The Transformational Leadership Style and its Impact on the Organizational Commitment: Empirical Evidence from the National Employment Agency

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Abstract :
This study aimed to uncover the role of transformational leadership through its dimensions (exemplary influence, individual considerations, intellectual stimulation, and inspirational stimulation) in strengthening the organizational commitment in the National Employment Agency. The questionnaire is used as a means of collecting data, and the number of answers is 226 and the software adopted is the plspm R 3.5.1.The results revealed that transformational leadership has no significant impact on the organizational commitment, and that transformational leadership in its four dimensions does not affect organizational commitment as well. The study recommended raising the level of commitment in order to reduce the work pressures and encourage competencies and initiatives

***Key Words*:** Transformational Leadership, Idealized Influence, Individualized Consideration, Inspirational Motivation, Intellectual Stimulation, Organizational Commitment.

JEL Classification : M12, M14.

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Introduction:

The high levels of the dynamic and complex organizational environment lead to an increase in the interest in the human relations as one of the most important modern and effective ways to face challenges and improve the performance of the subordinates. This performance depends mainly on the role of the leader and the leadership style practiced. This issue prompted the search for the most effective leadership styles and the ability to communicate and influence others by providing an appropriate organizational environment and building positive human relationships that contribute to raising the level of performance and continuing development and advancement.

The transformational leadership is one of the most important patterns of modern leadership, which several studies have proven its ability to develop relationships between individuals by inspiring and motivating subordinates and

influencing their organizational behavior and directing it in a way that serves the mission and goals of the organization. In this context, the organizational commitment is among the most important aspects of organizational behavior that every leader in any organization seeks to raise according to the effortless of the subordinates' acceptance of the organizational change and development, through the high level of their sense of trust, belonging and job satisfaction, and the self-esteem of the work team by increasing the rate of compatibility between the values and goals of individuals and the organization. This study comes to highlight the effect of the transformational leadership in enhancing organizational commitment.

To highlight the effect, the following main hypothesis has been put forward:

(H): There is a significant impact of the transformational leadership dimensions on the organizational commitment, from which the following sub-hypotheses emerge:

• (H1): Is there a significant effect of the exemplary effect on the organizational commitment?

• (H2): Is there a significant impact of the individual considerations on the organizational commitment?

• (H3): Is there a significant effect of the intellectual stimulation on the organizational commitment?

• (H4): Is there a significant effect of the inspirational motivation on the organizational commitment?

Tools for collecting study data: Two sources have been relied upon to collect data:

- **Primary data:** The researchers relied on the questionnaire as a main tool in collecting data as the main method according to the nature of the study and its dimensions represented by the transformational leadership and the organizational commitment. By using the Five-Likert Scale in asking the questionnaire questions and measuring the answer scores as follows: (Totally agree, agree, not sure, disagree, and disagree completely), and the weights are taken (1, 2, 3, 4, and 5) respectively.

- **Secondary data:** In order to complete the theoretical side, the researchers relied on various references; including books, empirical studies, scientific theses and periodicals.

- **Research community and sample:** The National Employment Agency and its affiliated agencies at the national level (and regional, state and local agencies) were approved as a field for applying the study and collecting the required data through the questionnaire, which was distributed electronically based on a practical program, which is an internal information network. Answers to the questionnaire (226) answers.

Literature Reviews:

Some studies contend that in organizations, employees with high levels of organizational commitment are likely to willingly work on behalf of their organization even when the necessary resources to perform their jobs are insufficient. Moreover, the organizational commitment is often considered as a determinant key of the organizational effectiveness. According to the literature, the causal direction between organizational commitment and job satisfaction shows mixed results, but

defining job satisfaction as an antecedent of organizational commitment has received more support (Park 2020, 20).

There are major reasons to expect affective commitment to have a positive effect on in-role performance, organizational citizenship behaviour and innovative work behaviour. Employees who are affectively committed to the organization consider the organization's goals as their own and expend extra effort to achieve these goals (Chughtai 2019, 21).

On the other hand, organizational commitment can facilitate a process through which employees make sense of their current situation by developing attitudes that are consistent with their commitment to the organization (Bateman & Strasser, 1984). As employees' attachment to their organization decreases, they are likely to report higher levels of job dissatisfaction because they are expected to adjust their satisfaction levels to be consistent with their current commitment (Currivan, 1999; Mathieu, 1991). From another perspective, as individuals become committed to an organization, they develop a satisfaction level that is consistent with their commitment, thus reducing cognitive dissonance (Huang & Hsiao, 2007). This finding is convenient with a common position in psychology that individuals develop attitudes consistent with the situations to which they are committed (Abdelmoteleb 2019, 324). An employee's commitment is a concern to all organizations because it has been allied to reduced turnover, enhanced knowledge sharing, better organizational citizenship behaviors, greater acceptance of organizational change, decent behaviour and compressed absenteeism (Nkomo and al 2018, 202).

I. The theoretical framework of the study:

1. The theoretical framework of the transformational leadership:

1.1 The Leadership Definition:

Over the last seventy years, the organizational leadership theory produced several approaches to explain leadership effectiveness: (1) up to 1940s the trait approach—"leadership ability is innate"; (2) between 1940s and 1960s the style or behavioral approach—"leadership effectiveness is to do with how the leader behaves," (3) between 1960s and 1980s the contingency or situational approach—"effective leadership is affected by the situation", and finally (4) after 1980s the new leadership approach—where leadership is regarded as a process of social influence (Raposo 2015, 2)

Modern leadership theory is based on the general principles of contingency and situation, which propose flexibility of leadership style contingent on the circumstances, environment, task, and followers (Galloway and al 2015, 685). The importance of management employee consultation at the workplace lies in the opportunity for employees to discover more about workplace issues and to influence their determination. This suggests that we should foster employee participation as an organizational approach since this approach supports management by creating a more participative and empowered workforce (Lau 2014, 58).

There are many diverse definitions of leadership, stogdill conclued that "there are almost as many definitions of leadership as there are persons who have attempted to define the concept". while peter Druker sums up that: "the only definition of a

leader is someone who has followers. To gain followers requires influence but doesn't exclude the lack of integrity in achieving this". Some theorists believe that the leadership is no different from the social influence processes occurring among all members of a group and others believe that leadership is everything someone is doing in order to lead effective (Bentadjine and Bouacida 2020, 145). Leadership is "organizing a group of people to achieve a common goal". The leader may or may not have any formal authority. (Melouki 2020, 131).

2.1 The Transformational leadership Definition:

The transformational leadership theory starts with the concept envisaged by Burns (1978) and Bass (1985). According to Bass, transformational leaders stimulate the subordinates to make perceptions of leader-ship with new perspectives since there is an intellectual stimulation. Leaders are able to make perceptions as the individuals who can support and give cares to the subordinates with individualized consideration, through the inspirational motivation and charisma (Eliyana and al 2019, 145)

The transformational leadership involves inspiring others to believe in a leader's vision to achieve high levels of performance. It is characterized by the ability of the leader to understand the organizational culture, realign it to a new vision, and change followers' values and self- concepts, which necessitates active emotional relationships. Thus, leaders who use this style to transform their organizations do so by challenging themselves as well as their followers to achieve success and inspire and empower others in order to help them achieve great visionary outcomes (Afsar and al 2019). Transformational leadership is a proactive leader who acts as a change agent, raises followers' awareness by transcending their collective interests, and helps them to achieve exceptional goals (Nazmul and al 2020, 2). Transformational leaders inspire others with their vision, promote this vision, demonstrate confidence in themselves and their mission and encourage others to support their mission. followers through emotion (Sougui and al 2017, 62). transformational leadership has been consistently claimed to be more effective than the other leadership styles. They particular appear to motivate their followers through emotion (Afsar and al 2019, 68).Transformational leadership has been described in terms of transforming followers' values, goals, and perspective in accordance with organizational ones.

3.1 The transformational leadership dimensions:

The four major dimensions of transformational leadership attain these changes through the inspirational motivation and the intellectual stimulation. Encouraging independent and innovative thinking, individual consideration acting as a mentor and responding to followers' needs and concerns in a supportive way, and, finally, idealized influence (Effelsberg et Solga 2015, 533).

a. The idealized influence: The idealized influence is defined as the higher level of moral conduct and influence in the behaviour of leaders for employees to follow and accept. The leaders position themselves in front of the conflicts and showing conviction. In addition, they highlight their shared values and emphasize the relevance of having an objective and commitment, as well as making decisions based on ethics. (Rwrsilany and al 2018, 64)

b. The Intellectual stimulation: The Intellectual stimulation is defined as the encouragement of followers to think from their own perspective the better solutions to organisational problems and also to enhance the level of creativity and bring innovation to the organisational system and processes (Singh and al 2016, 201).

c. The Inspirational motivation: The Inspirational motivation involves behavior to motivate and inspire followers by providing a shared meaning and a challenge to those followers. Enthusiasm and optimism are key characteristics of inspirational motivation (McCleskey 2014, 120)

d. The individualized consideration: The individualized considerate practice when learning opportunities are created along with a supportive climate. Individual differences in term of needs and desires are recognized. The leader's behavior demonstrates acceptance of individual differences…the individually considerate leader listens effectively. The leader delegates tasks as a means of developing followers (Nelson 2015, 66).

2. The theoretical framework for Organizational commitment:

1.2 The Organizational commitment Definition:

There have been various classifications of employee attitude and attachment towards their organizations such as loyalty, devotion and commitment in the extant literature. The concept of commitment was firstly introduced in literature in 1960 by Becker and it was explained as "one mechanism producing consistent human behavior" (Berberoglu 2018, 3).

However, the variety of definitions for organizational commitment with all its different processes shares a common notion that organizational commitment is a connection of the individual to the organization. One of the definition states that the organizational commitment is "the force that binds an individual to a course of action of significance to one or more targets. An employee's commitment is a concern to all organizations because it has been allied to reduced turnover, enhanced knowledge sharing, better organizational citizenship behaviors, and greater acceptance of organizational change, decent behaviour and compressed absenteeism. Typically, higher or lower levels of commitment have been exposed to be a major driver of employees staying with or leaving an organization. People are more expected to leave their organization as the age and occupation of employees increase. Furthermore, those employees with higher levels of education display less commitment to their organization. In addition, job position, marital status, and length of service clearly effect employee commitment. The degree of employee commitment has been linked with the extent to which certain employee needs have been gratified by the organization (Nkomo and al 2018, 202)

It was suggested by Mowday, Porter, & Steers (1982) that organizational commitment is composed of "(1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization". For Organizational Commitment the instrument developed by Meyer & Allen (1996) has been used (Lashari and al 2016, 175).

Porter et al. (1974) defined organizational commitment as "the strength of an individual's identification with and involvement in a particular organization." In a subsequent study, Allen and Meyer (1990) conceptualized the components of organizational commitment into affective, continuance, and normative commitment. Subsequently, organizational commitment has remained among the most popular topics of research in the organizational behavior and human resource management literature (Park 2020, 2).

Robbins (2006) defined organizational commitment as a stage in which the employee recognizes a certain group with the goals, and hopes to maintain the status as the group member. Moreover, Luthans (2002) define as: 1. Strong willingness to stay as a groupmember; 2. Willingness to hard work as the organizational aspiration; 3. A certain willingness to accept the values and goals of the organization. In other words, these are behaviors that reflect employees' loyalty to the organization and the next stage in which the organizational members express cares to the organization, success, and the further development. Organizational commitment has strong and positive relationship to work performance (Ahmad et al, 2010; Hettiarachchi & Jayaeathua, 2014). In other study by Shahab and Nisa (2014) claimed that there is a positive and significant effect of the work satisfaction to the organizational commitment, and also from the organizational commitment to work performance (Eliyana and al 2019, 145). Organizational commitment is a psychological state that describes the relationship between employees and the organization, which can influence the decision of employees to continue or discontinue membership in the organization. (Yudi and al 2019, 310)

The organizational definition of the commitment considered it as the psychological attachment that an individual holds towards an organisation. More specifically, it is the emotional attachment to the organisation that can be judged on the basis of the following factors: absenteeism, staff turnover, sickness absence, developmental engagement and attitudinal surveys (Jabeen and al 2015, 105).

2.2 The Organizational commitment dimensions:

The organizational commitment entails a high level of identification with the organization's goals and values, a willingness to exert extra effort for the benefit of the organization, and a strong desire to maintain membership in the organization. Organizational commitment is a psychological link between a person and an organization. In fact, there are three dimensions of organizational commitment (Donglong1 and al 2020, 170).

a. **The Affective Commitment:** The affective commitment is a psychological attachment formed through feelings of loyalty and pride toward an organization. This form of commitment typically occurs when an employee perceives that the organization treats the person in a positive manner and meets the person's salient personal goals (Lambert and al 2018, 88).

b. **The Normative Commitment:** The normative commitment is defined by perceived obligation. This type of commitment can be caused by the norms of reciprocity or because an individual does not want to forego certain benefits he or

she gets from pursuing a course of action of relevance to a target (Michael and Tatjana 2018, 295).

c. **The continuance commitment:** The continuance commitment is characterized by the perceived costs, both economic and social, of leaving the target the commitment is oriented towards. Examples are the perceived costs of leaving an organization or changing one's profession. According to the model, commitment can reflect varying degrees of all three mind sets (Michael and Tatjana 2018, 295).

3. **The Optimal Effect:**

Researchers believe that the effects of leadership are more likely on the felt, and therefore observed, on the perceptions and beliefs that lead to member commitment and participation. An effective leadership is usually considered has good relationship with the subordinates. This good relationship is characterized by high levels of mutual trust and respect (Lau 2014, 58)

Transformational leadership, on the other hand, involves a process to increase subordinates' understanding of the importance of organizational outcomes and help transform followers' personal values to be congruent with the collective goals or mission of their organization (Bass, 1985) It adds the visionary aspect of leadership and the emotional involvement of employees within an organization. The basic notion is that a visionary leader can create an impression that he or she has high competence and a vision to achieve success. Subordinates are expected to respond with enthusiasm and commitment to the leadership objectives, and may be recruited because they share the vision. According to Bass and Avolio (1993), transformational leadership behaviors include idealized influence, individual consideration, intellectual stimulation, and inspirational motivation (Lau 2014, 56).

There are number of factors affecting the organizational commitment such as organizational culture, leadership style, job satisfaction, personal characteristics (age, gender, race, job tenure etc.), employees' power, their attitude, work behavior, motivation and performance. One personal and organizational factor that is considered as key antecedent of organizational commitment is leadership. (Bano Fakhra 2013, 2)

The manager represents a role model and an example of an ideal institution. A Transformational leader influences others, and he is a wise person of trust, respect, and his decisions. Among the things that leaders do to describe idealism is to take the needs of others into account and present them on their individual needs, to prepare them to sacrifice personal gains for others, to participate in the dangers to which followers are exposed, to be consistent and not passive in their actions, to adhere to ethical standards, and to avoid using force in the interests of others; Once these ideal qualities are in place and over time, the followers work to emulate them, their objectives become more meaningful and work at their maximum potential (khemgani and al 2020). Transformational leaders are heads of the organisational, who extend and appraise the followers in terms of their career and interest, provide followers the needed information and direction, generate commitment of followers to work and align the organisational purpose or mission that matches the self-interest of individuals with group's interest (Singh and al 2016, 202).

II. The Empirical Study:

1. Presentation of the questionnaire:

The questionnaire was built according to the requirements of the nature of the topic and the variables of the study, as it contained two main parts, the first part concerned with describing the characteristics of the study sample, and the second part related to the study variables, transformational leadership, and organizational commitment. Each part includes axes and items that will be detailed as follows:

- Part I: Includes 03 items related to describing the characteristics of the study sample
- Part Two: Including 35 items distributed into two groups. The first group includes the independent variable, transformational leadership in its four dimensions and includes 28 items, and the second group includes the dependent variable organizational commitment with 07 items. The following is a detail of these items and axes:

• The first axis: it includes the ideal effect dimension and it is represented by item x1 to item x7.

• The second axis: it includes a dimension for individual considerations, and it is represented by item x8 to item x14.

• The third axis: includes the intellectual stimulation dimension and it is represented by item x15 to item x21.

• The fourth axis: it includes the motivational dimension and it is represented by item x22 to item x28.

• The second group: it represents the independent variable, which is organizational commitment. It includes seven items from y1 to item y7.

2. Results of the test of validity of measures of study variables:

To test the validity of the model variables, an evaluation will be relied upon (Hamdollah Ravand, 2016), which shows that the evaluation of the model in terms of the validity of the variables is that the Cronbach alpha coefficient and the DG. rho coefficient are high and whenever they are higher than 0.7, they are good Also, the load coefficients are higher than 0.7. The load factors are confined to between 0.4 and 0.7. The effect of increase and decrease is studied with the average variance index extracted and a threshold of 0.5 is approved for it. In the case of load factors less than 0.4, they are permanently removed from the scale and the items that meet the previous conditions are approved. Table No. (2) Shows the results of the test.

Table 1: « The results of the validity test of the study model »

Scaled variable	Latent Variables	Loading factor	C. alpha coefficient	DG. rho coefficient	Latent root 1	Latent root 2	ANVE
X1	idealized influence	0,82	0.92	0.94	4.81	0.71	0.69
X2		0.72					
X3		0.82					
X4		0,86					
X5		0.83					
X6		0.87					
X7		0.87					
X8	individualized consideration	0,89	0.95	0.96	5.41	0.44	0.77
X9		0,91					
X10		0,9					
X11		0,89					
X12		0,85					
X13		0,81					
X14		0,9					
X15	Intellectual Stimulation	0,82	0.59	0.93	4.95	0.59	0.71
X16		0,9					
X17		0,85					
X18		0,85					
X19		0,84					
X20		0,73					
X21		0,88					
X22	Inspirational Motivation	0,89	0.96	0.97	5.77	0.32	0.82
X23		0,91					
X24		0,89					
X25		0,94					
X26		0,89					
X27		0,91					
X28		0,92					
Y1	Organizational Commitment	0.74	0.891	0.915	4.24	0.752	0.598
Y2		0.76					
Y3		0.79					
Y4		0.76					
Y5		0.78					
Y6		0.76					
Y7		0.82					

Source: the researchers based on R software

Table No. (1) displays the results of the validity of the study model, which shows that the indicators of the measurement quality were good for the independent variable represented in the typical effect, individual considerations, intellectual arousal, and inspirational stimulation, and it is noted that its indicators are satisfactory as most of the load factors greater than 0.7. In fact, they measure the validity of the variable well, where the value of the largest load factor was 0.94, and the lowest load factor was 0.72, and the values of the alpha coefficients ranged between 0.96 and 0.59, and the values of the DG. rho index ranged between 0.97 and 0.93, which are good values, and the values of the latent root For the first factor ranged between 5.77 and 4.81, which is greater than the integer one, while the values of the latent root of the second factor ranged between 0.71 and 0.32, which is less than the integer one, and the mean values of variance ranged between 0.82 and 0.69,

which are values greater than 0.5, which shows Validity of statements to measure the variable, and it is noted that no item is excluded.

Through the above table that shows the results of the validity of the regulatory commitment variable, it is noted that its indicators are satisfactory as most of the load parameters are greater than 0.7, which requires keeping all the items of the scale because they measure the validity of the variable well, and it can also be indicated that the value of the largest load factor is equal to 0.82 and the value of the lowest parameter equals 0.74 load coefficients, while the value of the Cronbach alpha coefficient is 0.891 and the DG. rho index is 0.915 which are good values and the latent root of the first factor is greater than the integer one 4.24 and the latent root of the second factor is less than the integer one 0.752 and the extracted mean variance is 0.598, which is a value greater than 0.5 shows validate statements to measure the variable, and the result is not excluding any item.

3. Results of the model differentiation validity test:

After evaluating the validity of the variables of the measurement model and making the required adjustments, we moved to the stage of evaluating the validity of differentiation of the path model, in which the results of the Fornell-Larcker criterion were analyzed and shown in Table (2) see the Appendix.

Table 2: « The results of the Fornell-Larcker criterion »

	idealized influence	individualized considerations	Intellectual Motivation	Inspirational Motivation	Organizational Commitment
Idealized influence	0.83				
Individualized considerations	0.85	0.88			
Intellectual Stimulation	0.81	0.93	0.84		
Inspirational Motivation	0.83	0.91	0.9	0.91	
Organizational Commitment	0.29	0.3	0.3	0.3	0.77

Source: the researchers based on R software

The above table shows the validity test of the differentiation according to the Fornell-Larcker Criterion for the path model and notes the height of the square root values of the mean variance at each variable represented by the diameter of the table on the correlation coefficients between the latent variables, which explain the different possible constructs, and we note that the correlation coefficient between the variable The ideal effect and the latent variable for the individual considerations equals 0.85, while the value of the square root of the mean variance extracted for the latent variable The ideal effect and the latent variable The individual considerations came in the order of 0.83 and 0.88, which is greater than the correlation coefficient, and the correlation coefficient between the latent variable is the ideal effect and the underlying variable excitation Intellectual property is equal to 0.8. As for the value of the square root of the average variance extracted for the latent variable, the ideal effect and the latent variable, the individual considerations came in the order of 0.83

and 0.84, which is greater than the correlation coefficient, and the correlation coefficient between the latent variable, the ideal effect, and the latent variable, the inspirational stimulus, equals 0.82. As for the root value The squared mean of the variance extracted for the latent variable, the ideal effect, and the variable l The potential for the inspirational stimulus came on the order of 0.83 and 0.91, which is greater than the correlation coefficient, and the correlation coefficient between the latent variable, the ideal effect, and the underlying variable, the organizational commitment is equal to 0.29, while the value of the square root of the mean variance extracted for the latent variable, the ideal effect and the underlying variable, the organizational commitment came in the order. 0.83 and 0.77, which are greater than the correlation coefficient, and the correlation coefficient between the latent variable, individual considerations, and the latent variable, organizational commitment is equal to 0.3. The value of the square root of the mean variance extracted for the underlying variable for the individual considerations and the underlying variable, the organizational commitment, came in the order of 0.88 and 0.77, which is greater than The correlation coefficient, and the correlation coefficient between the latent variable of intellectual excitement and the latent variable, the organizational commitment is equal to 0.3. As for the value of the square root of the mean variance extracted for the latent variable intellectual excitement and the latent variable, the organizational commitment came in the order of 0.84 and 0.77, which is greater than the correlation coefficient, and the correlation coefficient between the latent variable. The inspirational stimulus and the underlying variable organizational commitment equals 0.3, while the value of the root is the quadratic mean of the variance extracted for the underlying variable, the motivational stimulus, and the underlying variable, the organizational commitment came in the order of 0.91 and 0.77, which is greater than the correlation coefficient, and then the resulting pathway model is the best and has better differential validity compared to other constructs.

Table 3: « Cross Load Parameters »

Latent Variables	Scaled variable	idealized influence	individualized considerations	Intellectual Motivation	Inspirational Motivation	Organizational Commitment
Idealized influence	X1	(0,82)	0,67	0,66	0,67	0.49
	X2	(0,7)	0,53	0,51	0,53	0.4
	X3	(0,83)	0,64	0,63	0,66	0.56
	X4	(0,86)	0,71	0,66	0,66	0.52
	X5	(0,82)	0,66	0,61	0,64	0.47
	X6	(0,88)	0,84	0,79	0,8	0.56
	X7	(0,88)	0,84	0,77	0,79	0.52
Individualized considerations	X8	0,78	(0,89)	0,8	0,76	0.68
	X9	0,79	(0,91)	0,81	0,79	0.58
	X10	0,79	(0,9)	0,82	0,78	0.55
	X11	0,75	(0,89)	0,84	0,85	0.57
	X12	0,71	(0,85)	0,83	0,82	0.54
	X13	0,7	(0,81)	0,76	0,72	0.5
	X14	0,73	(0,9)	0,84	0,84	0.61
Intellectual Stimulation	X15	0,63	0,75	(0,82)	0,72	0.53
	X16	0,73	0,83	(0,9)	0,81	0.59
	X17	0,69	0,8	(0,85)	0,79	0.51
	X18	0,69	0,78	(0,85)	0,76	0.49
	X19	0,71	0,79	(0,84)	0,78	0.55
	X20	0,52	0,65	(0,73)	0,58	0.46
	X21	0,74	0,83	(0,88)	0,83	0.61
Inspirational Motivation	X22	0,78	0,86	0,86	(0,89)	0.61
	X23	0,76	0,84	0,82	(0,91)	0.60
	X24	0,7	0,79	0,77	(0,89)	0.51
	X25	0,78	0,85	0,83	(0,94)	0.58
	X26	0,76	0,8	0,8	(0,89)	0.55
	X27	0,71	0,8	0,81	(0,91)	0.62
	X28	0,76	0,81	0,81	(0,92)	0.66
Organizational Commitment	Y1	0.4	0.41	0.42	0.42	(0.77)
	Y2	0.43	0.64	0.44	0.84	(0.73)
	Y3	0.51	0.55	0.51	0.55	(0.69)
	Y4	0.34	042	0.42	0.44	(0.71)
	Y5	0.61	0.56	0.57	0.58	(0.81)
	Y6	0.42	0,39	0.43	0,38	(0.59)

Source: the researchers based on R software

It is noticed from Table No. (3) that the external load coefficients for each variable record higher and convergent values compared to the cross load parameters corresponding to the other possible constructs (each item versus the other variable), i.e. the high intersectional load coefficients for each latent variable with the same latent variable over the rest of the intersectional load parameters with Other variables, which indicates the validity of a good differentiation compared to other structures.

4. Hypothesis testing:

The main hypothesis states that "there is a moral effect of transformational leadership towards organizational commitment." This hypothesis includes four sub-hypotheses that are tested as follows:

1.4. First - testing the first sub-hypothesis:

The first sub-hypothesis states that "there is a significant effect of the ideal effect on organizational commitment".

Table 4: « Results of the first sub-hypothesis test »

	Impact	Standard Deviation	T statistics	P -Value	Result
individualized considerations -> The Organizational Commitment	0.08	0.13	0.64	0.53	Non-Significant

Source: the researchers based on R software

Through the above table, it is clear that the direct effect, the ideal effect on organizational commitment, was positive, which was estimated at 0.08, which is a non-significant effect, so that the Student's statistic reached 0.64, with a significant level of 0.53, which is greater than the nominal level of significance 0.05.

2.4. Second - The second sub-hypothesis test:

The second sub-hypothesis states that "there is a significant impact of individual considerations on organizational commitment" and the test of this hypothesis was based on the Student test, the results of which are shown in the following table:

Table 5: « The results of the second sub-hypothesis test »

	Impact	Standard Deviation	T statistics	P -Value	Result
The idealized influence -> Organizational Commitment	0.096	0.2	0.48	0.63	Non-Significant

Source: the researchers based on R software

Through the above table, it is clear that the direct effect of individual considerations on organizational commitment was positive, which was estimated at 0.096, which is a non-significant effect, so that the Student's statistic reached 0.48, with a significant level of 0.63, which is greater than the nominal level of significance 0.05. Therefore, we reject the hypothesis, that is, "There is no significant effect of the considerations.

3.4. Third - the third sub-hypothesis:

The third sub-hypothesis states that "there is a significant effect of intellectual arousal on organizational commitment" and the test of this hypothesis was based on the Student test, the results of which are shown in the following table:

Table 6: « The results of the third sub-hypothesis test »

	Impact	Standard Deviation	T statistics	P -Value	Result
Intellectual Stimulation -> Organizational Commitment	0.059	0.18	0.32	0.75	Non-Significant

Source: the researchers based on R software

Through the above table, it is clear that the direct effect of intellectual stimulation on organizational commitment was positive, which was estimated at 0.059, which is a non-significant effect, so that the student's statistic reached 0.32 with a significant level of 0.75, which is greater than the nominal level of significance 0.05. Therefore, we reject the hypothesis, i.e., "There is no significant effect of arousal.

4.4. Fourth - The fourth sub-hypothesis test:

The fourth sub-hypothesis states that "there is a significant effect of the stimulation on organizational commitment".

Table 7: « The results of the fourth sub-hypothesis test »

	Impact	Standard Deviation	T statistics	P -Value	Result
Inspirational Motivation -> Organizational Commitment	0.094	0.17	.056	.057	Non-Significant

Source: the researchers based on R software

Through the above table, it is evident that the direct effect of inspirational stimulation on organizational commitment was positive, estimated at 0.094, which is a non-significant effect, so that the Student statistic reached 0.56, with a significance level of 0.57, which is greater than the nominal level of significance 0.05. Therefore, we reject the hypothesis, that is, there is no significant effect of motivation.

5. Results Discussion:

The main hypothesis states that "there is a significant effect of transformational leadership towards organizational commitment." This effect was estimated at 0.284, i.e. a rate of 28.4%. The results of the sub-hypotheses of this hypothesis included that the direct effect of the dimension of the ideal effect on the organizational commitment was positive as 0.08 or 08%, which is The effect of non-moral, as for the direct effect of the dimension of individual considerations on the organizational commitment, it was positive, which was estimated at 0.096, i.e. 09%, which is a non-significant effect, while the direct effect of the intellectual arousal dimension on the organizational commitment was positive, which was estimated at 0.059, i.e. 05%, which is a non-significant effect. And the direct effect of the inspirational motivation dimension on the organizational commitment was positive, which was estimated at 0.094 or 09.4%, which is a non-significant effect. Thus, through testing the third main hypothesis, it becomes clear that the transformational leadership in its dimensions does not affect the organizational commitment in the studied institution. This finding is inconsistent with a study:

(Ziad Ali Al-Shawabkeh, and others, 2018) and (sakiru and al 2013.174)), which reached the importance of transformational leadership in strengthening organizational commitment among workers, by involving them in decision-making processes, spreading a culture of love for work and teamwork and creating a spirit of belonging by providing material incentives. And the morale of the most committed employees.

Conclusion:

Transformational leadership is one of the most prominent styles of modern leadership that raises the activation of communication links between the individual and the organization, encourages subordinates to participate in crystallizing the vision, mission, and goals of the organization, and seeks to keep pace with change, development, administrative development and confronting challenges with determination and rationality and adopts flexible administrative systems and methods based on human relations And constant communication, by providing an appropriate organizational environment based on understanding and constructive dialogue and helps in team work, where the transformational leader possesses a charismatic personality and intellectual and technical skills that give him the ability to motivate and inspire subordinates and direct their organizational behavior to reach the highest level of performance and enhance the feeling of satisfaction and commitment. This study concluded, which aimed at Exposing the role of transformational leadership in raising the organizational commitment in the National Employment Agency to a set of results, which we will list as follows:
Adopting the transformational leadership style helps organizations motivate
followers to make more efforts and raise the level of satisfaction, which in turn
leads to higher confidence, commitment and job performance.

The hypothesis was rejected, that is, there is no moral effect of transformational leadership in its dimensions towards organizational commitment in the researched organization, and according to our opinion that the reason for the weakness of commitment is due to the nature of work because among the main tasks of the National Employment Agency is to meet job offers, which constitutes pressure on its employees and employees at work and even Outside it through family, friends, and some job seekers who come to the agencies in order to obtain a job, which makes absenteeism and turnover rates high in the research organization, as most of its employees want to leave or change the organization, and we see that the second reason is due to the poor appreciation of individual efforts and initiatives and weak System promotions.
In light of the previous results, we recommend the following:

- Increasing interest and reliance on the transformational leadership style in the National Employment Agency, and holding training courses highlighting its advantages and results for officials and agency heads to demonstrate their qualities by introducing their principles and methods of application.
- Establishing criteria in light of which the heads of agencies and various officials are chosen to be more in line with the requirements of contemporary changes.
- Provide an organizational climate that supports the application of transformational leadership and raises the level of commitment.
- Establish a system for rewarding subordinates in proportion to their effort, appreciation, and individual initiatives.

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