

**The impact of transformational leadership on improving job performance:  
A case study in the National Employment Agency in Algeria**

أثر القيادة التحويلية في تحسين الأداء الوظيفي: دراسة حالة في الوكالة الوطنية للتشغيل في الجزائر

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**Abstract:**

This study aimed to reveal the Impact of transformational leadership in its dimensions (Idealized Influence, individualized consideration, Intellectual Stimulation, and inspirational stimulation) in improving job performance in the National Employment Agency, and to verify the validity of hypotheses. The questionnaire was used as a means of collecting data, and the number of answers reached (226). A questionnaire, and for its analysis, the *plspm R 3.5.1* program was used, and the results revealed that there is no significant impact of transformational leadership in its dimensions on job performance in the studied organization. The study recommended raising the level of performance with good supervision, fair treatment, and continuous communication within the organization.

**Keywords:** transformational leadership; Idealized Influence; Inspirational Motivation; Intellectual Stimulation; job performance.

ملخص:

هدفت هذه الدراسة للكشف عن أثر القيادة التحويلية بأبعادها (التأثير النموذجي، الاعتبارات الفردية، والاستشارة الفكرية، والحفز الإلهامي) في تحسين الأداء الوظيفي في الوكالة الوطنية للتشغيل، ولتأكد من صحة الفرضيات تم الاعتماد على الاستبانة كوسيلة لجمع البيانات، حيث وصل عدد الاجوبة إلى (226) استبانة، وتحليلها تم استخدام برنامج *plspm R 3.5.1*، وكشفت النتائج على عدم وجود أثر معنوي للقيادة التحويلية بأبعادها على الاداء الوظيفي في المنظمة المدروسة، أوصت الدراسة برفع مستوى الأداء بالإشراف الجيد، والمعاملة العادلة، والتواصل المستمر داخل المنظمة.

الكلمات المفتاحية: قيادة تحويلية، تأثير مثالي، دافع ملهم، تحفيز فكري، أداء وظيفي.

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## **1. INTRODUCTION**

The rapid changes that the business environment is witnessing today have imposed on public and private organizations alike a set of challenges that they have to confront with effective management methods that enable to raise the level of performance and achieve organizational effectiveness. This requires wise and responsible leadership capable of providing an appropriate regulatory environment, which prompted the management thought Interested in the issue of leadership and searching for the most effective leadership styles and the ability to make optimal use of material and human resources, face challenges, and ensure excellence and organizational success for organizations.

The transformational leadership is one of the most important modern leadership styles that have achieved success in developing organizations, keeping pace with changes and heading towards the future. The Transformational leadership enables subordinates to unleash their latent energies and create the appropriate climate for the emergence of new ideas, finding creative solutions to existing problems, and continuous development as well as the development of systems and methods of work and influence. Their organizational behavior in a way that enhances the sense of belonging to the organization and improves the level of performance, which is considered the most important measure of organizational effectiveness and efficiency, and based on this importance came this study, which crystallized its idea about researching the influencing relationship between transformational leadership and job performance, and its problem can be summarized in the following main question: What is the role of leadership Transformational on Job Improvement?

To answer this research issue, the following main hypothesis was developed:

(H): There is a significant effect of the transformational leadership dimensions on the job satisfaction, from which the following sub-hypotheses emerge:

- (H1): Is there a significant effect of the idealized influence on job performance?
- (H2): Is there a significant impact of individualized considerations on job performance?
- (H3): Is there a significant effect of intellectual stimulation on job performance?
- (H4): Is there a significant effect of inspirational motivation on job performance?

### **1.1 The Importance of the Study:**

This study derives its importance from several scientific and practical considerations, which we list as follows:

- The importance of this study stems from the importance of the subject in itself. The transformational leadership and job performance are of paramount importance in modern business management, where leadership plays a key role in influencing subordinates and directing their behavior to serve the organizations goals and achieve their vision and mission.
- Enriching the literature of the theoretical study by introducing the transformational leadership style, its advantages and dimensions, and its positive role in the development of organizations.

- The urgent need for Algerian organizations today to pay attention to the human side and direct its behavior in order to achieve the goals of the organizations and raise the level of performance and rely on the appropriate leadership style for that.

- Identifying the requirements for adopting transformational leadership and the standards necessary to apply them in Algerian organizations to improve the performance of workers and ensure the desired progress.

### **1.2 The Objectives of the Study:**

Through this study, we seek to achieve the following objectives:

- Learn about all concepts related to transformational leadership and its dimensions.

- Recognize job performance and its importance in organizations.

- Determine the nature of the relationship between transformational leadership and job performance in organizations.

- Measuring the extent of the impact of transformational leadership dimensions on job performance in the organization under study.

- We also hope that this study will benefit in improving the practices of the heads of employment agencies in particular and raise the level of their performance, as well as presenting a set of recommendations emanating from the results of the research and their application in practice.

### **1.3 The Study Approach:**

In order to achieve the objectives of the study, address the problem, analyze its dimensions and results, answer the questions raised, as well as test the validity of the hypotheses, the researchers relied on the descriptive approach that is based on data collection, classification, and attempt to interpret and analyze it, and then draw results and know how to control this phenomenon in the future, and this by reviewing the various references and sources, while on the field side, it was relied on analyzing all data using statistical methods, including the Statistical Package for Social Sciences (spss v 25) and using the plspm R 3.5.1 package, and then displaying and extracting the results.

### **1.4 The Study Data Collection Tools:**

There are two sources that were relied upon to collect data:

Secondary data: In order to complete the theoretical side, researchers relied on Arab and foreign references from books, studies, letters, scientific theses, publications, periodicals and research related to the study, as well as making use of the Internet.

Primary data: The researchers relied on the questionnaire as a main tool in data collection as it is the most consistent means with the nature of the current study and its dimensions represented in (transformational leadership, and job satisfaction, using the Five-Likert Scale in asking the questionnaire questions and measuring answer scores as follows: (Fully agreed): , agreed, not sure, do not agree, do not completely agree), and the weights (1,2,3,4,5) were taken respectively, for the

purpose of converting the results of the research answers of sample members into measurable numerical significance values. The questionnaire included 35 questions.

### **1.5 The Research Sample:**

The National Employment Agency and its affiliated agencies at the national level (and regional, state and local agencies) were approved as an area for applying the study and collecting the required data through the questionnaire, which was distributed electronically through a practical program. The number of answers to the questionnaire was (226) Answers.

### **1.6 The Previous Studies:**

- The Study of Zrari Zaid and Amron Moftah (2018), “the impact of transformational leadership on job performance among workers in the Sports League in the Wilaya of M’sila.”

This study aimed to know the impact of transformational leadership on the job performance of workers in the Sports Association in the Wilaya of M’sila. The study relied on the descriptive approach. To collect data, the researchers used a questionnaire. The sample included 41 employees and workers of the Football Sports Association in the Wilaya of M’sila. The results of the study revealed that transformational leadership has an impact on the job performance, and the study recommended increasing attention to workers' personal and practical needs, and activating transformational leadership performance through training and training.

- The study of Badawi Abdullah Al-Haj Ibrahim, (2018), “Transformational leadership and its impact on the performance of institutions by applying to the Sudanese Ministry of Investment in the period from 2013 to 2015”.

This study dealt with the transformational leadership style and its impact on activating the performance of institutions, by applying to the Sudanese Ministry of Investment. The researcher used a questionnaire to collect data, and the sample included (194) individuals from whom he chose an intentional sample consisting of (80) individuals, and the statistical packages program for social sciences was used (SPSS) for the statistical analysis of the results of the questionnaire. The study concluded that there is a statistically significant relationship between the impact of transformational leadership dimensions and performance, and that the level of availability of transformational leadership with its dimensions in the Sudanese Ministry of Investment was high. The study recommended the necessity of applying the transformational leadership style in institutions Sudan to advance and develop it and take advantage of its positive aspects in management.

- The study of Tijani Douh and Hussein Chenini, (2019), “the impact of transformational leadership behaviors on the performance of workers in local groups, a case study of the municipality of Tayebat, Ouargla”.

This study dealt with transformational leadership behaviors and their impact on the performance of workers in local groups. The study relied on a random sample of 40 employees from the studied institution. The questionnaire was used as a main tool for data collection and analysis using the SPSS program. The study concluded that the level of practice of transformational leadership

behaviors among the officials in the institution under study were high, and that the level of performance of employees in the institution under study was also high. The study revealed also that transformational leadership behaviors were practiced at a high level according to the study sample and were arranged according to their relative importance as follows: individual consideration, inspirational motivation, ideal influence, intellectual arousal and the dimensions of employee performance were at a high level in the institution under study and arranged according to their relative importance as follows: efficiency, effectiveness, and a positive relationship between transformational leadership behaviors and employee performance at the significance level of 0.05. The study recommended the need to keep pace with development and give more powers to officials.

- The study of Hayat Abdel-Baqi, and Sufian Kodid, (2020) “The impact of transformational leadership on the job performance of employees”

This study dealt with the impact of transformational leadership on job performance among workers in the Electricity and Gas Distribution Corporation, Ain Temouchent Unit, Algeria. The researchers used the questionnaire to collect data and the statistical program SPSS 25. The results of the study showed a positive relationship between the four dimensions of transformational leadership and job performance. : (Ideal influence, intellectual arousal, individual consideration, inspirational motivation), meaning that the most influential dimensions of job performance are the ideal influence, and the least influential is the inspirational motivation. The study recommended the development of leadership skills in the studied institution.

## **2. First Subtit The Theoretical Framework for the Transformational Leadership:**

The leadership is one of the topics that have received great attention from researchers and thinkers, contemporary management thought, for its great impact on the present and future of organizations through the leader's ability to control organizational variables and achieve coordination **and** integration between human and material aspects to achieve organizational goals.

### **2.1 The Concept of the Transformational Leadership:**

Bass defines leadership as the process of influencing the attitudes, behaviors and interactions of individuals within and between groups in order to achieve goals (lukowski.m.se 2017), and fred fiedler defined leadership as “the efforts made to influence or change people’s behavior in order to reach the goals of the organization and individuals together (Kaabbar 2019, 121). As for L. Wolman, leadership “is a set of personal characteristics that make directing, and controlling others, successful” (Abdul Baqi 2019, 19).

(Yukle) also mentioned that there is agreement among researchers that leadership is based around the idea of influencing individuals to achieve the goals of the group and their goals in harmony which expresses a functional position and a social role played by the leader during his interaction with members of his group, and that leadership is based on empowering individuals in their mouth evolutionary transformations and influence their attitudes and tendencies to gain. Their support in order to achieve the common goals (Kuwar and Farhi 2020, 349)

Through the previous definitions, we can say that leadership is a social phenomenon through which

the leader works to influence a group of people in order to achieve a common goal.

The transformational leadership is one of the modern concepts and patterns in management thought, as it appeared in the late seventies of the twentieth century by (Burns) in his book (Leadership), and transformational leadership calls for permanent change and development in the organization to meet developments in the internal and external environment. The transformational leadership has witnessed a remarkable development through the contributions of (pass) when he put forward a systematic theory of transformational leadership and set models and standards for it (Al-Mahlawi 2020, 98). Daft believes that the transformational leadership is similar to charismatic leadership, but is characterized by the ability to bring about change, creativity and institutional leadership, and that transformational leaders motivate followers not only to follow them personally, but to trust the vision of total transformation, realize the need for rebirth, recognize the new vision, and help establish a new organizational process. Bohnaz and Bouglita 2020, 127), while Fairholm defined it as leadership that uses inspiration, shared visions and values to raise the leader and subordinates to the highest levels of thinking, motivation, raise morale and push individuals to redouble their efforts to achieve common goals (Bohnaz and Bouglita 2020, 127).

Northouse defines “transformational leadership as a process of transforming and changing individuals. It is concerned with feelings, values, ethics, standards and long-term goals, and includes the process of evaluating individuals’ motivation and the extent to which their needs are satisfied, and treating them to be more humane” (Atiya 2018, 103).

The transformational leadership shows powerful potential to inspire followers with higher levels of enthusiasm, dedication, commitment, and extra effort that leads to outstanding performance, allows followers to be empowered in relationships of trust, loyalty, and justice, and increases employee self-efficacy, self-confidence, and self-esteem (Martins and Joao 2016). Leadership that seeks to raise the morale of individuals and seeks to motivate employees and administrators and encourages them to perform their work” (Rizkallah and Tibi 2019, 80)

## **2.2 The Dimensions of The Transformational Leadership:**

Bass & Avolio agree that there are four dimensions of transformational leadership, which we will briefly describe below:

### **-The Idealized Effect:**

It means a strong sense of the supreme mission of the organization and the vision that the leader possesses, and his ability to generate a sense of pride in the hearts of subordinates, which enables him to gain their trust, affection and respect. The ideal effect is the leader's ability to gain trust, admiration, respect and appreciation of followers and considering him an ideal, which motivates them to imitate the leader and willingly comply with all his demands. (Mahgoub and Idris 2019, 135).

### **-The Inspirational Motivation:**

Leaders act according to this dimension in ways that motivate and inspire followers, create the spirit

of the group, show enthusiasm and optimism in the completion of work, encourage the introduction of new ideas and study different and desirable alternatives, as well as providing the opportunity for subordinates to participate in achieving common goals. Leaders use symbols and slogans to direct efforts and explain goals. And the task in a simplified way (Barbawi and Qanashi 2019, 562).

**-The Individualized Considerations:**

Through this dimension, the leader gives special attention to the needs of each individual, his development, and the upgrading of his job performance. He acts as a coach and a mentor, shows them mutual interest and focuses on empowering them and unleashing their potential (Abdul Baqi and Kodid 2020, 43).

**-The Intellectual Stimulation:**

It refers to the transformational leader's innovation of new ideas that provoke subordinates to know problems and encourage them to provide potential solutions to them in creative ways and support new models and succession to perform work. Old work and reinforcement of ideas (Doh 2020, 29).

**3. The Theoretical Framework for Job Performance:**

The interest in performance is due to the emergence of the scientific management movement and the efforts of Frederick Taylor and Henry Fayol and other early adopters interested in studying time and movement to reach the highest possible productivity for subordinates. Then, quantitative and material considerations dominated the process of evaluating work and productivity to show the school of human relations that highlighted the impact of human relations in improving performance. And then the behavioral management movement to work on knowing the factors and influences on organizational behavior.

The concept of performance has gone through a number of stages. The environmental changes and organizational and global developments have greatly contributed to crystallizing its philosophy and developing its standards and approaches. Performance derives its characteristics and centers mainly from economic thought (doing things at the lowest costs), then it developed into the concept of efficiency (achieving the highest outputs from the inputs). and then to effectiveness (doing the right things), then the use of composite measures to express organizational performance, as well as the strategic performance as an expression to achieve financial indicators, satisfaction of workers and beneficiaries, suitability, interaction and adaptation with environmental variables, and finally outstanding performance, which requires focusing on the unique elements that distinguish the organization from other institutions (Sirir Al Hartisi 2019, 243).

**3.1 The concept of The Job Performance:**

The performance can be defined as the main measure by which the effectiveness of individuals is judged. The Latin term "performance" means "to perform," which means performing a work, performing a task, or completing an activity, which in turn is derived from the French language "performer" and has the same meaning, i.e., carrying out the task and performing the work (Shammami). 2019, 56).

F. Taylor Frederick Taylor defined performance as “the maximization of productivity from human and machine resource” (Haddad 2018, 144).

Thomas Gilbert sheds light on the term performance, saying: It is not permissible to confuse behavior with achievement and performance, because behavior is what individuals do from the activities in the organization in which they work, and achievement is what remains of the impact or results after individuals stop regarding work. The performance is the interaction between behavior and achievement, that is, it is the sum of behavior and results achieved. We note from Gilbert’s definition that it is more extensive because he distinguished between behavior, achievement and performance, and the latter is the result of behavior and achievement (Darwish 2019, 164).

The performance in its simplest form “is a reflection of the way the organization uses its human and material resources and in a way that makes it able to achieve its long-term goals” (Khalaf & Badawi 2018, 96).

### **3.2 The Importance of the Job Performance Evaluation.**

The performance appraisal means “that process that is concerned with measuring the efficiency, powers, achievements and behavior of employees in their current work to identify their ability to assume their current responsibilities and their willingness to assume higher positions in the future” (Shamami 2019, 73).

Al-Taie confirms that most organizations seek to determine the quality and quantity of the performance of their workers and to determine the ability and capabilities that each individual possesses, and the extent to which these individuals need to develop, and given the importance of the human resource in organizations, it is necessary to prepare a system to determine the performance level of this precious resource, and the importance of measuring the performance level of workers can be determined. It is represented in (Zarfawi 2019, 99):

- It is a continuous organizational process through which the level and quality of performance is measured.
- It can identify the strengths and weaknesses and their negative and positive repercussions on the productivity of the individual and the effectiveness of the organization.
- It works to appreciate the efforts of the employees and raise their morale, and to provide an atmosphere of understanding and relations that flows between the employees and the management when the workers feel that their initiatives, efforts and energies are appreciated by the management and that the main objective of determining the level of performance is to address weaknesses and try to raise the level of performance.
- Contributes to revealing the untapped potential in human or material resources, and contributes to drawing up the organization's workforce plan and what it requires for development, training and activation of the rewards system and material and moral incentives.
- Helping employees to discover their mistakes and work to avoid them, develop their skills, and meet their need for promotion and obtain rewards and rewards.

### **3.3 The Performance Determinants :**

Both Porter and Lawler summarize the determinants of job performance in three main factors: (Jabbar 2018, 1414):

- Effort, which is an indicator of the individual's motivation to perform work.
- The capabilities of the individual and his previous experiences, which determine the degree of performance and effort.
- The individual's knowledge of his job role and his knowledge of the behavior and activities emanating from him and that he uses in his work and how he should exercise his role in the organization.

### **3.4 The Factors Affecting the Job Performance.**

The job performance is affected by a number of factors, including what is related to the internal environment in the organization, including what is related to the external environment, and the following will briefly list these factors (Jabbar 2018, 1415):

-The Administrative and Organizational Factors:

It provides an appropriate organizational environment that encourages work and production, and provides tools, equipment, appropriate buildings, financial resources and all work needs, and good and encouraging relations of communication and cooperation between employees and their superiors or between employees themselves, good identification of tasks, training and appropriate training on the skills of completing work.

-The External Factors:

Market conditions, economic and political conditions, laws, legislation and government decisions also affect the work of the organization.

-The Personal Factors (Employee-related):

The level of maturity of subordinates and their motivation to work, their ability to take responsibility, the extent of their participation in the decisions taken, and the level of their satisfaction and organizational commitment, are all factors that affect the skill and level of organizational performance of subordinates.

## **4. The Applied Framework of the Study.**

### **4.1 The Results of Testing the Validity of the Study Variables Scales:**

To test the validity of the model variables, an evaluation will be based on (Hamdollah Ravand, 2016), which shows that the evaluation of the model in terms of the validity of the variables is that the alpha-Cronbach coefficient and the DG.rho coefficient are high, and whenever they are higher than 0.7, they are good. Also, the loading coefficients are higher than 0.7. The loading coefficients are limited to between 0.4 and 0.7. The effect is studied, increase and decrease, with the extracted

average variance index, and the threshold is 0.5 for it. In the case of the loading coefficients less than 0.4, they are permanently deleted from the scale and the items that fulfill the previous conditions are approved. Table No. (1) shows the results of the sincerity test study model variables scale:

**Table (1):** The Results of the Study Model Variables Validity Test.

Indicators	Latent Variables	Loading Factor	C.alpha	DG.rho	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 stimulation	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	Job Performance	0.68	0.898	0.920	4.35	0.818	0.617
Y2		0.82					
Y3		0.84					
Y4		0.7					
Y5		0.83					
Y6		0.84					
Y7		0,78					

*Source:* The researchers based on R.

Table No. (1) presents the results of the validity of the study model, which shows that the measurement quality indicators were good for the independent variable variables represented in the model effect, individual considerations, intellectual arousal, and inspirational motivation, and it is

noted that its indicators are satisfactory, as most of the loading coefficients greater than 0.7 require keeping them. Because they measure the validity of the variable well, where the value of the largest loading coefficient equals 0.94, and the lowest loading coefficients equals 0.72, while 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, while the values of the latent root For the first factor, it ranged between 5.77 and 4.81, which is greater than the correct one. The values of the latent root of the second factor ranged between 0.71 and 0.32, which is less than the correct one, and the mean variance values ranged between 0.82 and 0.69, which are values greater than 0.5, which shows Validity of the statements to measure the variable, and it is noticeable that no item was excluded.

As for the results of the validity of the functional performance dependent variable, it is noted that its indicators are satisfactory, as most of the loading coefficients are greater than 0.7, which requires keeping all items except for item y22. Now the value of the load factor is equal to 0.68 and represents the smallest value of the load factor which is less than 0.7, so that this measure becomes any job performance measured only six items give good indicators of sincerity. It can also be noted that the value of the largest loading coefficient is 0.84, while Cronbach's alpha coefficient is 0.898, and the DG.rho index is 0.920, which are good values, and the potential root of the first factor is greater than the correct one 0.35, the latent root of the second factor is less than the correct one 0.818, and the average extracted variance is 0.617 A value greater than 0.5 indicates the validity of the statements to measure the variable, and the result is the exclusion of the item y<sub>22</sub> statement.

#### 4.2 The Results of the Validity of the Model Differentiation Test:

After evaluating the validity of the measurement model variables and making the required adjustments, we moved to the stage of assessing the validity of the differentiation of the path model, in which the results of the Fornell-Larker criterion were analyzed, which are shown in Table No (2).

The first subtitle opens with an introduction that presents the specific problem under study and describes the research strategy. The first subtitle opens with an introduction that presents the specific problem under study and describes the research strategy. The first subtitle opens with an introduction that presents the specific problem under study and describes the research strategy.

**Table (2):** The Results of the Fornell-Larker criterion

	<b>Idealized Influence</b>	<b>individualized consideration</b>	<b>Intellectual Stimulation</b>	<b>Intellectual Stimulation</b>	<b>Job Performance</b>
<b>Idealized Influence</b>	0,83				
<b>individualized consideration</b>	0,85	0,88			
<b>Intellectual Stimulation</b>	0,81	0,93	0,84		
<b>inspirational stimulation</b>	0,83	0,91	0,9	0,91	
<b>Job Performance</b>	0.48	0.49	0.51	0.51	079

*Source: The researchers based on R.*

Table No. (2) Above shows the differentiation validity test according to the Fornell-Larker Criterion for the path model. It is noted that the square root of the mean variance values rise at each variable represented by the diagonal 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 latent variable, the ideal effect and the latent variable, individual considerations equals 0.85, and the square root value of the average variance extracted for the latent variable, the ideal effect and the latent variable, individual considerations, came on the order of 0.83 and 0.88, which is greater than the correlation coefficient, and the correlation coefficient between the latent variable of influence. The ideal and the latent variable intellectual arousal is equal to 0.81 The value of the square root of the average variance extracted for the latent variable the ideal influence and the latent variable intellectual arousal came on the order of 0.83 and 0.84, which is greater than the correlation coefficient, and the correlation coefficient between the ideal influence latent variable and the latent variable inspirational stimulus It is equal to 0.83 The value of the square root of the mean variance extracted for the latent variable is the ideal and the latent change of 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 ideal effect and the variable job performance equals 0.48, while the value of the square root of the average variance extracted for the latent variable the ideal effect and the latent variable job performance came on the order of 0.83 and 0.79 is greater than the correlation coefficient, so the resulting path model is the best and has better discriminant validity compared to the other constructs.

**Table (3):** The Cross-loading coefficients

Latent Variables	Indicators	Idealized Influence	individualized consideration	Intellectual Stimulation	inspirational stimulation	Job Performance
<b>Idealized Influence</b>	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
<b>individualized consideration</b>	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
<b>Intellectual Stimulation</b>	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	(0,82)	0,67	0,66	0,67	0.49
	X21	(0,7)	0,53	0,51	0,53	0.4
<b>inspirational stimulation</b>	X22	(0,83)	0,64	0,63	0,66	0.56
	X23	(0,86)	0,71	0,66	0,66	0.52
	X24	(0,82)	0,66	0,61	0,64	0.47
	X25	(0,88)	0,84	0,79	0,8	0.56
	X26	(0,88)	0,84	0,77	0,79	0.52
	X27	0,78	(0,89)	0,8	0,76	0.68
	X28	0,79	(0,91)	0,81	0,79	0.58
<b>Job Performance</b>	Y1	0,79	(0,9)	0,82	0,78	0.55
	Y2	0,75	(0,89)	0,84	0,85	0.57
	Y3	0,71	(0,85)	0,83	0,82	0.54
	Y4	0,7	(0,81)	0,76	0,72	0.5
	Y5	0,73	(0,9)	0,84	0,84	0.61
	Y6	0,63	0,75	(0,82)	0,72	0.53
	Y7	0,73	0,83	(0,9)	0,81	0.59

Source: The researchers based on R.

It is noticed from table No (3) that the external loading coefficients for each variable recorded higher and close values compared to the cross-loading coefficients corresponding to the other possible constructs (each item versus the other variable), i.e. the higher cross-loading coefficients for each latent variable with the same latent variable than the rest of the cross-loading coefficients with other variables, which indicates a good differentiation validity compared to other constructs.

### 4.3 The Hypothesis Testing:

The main hypothesis states that “there is a significant effect of transformational leadership towards job performance.” This hypothesis includes four hypotheses that are tested as follows:

#### -Testing the First Sub-Hypothesis:

The first sub-hypothesis states that "**there is a significant effect of the model effect (ideal effect) on job performance,**" and the test of this hypothesis was based on Student's test, the results of which are shown in the following table:

**Table (4):** The Results of the first sub-hypothesis test.

	Effect	Standard Deviation	T- Statistics	P-Value	Result
<b>Idealized Influence &gt; Job Performance</b>	0.171	0.11	1.5	0.13	Non-significant

Source: Prepared by researchers based on R.

Through the above table, it is clear that the direct effect, the typical effect on job performance, was positive, estimated at 0.171, which is not significant, that is, Student's statistic reached 1.5, with

a significant level of 0.13, which is greater than the nominal morale level of 0.05. Therefore, we reject the hypothesis that “there is no significant effect for the effect.” performance model.

**-Testing the Second Sub-Hypothesis:**

The second sub-hypothesis states that “**there is a significant effect of the model effect (ideal effect) on job performance.**” 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

	<b>Effect</b>	<b>Standard Deviation</b>	<b>T- Statistics</b>	<b>P-Value</b>	<b>Result</b>
<b>individualized consideration &gt; Job Performance</b>	- 0.08	0.18	-0.5	0.64	Non-significant

*Source: Prepared by researchers based on R.*

Through the above table, it is clear that the direct effect, the typical effect on job performance, was negative, estimated at 0.08 - which is not significant, because Student’s statistic amounted to 0.5 - with a level of significance of 0.64, which is greater than the nominal level of significance of 0.05, and therefore we reject the hypothesis that “there is no effect” Significant typical effect on job performance.

**-The Third Sub-Hypothesis Test:**

The third sub-hypothesis states that “**there is a significant effect of intellectual arousal on job performance,**” 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.

	<b>Effect</b>	<b>Standard Deviation</b>	<b>T- Statistics</b>	<b>P-Value</b>	<b>Result</b>
<b>Intellectual Stimulation &gt; Job Performance</b>	0.265	0.16	0.6	0.11	Non-significant

*Source: Prepared by researchers based on R.*

Through the above table, it is clear that the direct effect of intellectual arousal towards job performance was negative, estimated at 0.265, which is not significant, that is, Student’s statistic reached 0.6, with a level of significance of 0.11, which is greater than the nominal level of morality of 0.05, and therefore we reject the hypothesis that “there is no significant effect of arousal.” Intellectual job performance.

**-The Fourth Sub-Hypothesis Test:**

The fourth sub-hypothesis states that “there is a significant effect of inspirational motivation on job performance.” The test of this hypothesis was based on the Student test, the results of which are shown in the following table:

**Table (7):** Results of the fourth sub-hypothesis test.

	<b>Effect</b>	<b>Standard Deviation</b>	<b>T- Statistics</b>	<b>P-Value</b>	<b>Result</b>
<b>inspirational stimulation &gt; Job Performance</b>	0.206	0.15	1.4	0.17	Non-significant

*Source: Prepared by researchers based on R.*

Through the above table, it is clear that the direct effect of inspirational motivation towards job performance was negative, estimated at 0.206, which is not significant. That is, Student’s statistic reached 1.4, with a level of significance of 0.17, which is greater than the nominal level of morality of 0.05. Therefore, we reject the hypothesis that “there is no significant effect of motivation job performance inspiration.

**5. The discussion of the results:**

The main hypothesis states that "there is a significant effect of transformational leadership towards job performance", this effect was estimated at 0.562, or 56.2%, and the results of the sub-hypotheses of this hypothesis included that the direct effect of the dimension of the model effect towards job performance was positive, estimated at 0.171, which is not significant. As for the direct effect of the dimension of the typical effect towards job performance was negative, estimated at 0.08 - which is not significant, and the direct effect of the dimension of intellectual arousal towards job performance was negative, estimated at 0.265, which is not significant, and the direct effect of the dimension of inspirational motivation towards job performance was A negative value was estimated at 0.206, which is an insignificant effect, and therefore, by testing the third main hypothesis, it is found that transformational leadership with its dimensions does not affect job performance in the studied organization.

This result is consistent with the study of (Qambour Abdel-Raouf, 2018) which concluded that the transformational leadership style has no effect on human resource performance, because the transformational style motivates employees to research and develop their capabilities, and the leader tries to inspire his employees and motivate them intellectually in order to make their performance a high level, but when the employees do not respond to all of these factors, it means that their performance will not be affected.

This result is inconsistent with the study of (Zarari Zaid, Amron Moftah, 2018), (Al-Tijani Douh, Hussein Shanini, 2019), and (Hayat Abdel-Baqi, and Sufiyan Kodid, 2020), which believe that transformational leadership has an impact on job performance, that is, whenever the administrative leaders possess traits and the characteristics of a transformational leader, including

positive influence, inspirational motivation, and individual consideration, their subordinates possess creative skills and abilities and their performance level rises because it supports continuous communication between the leader and subordinates and raises the level of commitment.

## **6. Conclusion:**

The performance is the most important measure of organizational effectiveness and achieving the goals of organizations in a way that ensures their development and continuity, and this requires a conscious leadership capable of choosing the leadership style appropriate to the human and material capabilities of the organization and the ability to face various circumstances and challenges. Transformational leadership is one of the prominent leadership styles in modern management thought that works to provide an appropriate organizational environment to motivate and inspire subordinates, build human relations in which justice prevail, raise the spirit of teamwork and cooperation, enhance trust, satisfaction and commitment, and achieve performance that exceeds expectations.

Since the aim of this study is to know the role of transformational leadership in raising job performance as a field study in the National Employment Agency in Algeria, through which hypotheses were tested and the problem posed, the study concluded the following:

Rejection of the hypothesis, that is, transformational leadership in its dimensions does not affect job performance in the organization under study, and according to our opinion, the reason for this result is due to the lack of interest of officials in individual capabilities and competencies, and this weakened the spirit of administrative creativity, the size of personal initiatives and the level of performance, and the effectiveness and efficiency of performance in the studied organization. It is determined by the size of the filled job offers, and since the job offers are determined by the size of the local labor market and the extent of companies' commitment to Law 19/04, which gives the National Agency the right to regulate and monitor employment and therefore the need for all companies to declare their vacant positions to the local agency that falls within its geographical space, but unfortunately Companies bypass this law and do not authorize vacant positions, including those that do direct employment, worse from within the state or from outside, all of these factors weaken the performance of the studied organization and expose problems with job applicants registered with it. Thus, we recommend the following:

- Enhancing reliance on the transformational leadership style in the National Employment Agency, for its positive impact on directing organizational behavior

-Providing an organizational climate that supports the application of transformational leadership, and encourages good direction of organizational behavior to serve the values and objectives of the organization.

-Granting subordinates greater powers and independence at work and providing an organizational climate that allows and encourages raising the level of performance.

-Reconsidering the promotions system and the need to activate it in a manner commensurate not only with seniority at work, but also in a manner that encourages the development of

competencies and individual and collective initiatives.

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