as it is explained by (88.2%) of the transformational leadership that affects the training feedback process, and the percentage (11.8%) is out of control. Variables not taken in the research, as the value of (0.618) from the feedback in the Department of Private Education in the Ministry of Higher Education and Scientific Research is the result of changing one unit of transformational leadership, and because the calculated (t) value (8.288) is higher than the tabular T value (1.980) and at a significant level (0.05). This means that an increase by one unit of transformational leadership will lead to an increase of (61.8%) in feedback.

C- Effect of transformational leadership in training materials:

Table (5) shows that there is no significant relationship of transformational leadership in the training resources prepared for training, as the calculated F (5.680) is smaller than the tabular F (5.70) and at a level of significance (0.05) and a degree of freedom. (1.48) It is clear from R^2 that the coefficient of determination reached (0.574), which is a weak value.

CONCLUSIONS

The Department of Private Education in the Ministry of Higher Education and Scientific Research possesses distinguished leadership cadres who have the ability, potential, and correct reading of the future of the ministry's work, and can assume responsibility and solve problems in different ways this enhances the intellectual and cognitive aspect in the sense of transformational leadership and its impact on the human resources training process.

The Private Education Department is able to conduct human resources training using the latest technical means and methods for the training program, especially as it possesses high-level human resources at both the academic and scientific levels.

There is an inability of some human resources affiliated with the private education department to understand all the paragraphs of the training program, and this in turn leads to obstruction of the workflow within the department.

The correlation between the two variables of the research (transformational leadership and human resource training with its dimensions) showed that there is a moral correlation relationship at the total level, which indicates the distinguished role of leaders in transferring some of the powers and responsibilities to other, smaller cadres, the job title and this indicates the apartment of managers with subordinates, which is (intellectual counseling , inspirational motivation, training materials) in the private education department, and at the sub-level, there is a positive and strong correlation between inspirational motivation and feedback, and the weak correlation was between employee empowerment and feedback, and on the other hand, the non-moral relationship was between empowering workers and materials Training and this needs the review and evaluation section.

The results of the impact showed that there is a significant influence relationship of transformational leadership and human resource training in the private education department and at the overall level. as for the sub-level, it is noted that there is a strong influence between transformational leadership and the content of the training process, and this indicates that there is an understanding between transformational leaders and the importance of training in relation to work development, and on the other hand, the non-moral effect was between transformational leadership and training materials. Future work focuses on testing the variables of the study in other environments, with all these dimensions, as well as conducting tests in different sectors to contribute to improving these sectors.

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