

القيادة التحويلية وعلاقتها بالمناخ التنظيمي
لدى بعض العاملين بمديرية الشباب والرياضة لولاية المسيلة

LLe leadership transformationnel et sa relation avec le climat organisationnel Chez Certains des employés de la direction de la jeunesse et des sports de la wilaya de M'sila

The transformational leadership and its relation to the organizational climate within some of the employees of the directorate of youth and sports of the state of M'sila

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<p>معلومات المقال : - تاريخ الاستلام : 2018/01/07 - تاريخ المراجعة : 2018/02/12 - تاريخ قبول النشر : 2018/04/19</p>	<p>Abstract: One of the leadership patterns that have been produced by the technical and scientific progress is the tranformational leadership which is defined mostly as being able to lead the organization to face the challanges and recent deavlopment by facing the behaviors of the Subordinates and develop their performance by opening their way and support them to face the problems of their organization. "Organizational climate" considered as one of the most looked for subject by researchers , but its definition is still differs from one writer and researcher to another . The position of the writers who deal with this subject is varied because of their different specialties and intellectual concepts.</p>
<p>Key words : - The transformational leadership - the organizational climate - employees of the directorate of youth and sports of the state of M'sila</p>	<p>The use of the organizational climate in the administration is metaphorical because climate in the linguistic sense is a geographical term related to the environment and the nature of the air in terms of cold and warmth in different seasons of the year , therefore, the use of the term climate in management is meant to express the organization as an organizational or organic entity in order to give the interaction between the environment and the employee, which in this sense refers to the prevailing values in the organization and its impact on the administrative process or the administrative behavior of the employees in special. In this research, we tried to reveal the transformational leadership and its relation to the organizational climate of the staff of the Directorate of Youth and Sports of the State of M'sila ; this is based on the theoretical and applied studies that we conducted using the transformational leadership questionnaire and the organizational climate questionnaire. After that, we verified its validity and stability by processing the data statistically. The study population consists of the workers of the Directorate of Youth and Sports of the province of M'sila which were 45 workers . The sample of the study was taken from some workers of the Directorate of Youth</p>

and Sports which were 20 workers.

The researcher used the analytical descriptive method and the results indicated a positive correlation between transformational leadership and organizational climate, which means that the transformational leadership within the youth and sports districts added to the average increase in the value of the arithmetic average and correlation coefficient. This reflects an increase in the organizational climate, ie, the more we have the transformational leadership within the youth and sport districts, the more the organizational climate increases.

MOTS CLÉS :

-Leadership transformationnel
- pensée individuelle
- stimulation intellectuelle
- climat

RÉSUMÉ : Des styles de leadership consilodées modèle progrès scientifique et le développement technologique du leadership transformationnel, ce qui est la chose la plus importante, il se caractérise par une forte capacité à diriger l'organisation face à des défis et des développements récents en influençant le comportement des subordonnés et de développer leurs performances en leur donnant et les encourager à faire face aux problèmes et difficultés auxquelles sont confrontés leurs organisations.

La question du climat organisationnel est l'un des sujets d'intérêt croissant des chercheurs, pour définir le concept de climat organisationnel est toujours considéré comme un point de vue différent pour les écrivains et les chercheurs. La position des écrivains qui traitent de ce sujet varie en raison de leurs différentes spécialités et concepts intellectuels.

L'utilisation du climat organisationnel dans l'administration est une métaphore car le climat au sens du langage est un terme géographique lié à l'environnement et à la nature de l'atmosphère en termes de froid et de chaleur à différentes saisons de l'année. En ce sens, le membre du personnel se réfère aux valeurs dominantes de l'Organisation et à leur impact sur le processus administratif ou la conduite administrative du personnel en particulier, Nous nous sommes efforcés de révéler le leadership transformationnel et sa relation au climat organisationnel du personnel de la Direction de la Jeunesse et des Sports de la wilaya de m'sila en nous basant sur les études théoriques et appliquées que nous avons réalisées en utilisant le questionnaire de leadership transformationnel.

La population étudiée était composée de 45 employés de la Direction de la Jeunesse et des Sports de la wilaya de m'sila, l'échantillon de l'étude ayant été choisi parmi une vingtaine d'employés de la Direction de la Jeunesse et des Sports .

Le chercheur a utilisé la méthode analytique descriptive: les résultats indiquent qu'il existe une corrélation positive entre le leadership transformationnel et le climat organisationnel, ce qui signifie que le leadership transformationnel dans les districts jeunesse et sport, en plus de l'augmentation moyenne de la valeur moyenne et du coefficient en relation, Plus le leadership transformationnel dans les districts de la jeunesse et des sports est grand, plus le climat organisationnel est important.

Introduction :

Transformation leaders are clear about the values and beliefs of work , and their standards are understandable to all and their behavior is consistent with their values. They make their subordinates believe in achieving the impossible, plan and create opportunities for success, and transformational leaders do not rely on mere eloquent rhetoric and speeches , but their actions are an example. Their behavior is identical and honest to their words, they are a model for others through their daily actions that prove to their subordinates the extent of their commitment to what they believe and say.

The cognitive and personal perceptions of people about organizational realities are objective, namely organizational structure, levels of work, style of command, laws, communication or a set of characteristics of the internal environment that affect administrative behavior, in other words, the concept of the organizational climate reflects the set of characteristics of the internal environment of work, which have a degree of relative stability so that the workers understand and recognize it , which reflects on their values and direction and therefore their behavior (Hanifi 2007,56)

The transformational leader is someone who is able to create a vision and a message for the organization and to convey this vision in a way that inspires and motivates subordinates to embrace it.

The organizational aspect of management is highlighted by the process of organizing the joint efforts of individuals , as the management combines the characteristics of science and art, the role of transformational leadership in this organizational aspect is not limited to the director or commander of the orders, but the primary and important role of the director or the leader is to do the activities and efforts of the employees within the organization and to link the administrative management departments with its employees and the objectives that seek to achieve and find Coordination between the efforts of the workers in the organization. (Talal Abdul Malik Al-Sharif 2004, 34).

Being on the top is hard and long and people feel tired and bored and unable to complete the path of retreat and frustration, and here appears the role of the transformational leader in stimulating his subordinates and encouraging them to continue achieving success.

The transformational leader spares no effort in encouraging his subordinates and showing appreciation for their efforts and contributions and encouraging the celebrating of an achievement even if it is simple and send messages of thankfulness and appreciation to those who deserve it. These celebrations are not only for fun and entertaining but to encourage people's hearts and installing confidence in them. The encouragement of the rewards should be associated with performance, when the worker strives to raise quality or provided a new service or make any changes of any kind, the transformational leader should not forget to celebrate this occasion and reward the worker, because this celebration and that reward cultivates the spirit of community and affiliation and cohesion in Difficult times for the organizer .

Therefore, the problem of this research is how to choose a transformational leader suitable to the circumstances of each organization and the impact of the transformational leader on the organizational climate , where he is selected needs to provide the required organizational

environment, which helps the success of the organization and achieve the desired goals and here lies the problem of the study in the following main question :

Is there a related relationship between the transformational leadership and the organizational climate of some workers in the youth and sports sector of the state of M'sila?

The following partial questions fall under this question :

- Is there a relationship between the individual mind and the organizational climate of some workers in the youth and sports sector of the state of M'sila?
- Is there a relationship between the intellectual arousal and the organizational climate of some workers in the youth and sport of the state of M'sila?

General Hypothesis :

There is a correlation between the transformational leadership and the organizational climate of some workers in the youth and sports sector of the state of M'sila.

Partial Hypotheses :

There is a correlation between the individual mind and the organizational climate of some workers in the youth and sports sector of the state of M'sila.

There is a correlation between the intellectual arousal and the organizational climate of some workers in the youth and sports sector of the state of M'sila.

Objectives of the study :

This study aims to identify:

the correlation between the transformational leadership and the organizational climate of some workers in the youth and sport sector of the state of M'sila.

the correlation between the the Individual mind and the organizational climate of some workers in the youth and sport sector of the state of M'sila.

To identify the correlation between the Intellectual stimulation and the organizational climate of some workers in the youth and sport sector of the state of M'sila.

the importance of the study :

Leadership has a great importance in today's world because of the many varieties that require a lot of efficiency and effectiveness in the methods of leadership. It also requires compatibility between the leadership pattern and the circumstances and varieties surrounding individuals and the organizations that lead them. In order to achieve this guidance, it was necessary to work on the development of management by building and providing leaders capable of adopting the appropriate patterns and methods with the required efficiency in order to improve and develop the organizational climate necessary to achieve the plans and the objectives set .

Therefore, the importance of this research comes from the importance of the topic discussed, which deals with transformational leadership and its relation to the organizational climate. The choice of a suitable leadership style has become a major obstacle in achieving the organizations' goals, especially in this era which afforded services and activities of the organizations. This study aims at clarifying the relationship of the transformational leader with the organizational climate in the Directorate of Youth

and Sports of the State of M'sila. This study stems from the fact that the Directorate has direct contact with the citizen because it provides basic services related to sports and youth.

Definition of some concepts and terminology:

Transformational Leadership :

Conventionally : The extent to which the administrative leader seeks to raise the level of subordinates in order to achieve self development and work on the development of the groups and the organization as a whole(huari 1996,31).

Procedurally : is The transformational leadership in this research is the ability of the transformational leader in the Directorate of Youth and Sports to raise the level of subordinates and create a suitable environment and development and work on developing and encouraging creative abilities and developing and providing the organizational climate among employees.

The individual mind :

Conventionally : Is a set of patterns of behaviors through which the leader can give personal attention to each subordinate, by identifying the level of needs and desires of each subordinate and taking into account the individual differences between subordinates in satisfying these needs. (Al-Raqab, 18: 2010.)

Procedurally : It means the interest of the leader and subordinates and response to them. It is the recognition of principle individuals differences and the deal with each worker in a certain way.

The intellectual stimulation :

Conventionally :It means the ability of the leader to lead his subordinates and his desire to make them deal with problems, especially routines in new ways and teach them to face difficulties as problems that need to be solved with logical solutions to them (1994 Bass).

Procedurally :It is the ability of the leader who promotes intellectual stimulation and makes his followers address the old problems by creating the right atmosphere felt by the workers.

Organizational climate :

Linguistically : Climate means the weather form for a certain period of time.

Conventionally : The word climate as an administrative term is a metaphor that expresses the place of work, the factors surrounding it, the method of treatment, how the staff interact with one another and the existing organization within the organization. (Al-Shanti 2008, 41).

Procedurally : The organizational climate can be defined as the set of characteristics that make up the work environment of any organization and distinguish it from another organization where workers within this environment work and influence each other and are affected by the interaction of a combination of personal and organizational factors.

Youth and Sports Directorate:

It is an executive body of the Ministry of Youth and Sports. It is supervised by an executive director who is delegated by the governor and who ensures the good work of the external and internal administration. It is a body that promotes the collective movements of youth and sports as well as its

structures and organization. As well as the preparation of sports development plans for the State in coordination with all structures and designated bodies.

The youth and sport directorates represent an open system that interact with, influence and influence their environment. They are not a separate system but are part of a larger system. Therefore, when planning and implementing their activities, they must be planned and implemented within a framework of forces that constitute And the environment in which this activity is practiced. (Mu'men Abdel-Aziz Abdel-Hamid 2014.8).

Previous studies :

Ahmed Sadiq Mohammed Al-Raqab University, Al-Azhar University, Faculty of Economics and Administrative Sciences, Department of Business Administration (2010) Entitled Transformational Leadership Relationship in Empowering Palestinian University Workers in the Gaza Strip , where the researcher used the analytical descriptive method, which depends on the study of the phenomenon and the researcher reached the following results :

The study found that respondents in the universities under study agree on the availability of the elements of empowerment in their universities. As well as providing the behaviors of individual considerations in the Palestinian universities under study, where the administrative leadership concerns the feelings of workers in terms of encouragement, guidance , advising and listening to them and taking care of their needs.

An Empirical study of the relationship of the organizational climate to the organizational commitment by Meamri Toufik (2012) , which aims to reveal the relationship between the organizational climate and the organizational commitment of the employees of the health institution.

The researcher used the analytical descriptive method and relied on a random sample for all administrative staff working in the hospital administration, where they reached 38 based on questionnaire in the collection of information and statistical packages for social sciences (SPSS) to investigate the validity of the hypotheses of the study, where he found a relationship between the elements of the organizational climate and organizational commitment in the Zahrawi institution.

Field Action:

Methodology: The researcher used the descriptive approach to suit the nature of the study.

Study Society:

The study community consists of all 45 staff members of the youth and sports directorates of the state of M'sila, who are employed according to the status of the staff census until 31/12/2016.

Survey Study

The survey was conducted at the Directorate of Youth and Sports of the State of M'sila where the researcher conducted a survey by applying the study tools on a sample of 5 employees in the Directorate of Youth and Sports in the province of Mseila, which lasted for 3 weeks and were chosen randomly. This is for the purpose of experimenting with the study tools and ensuring their stability. The researcher added that the sample includes the characteristics of the study community. The study tools (the measure of transformational leadership and the organizational climate scale) were

distributed to the sample of the study, estimated at 5 employees. Then the researcher interviewed some of the staff in the Directorate and through the exploratory study which aimed to collect some data for the subject of the study, including:

- _ Identify the type of study sample.
- _ Ensure the measurement tools used in the current study.
- _ Identify the difficulties that may face the researcher during the field study.
- _ Identify the field of application and the procedures of this study.
- _ Ensure the linguistic integrity of the means of measurement.

Study sample and method of selection: In this study, the researcher used this objective sample, where he took some workers from the Directorate of Youth and Sports for the state of M'sila, which amounted to 20 workers.

The questionnaire was distributed to all members of the 20-person study sample. After the questionnaire was examined, none of them were excluded due to the fulfillment of the conditions required to answer the questionnaire, except for the exclusion of 5 respondents.

Adjust the study variables:

The independent variable: Is the variable or factor that changes the researcher in its amount to study the implications of that in another variable (Abdel Fattah Mohamed Dweidar 2007 72). The independent variable in our research is transformational leadership.

The dependent variable: Is the variable that changes by the variable of the independent variable and is the effect of the change in the independent variable, if there is a relationship between two variables. (Abdelfattah Mohamed Dweidar 2007, 72) The variable is the organizational climate.

Tools used in the study: The researcher used the measure of transformational leadership prepared by researcher Sanaa Ali Shikwara, as well as designing a questionnaire for the organizational climate that was applied to the examined workers.

Location and temporal domain:

Spatial domain : The spatial area is at the level of the headquarters of the Youth Directorate of the State of M'sila.

The temporal place : The academic year 2016/2017

Psychometric properties of the tool :

The verity of the internal consistency of the individual mind's dimension:

It identifies the extent to which each paragraph relates to the dimension to which it belongs, which expresses the attribute to be measured, and to verify this, the Pearson correlation coefficient was applied to determine the extent to which each paragraph was related to its distance by calculating the correlations between the degree of the paragraph and the degree of dimension by The statistical program (SPSS)

Table (01). Shows Pearson correlation coefficients between individual and total scores

the number	Paragraph	Coefficient of correlation	Coefficient of correlation
13	Treat others more than just members of a group	0,570	0,000
14	He cares about the individual because he has needs, abilities and aspirations that are different from others	0,702	0,001
15	Helps others to support their strengths	0,708	0,000
16	Spend time teaching and training others	0,640	0,002

Table (01) shows the correlation coefficients between each of the axes of the axis of the individual and the total rate of its vertebrates. The correlation coefficients ranged between (0.570 -0708) and a function at the level of significance of 0.01.

The belief of the Internal consistency of the dimension of intellectual consultation

It identifies the extent to which each paragraph relates to the dimension to which it belongs, which expresses the attribute to be measured, and To verify this, the Pearson correlation coefficient was applied to determine the extent to which each paragraph was related to its distance by calculating the correlations between the degree of the paragraph and the degree of dimension by The statistical program (SPSS).

Table (02) shows Pearson correlation coefficient values among the intellectual consultation paragraphs

the number	Paragraph	Coefficient of correlation	Coefficient of correlation
17	Re-examines critical assumptions to determine whether they are appropriate or not	0.700	0,000
18	Looks for different perceptions when solving problem	0,508	0,001
19	Suggests new ways to consider how tasks are completed	0,855	0.003
20	Urges others to look at problems from different angles	0,600	0,000

Table (02) shows the correlation coefficients between each of the paragraphs of the intellectual consultation axis and the total rate of its vertebrates. The correlation coefficients ranged from 0.508 to 0.855 and is a function at the main level of 0.01.

The structural consistency of the dimensions of the transformational leadership scale is validated :

The structural consistency of the questionnaire paragraphs was calculated by calculating the correlation coefficients between each dimension and the total score of the scale as follows:

Table (03) shows Pearson correlation coefficient values between the dimensions of the transformational leadership scale and its total score

the number	dimensions	Coefficient of correlation	Level of significance
1	Individual consideration	0,860	0,000
2	Intellectual stimulation	0,791	0,000

In Table (03), correlation coefficients between each dimension and the total score of the scale are statistically significant at 0.01. This indicates the association of the paragraphs with their distance.

The internal consistency of the organizational climate scale is validated:

The validity of the internal consistency of the scale was verified by applying it to a sample of 20 workers randomly selected by the original community, by calculating the correlation coefficients Pearson through the statistical program SPSS between the score of each statement and the total score of the scale. We also calculated the correlation coefficients between the score of each statement and the total

score of the dimension as well as the total score of the scale , and the following table explains this :

Table (04) shows the correlation coefficients of the degree of each statement after the organizational climate with the total score of the dimension

the number	Phrases	Phrases's number	Coefficient of correlation
1	You have enough power to enable you to perform your work in the right way	1	0.562
2	Decisions are delegated from senior management to lower management	2	0.847
3	Routine in the Directorate at the lowest possible level	3	0.528
4	There is a high level of communication and collaboration between parts of the organizational structure	4	0.800
5	The office has a clearly defined job description that clearly identifies your responsibilities and duties	5	0.736
6	There is a code for regulations that clearly defines the rules and procedures of a business	6	0.450
7	There is a speed in the transfer of transactions between different	7	0.616

	departments and employees in accordance with the formal and educational procedures issued		
8	Your direct supervisor will perform the work tasks	8	0.259
9	Your direct supervisor helps you carry out your work tasks	9	0.784
10	Your direct supervisor cares about your personal issues	10	0.847
11	Your immediate responsibility uses justice and equality	11	0.528
12	Your direct supervisor will explain and identify how your tasks are performed	12	0.616
13	Your direct administrator helps you schedule your tasks	13	0.839
14	Information transmitted through the means of communication used is accurate	14	0.489
15	I feel that my burden and duties are appropriate	15	0.857
16	Total score	16	0.954

Stability:

Table (05) shows the Alpha Kronbach values for the transformational leadership scale.

the scale	Alpha Kronbach values
Transformational Leadership	0,899

From the table, the value of Alpha Kronbach for the transformational leadership scale is very high at 0.899, which indicates that the scale has a great deal of stability.

Table (06) shows the values of Alpha Cronbach's organizational climate.

the scale	Alpha Kronbach values
Organizational climate	0,901

The value of Alpha Kronbach is noted from the table. The organizational climate is very high at 0.901, indicating that the scale has a great deal of stability.

Statistical Methods: Pearson correlation coefficient Statistical packages spss

Coefficient of Alpha Kronbach

The results of the first partial hypothesis and its interpretation and discussion : There is a correlation between the individual mind and the organizational climate.

Table (07) shows Pearson correlation coefficient between individual and regulatory variables.

Variables	SMA	standard deviation	Coefficient of correlation	Level of significance
Individual consideration	5,232	0,189	0,901	0,001
Organizational climate	5,340	0,604		

Table (07) shows the difference between the individual and the organizational climate. The mean of the individual account is 5,232, the arithmetic mean of the organizational climate is 5,340, the standard deviation of the individual calculation

is 0.189, the standard deviation of the organizational climate is 0.604, the correlation coefficient is Pearson 0.901 and the significance level is 0.01 So we say that there is a relationship of statistical significance between the variable individual and the organizational climate.

We also notice from the results that the values of standard deviation for both individual and organizational climate are 0,189 -0,604. There is a large dispersion in the responses of the study population to each individual and organizational climate. This is due to the heterogeneity of opinions about what exists And what is actually applied on the ground.

Bass and Steidmeier (1999), referred to in the "Al-Raqab" (18: 2010), emphasized that "caring for individuals is a service, sacrifice and abandonment of the transformational leader so that it is not merely a supervisory power over these individuals , and that this leadership works to enrich them and communicate with them on a permanent basis and are responsible for providing continuous training and education to them and give them different opportunities, the leaders should focus of attention on the development of subordinates ,to be also transformative and able to achieve the stressed common objectives. This study is consistent with the study of Ahmed Sadeq Al-Raqab, Al-Azhar University where the study found that the respondents in the universities agree to provide the behaviors of individual considerations in the Palestinian universities under study. The administrative leadership is concerned with the employees' feelings in terms of encouragement, guidance and advice.

The researcher points out that the more individual behavior of the individual becomes available, the more it is reflected in the organizational climate.

We can say in the first hypothesis that there is a correlation between the individual and the organizational climate of the attention of the workers in the youth and sport districts of the state of M'sila has been achieved.

The results of the second partial hypothesis are explained and discussed.

There is a correlation between intellectual arousal and organizational climate.

Table (08) between Pearson correlation coefficient between the intellectual stimulation variable and the organizational climate.

Variables	SMA	standard deviation	Coefficient of correlation	Level of significance
Intellectual stimulation	4,450	0,467	0,875	0,000
Organizational climate	5,340	0,604		

Table (08) shows the difference between the intellectual arousal variable and the organizational climate, where the arithmetic mean of intellectual arousal is 4,450, the arithmetic average of the organizational climate is 5,340, the standard deviation is the intellectual arousal 0.467, the standard deviation of the organizational climate is 0.604, the correlation factor of Pearson 0.875 and the significance level is 0.01. And from this we say that there is a correlation between statistical significance, the variable of intellectual stimulation and the organizational climate

Intellectual consultation is especially necessary if the experience and knowledge of the leader about the problem is limited, and it is necessary in cases where most of the workers are highly educated. From the above, the researcher believes that the transformational leadership is characterized by strong personality and professional integrity, being honest with the workers. The relationship between transformational leadership and organizational climate leads to respect and appreciation among employees. As it sets common goals for the workers and encourages the different working groups and develops the idea of working within different working groups and develops the idea of work. And within the results reached, namely, that the more the behavior of intellectual stimulation, the more the organizational climate and vice versa. We can say that the second hypothesis which says that there is a correlation between the intellectual arousal and the organizational climate of the attention of workers in the Directorate of Youth and Sports of the State of M'sila has been achieved.

General Conclusions: Through the in-depth study, which included the study of the relationship between transformational leadership and the organizational climate. After reviewing the results of the tables, it became clear that:

The existence of a relationship between the individual and the organizational climate from the perspective of workers in the Youth and Sports Directorate.

The existence of a relationship between the intellectual arousal and the organizational climate from the perspective of workers in the Youth and Sports Directorate.

There is a correlation between transformational leadership and organizational climate from the point of view of workers in the youth and sports departments.

Suggestions:

Increasing the work on stimulating employees and creating a climate among them that drives their potential energies and develops their abilities.

Working to consolidate the relationship between the leader and subordinates through constructive dialogue meetings.

Raising the level of organizational climate for employees.

Develop training courses for leaders and subordinates to improve organizational climate.

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ملخص البحث :

من الأنماط القيادية التي افرزها التقدم العلمي والتطور التقني نمط القيادة التحويلية والذي من أهم ما يميزه قدرته العالية على قيادة المنظمة في مواجهة التحديات والتطورات الحديثة من خلال التأثير في سلوكيات المرؤوسين وتمييز أدائهم عن طريق فتح المجال لهم وتشجيعهم على مواجهة المشاكل والصعوبات التي تواجه منظماتهم.

ويعتبر موضوع المناخ التنظيمي من الموضوعات التي نالت اهتماما متزايدا من قبل الباحثين , إلى أن تحديد مفهوم المناخ التنظيمي مازال يعتبر من النقاط التي اختلف حولها الكتاب والباحثون . ويتباين موقف الكتاب الذين يتناول هذا الموضوع وذلك لتباين اختصاصاتهم ومفاهيمهم الفكرية.

واستعمال المناخ التنظيمي في الإدارة يعد تعبيرا مجازيا ذلك لان المناخ بالمعنى اللغوي مصطلح جغرافي يتعلق بالبيئة وبطبيعة الجو من حيث البرودة والدفء في فصول السنة المختلفة , لذلك فإن استعمال مصطلح المناخ في الإدارة يقصد به التعبير عن التنظيم ككيان منظمي أو عضوي وذلك لإضفاء صفة التفاعل بين البيئة والموظف وهو بهذا المعنى يشير إلى القيم السائدة بالمنظمة وتأثيرها على العملية الإدارية أو السلوك الإداري للموظفين بالتحديد , ولقد حاولنا من خلال بحثنا هذا الكشف عن القيادة التحويلية وعلاقتها بالمناخ التنظيمي لدى العاملين بمديرية الشباب والرياضة لولاية المسيلة , وهذا استنادا على الدراسات النظرية والتطبيقية التي قمنا بها باستعمال استبيان القيادة التحويلية و استبيان المناخ التنظيمي و بعدها تم التحقق من صدقها وثباتها بمعالجة البيانات احصائيا ويتكون مجتمع الدراسة من عاملي مديرية الشباب والرياضة لولاية المسيلة البالغ عددهم 45 عامل اما عينة الدراسة فقد اخذت من بعض عاملي مديرية الشباب و الرياضة والبالغ عددهم 20 عامل .

وستخدم الباحث المنهج الوصفي التحليلي و قد اشارت النتائج الى وجود علاقة ارتباطيه موجبة بين القيادة التحويلية و المناخ التنظيمي,بما يعني ان القيادة التحويلية داخل مديرية الشباب و الرياضة اضافة الى زيادة متوسط في قيمة المتوسط الحسابي و معامل الارتباط و هذا يعكس زيادة في المناخ التنظيمي اي انه كلما زادت القيادة التحويلية داخل مديرية الشباب و الرياضة زاد المناخ التنظيمي