The Impact of Transformational Leadership on Organizational Development of Kingdom of Bahrain Ministry of Labor and Social Development

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Abstract

This study aimed to identify transformational leadership and its impact on organizational development by applying to the Ministry of Social Development in the Kingdom of Bahrain. To achieve the objectives of the study, a questionnaire was designed and developed to collect information, which was distributed to the employees, which numbered (120) male and female employees, who make up the study population, and (100) questionnaires were recovered, including (83.3%) valid for statistical analysis. The social sciences statistical package was used to analyze the data. On the other hand, the results of the study showed that the general arithmetic mean of the independent variable (transformational leadership) was at a high level from the point of view of the study sample, reaching (4.00), which highlights the agreement of the sample members to a large extent that the ministry adopts the method of transformational leadership and also shows The results showed that the arithmetic mean of the dependent general variable (organizational development) was also at a high level from the point of view of the study sample, reaching (4.11), which highlights the agreement of the sample members to a large degree that the ministry always seeks the process of organizational development through the use of leadership transformational ministry and accordingly formulates a set of recommendations.

Keyword: transformational leadership, organizational development, and Ministry of Labor and Social Development.

Introduction

The Ministry of Labor is considered one of the most important ministries in the Kingdom of Bahrain, and the possibility of its continuity and carrying out its duties requires constant attention to the successive changes and developments, as well as addressing all the various problems within it. From the rest of the other ministries.

On the other hand, we find that the continuous change and development in the science of management and the many challenges that it faces and that you have not seen before, especially that the changes and developments come quickly that exceed the ability of

institutions to adapt to them many times, and one of the most important of these changes is the "information and technological revolution—advanced institutions."—Increasing environmental complexity; globalization; the modern communications revolution," and the accompanying changes in the "political, social, cultural, and economic fields" (Al-Sakarana, 2009).

These changes and developments have greatly impacted institutions' ability to achieve their goals and perform their duties, as well as imposed many challenges on management to face these successive changes and then adapt to them, making the entrance to organizational development one of the most important entrances that contributed to institutions learning how to scientifically plan. The process of change, knowledge of problems, and comprehensiveness in development processes, as well as finding compatibility between the desired performance and the successive, rapid, and evolving environmental variables, by introducing modifications in all organizational structures, developing performance, overcoming the negatives, and demonstrating strengths. (Al-Atwi, 2010).

The development process is not a random process, but rather a process that is carried out according to scientific methods represented in the adoption of various leadership styles according to scientifically studied practical steps aimed at achieving development. The American scientist and politician "Burns", and the transformational leadership style is based on the existence of a common relationship between both the leader and the subordinates, as the transformational leader plays an important and influential educational role as he has the ability to unite his subordinates who have individual interests by working to achieve higher goals. It entails bringing about a change that has a great impact and that has a transformative nature in institutions. (Ben Issa, 2015).

Accordingly, the need for organizational development, which requires the presence of transformational leadership, has become necessary and important for all countries and in all institutions, whether private or public, and despite this, it has become more necessary and must be present in some institutions, such as the Ministry of Labor in the Kingdom of Bahrain, which is concerned with topics such as "labor conditions workers." Hence, this research came to examine the impact of transformational leadership on organizational development in the Ministry of Labor in the Kingdom of Bahrain.

Research problem

The Ministry of Labor, like other government institutions, is facing fundamental changes and new trends and recent developments that we see in various fields. As it was not immune to the environment of tangible change in the Bahraini labor market, and given the importance of the role played by transformational leadership that realizes the need for development and future outlook, there are many factors that necessitate and emphasize the need for the Ministry to adopt the concept of transformational leadership, which leaves positive effects and results on its performance.

In addition to the lack of studies that dealt with the reality of transformational leadership and its impact on organizational development within the limits of researchers' knowledge, the research problem lies in the following main question: "What is the impact of the characteristics of transformational leadership on the process of organizational development from the point of view of leaders in the Ministry of Labor in the Kingdom of Bahrain?"

Research questions

Through the research problem related to the impact of transformational leadership on organizational development, we can ask many questions, including:

1. What is the level of awareness of the Ministry of Operation employees of the characteristics and dimensions of transformational leadership?
2. What is the impact of the adoption of the transformational leadership style by leaders in the Ministry of Labor in the Kingdom of Bahrain?
3. What is the level of organizational development with its various dimensions, which includes the "technical dimension," the "behavioral dimension," the organizational dimension, and the "procedural dimension" from the point of view of leaders in the Ministry of Labor in the Kingdom of Bahrain?

Research objectives

The main objective of the research is evident in the analysis of the impact of transformational leadership on the process of organizational development from the point of view of leaders in the Ministry of Labor in the Kingdom of Bahrain. The following objectives are branched from the main objective as follows:

1. For each topic of transformational leadership and organizational development, provide a theoretical and intellectual presentation.
2. Identifying the characteristics of transformational leadership, its dimensions, and the extent of its application in the Ministry of Labor in the Kingdom of Bahrain.
3. A review of the most important practices in organizational development processes and their various dimensions from the point of view of leaders in the Ministry of Labor in the Kingdom of Bahrain.
4. Benefiting from the results of the study and making recommendations to the various parties in a way that contributes to strengthening and applying the transformational leadership style in various organizations.

Research importance

First: Theoretical importance

The theoretical importance of the study is shown by trying to draw the attention of departments to the importance of the relationship between transformational leadership and organizational development and by highlighting the importance of transformational leadership in developing the performance of managers to work on thinking about developing the leadership methods used. The study also shows the importance of the study by providing a theoretical framework for knowing the relationship between leadership transformational and organizational development.

Second: Application Importance

The practical importance of the study appears from its selection of the study community represented by the Ministry of Labor in the Kingdom of Bahrain, which is one of the important sectors in the Kingdom of Bahrain. and non-governmental.

Research Methodology

In order to achieve the objectives of the study, two approaches were followed:

1. The descriptive approach relies on describing the concepts of the study in an accurate and scientific manner, with the aim of defining its features and features in order to work on its analysis. That is, the extraction of the results of this study was carried out according to a logical sequence starting from the description of the relationship between its main concepts.
2. The analytical approach is largely dependent on the relationships described in the "descriptive approach," thus clarifying the results in a realistic manner as well as evaluating what was produced by analyzing the relationships between the study concepts to come up with the proposed results and recommendations.

Research community and sample

The study community consists of all employees of the Ministry of Labor in the Kingdom of Bahrain, and due to the inability to obtain an accurate statistic of the number of employees in the Ministry, a sample of 120 employees in the Ministry was selected.

Research Methods

The researchers reviewed the previous studies on transformational leadership and organizational development and, in line with the objectives of the research and for the purpose of collecting information, relied on the questionnaire as a study tool, which will be designed as a five-year Likert system, which gives the respondents the freedom to choose the most appropriate response for their point of view from among five responses. An online electronic questionnaire will be distributed.

Table (1) *Calculating arithmetic averages according to Likert scale*

The Standard	The Interpretation
From 1,0 to 1,79	Strongly disagree
From 1,80 to 2,59	Disagree
From 2,60 to 3,39	Neutral
From 3,40 to 4,19	OK
From 4,20 to 5,00	Strongly Agree

The questionnaire will consist of three parts:

Part One: It includes information expressing the characteristics of the research subject according to the demographic variables (gender, age, educational qualification, years of experience, job title).
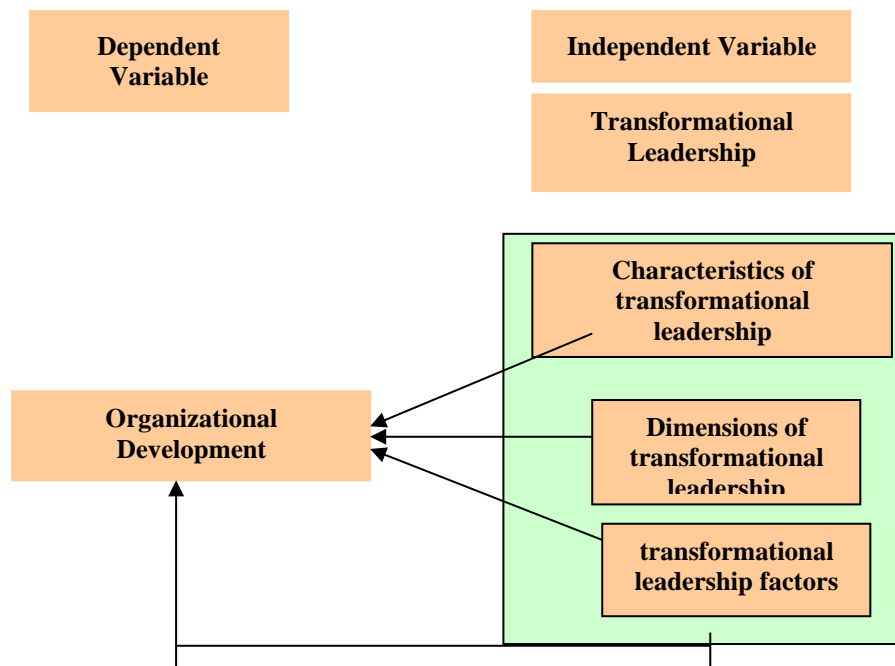
Part Two: Transformational Leadership
Part Three: Organizational Development

Statistical methods

Some statistical methods will be used, such as percentages and frequencies, relying on descriptive statistics, arithmetic mean and standard deviation.

Research form

Dependent Variable		Independent Variable
		Transformational Leadership

Characteristics of transformational leadership

Organizational Development

Dimensions of transformational leadership

transformational leadership factors

A figure showing the research form

Research terms

Transformational leadership: it is "the leader's ability to communicate the mission and vision of the future organization easily and smoothly to his subordinates, as well as the extent to which he is able to motivate them by practicing great ethical behaviors to build trust and mutual respect between him and his subordinates." (Al-Saud, 2013).

Organizational development is "the efforts made by the institution in the medium and long term in order to ensure the institution's ability to carry out technical changes, procedural changes, behavioral changes, and organizational changes in the work environment, as well as the institution's ability to adapt to the successive changes in the environment, and also develop employees' skills with the aim of improving performance, finding innovative and quick solutions to problems, and increasing efficiency and effectiveness" (Al-Serafy, 2007).

The concept of transformational leadership

The concept of transformational leadership has become the primary focus for the study of leadership in general, and it has mostly been used to distinguish between both leadership and management, and the term transformational leadership appeared through "Burns" when he referred to it in his book (Leadership), with the intent of distinguishing between leaders who build motivational relationships with their subordinates and those who depend on the exchange of information with their subordinates to obtain results on a large scale, and thus the transformational leadership behavior starts from the personal beliefs of the leader and not on the exchange of interests with his subordinates. (Abu Romi, 2010).

Accordingly, the transformational leader moves in his job through value systems represented by "integrity and justice" and "Burns" calls these values "internal values," which cannot be negotiated or exchanged between people, and through an expression of these personal values, the transformational leader By uniting his followers, it can change their goals and beliefs. (Abbas, 2010).

A distinction was made between two types of leadership, namely "transformational leadership" and "procedural leadership," where we find that the basic principle of the procedural leadership style is the exchange of benefits between the boss and subordinate, where we find the influence of each on the other so that each of them obtains something of value. In other words, "the boss provides what the subordinates want to get, such as an increase in rewards, while the boss gets what he wants from his subordinates, such as an increase in productivity." Hence, transformational leadership is a process through which the superior and subordinates seek to advance each other to reach the highest levels of morality and motivation.

Transformational leadership also seeks the leader's access to the apparent and latent motives of subordinates, and then works to satisfy their needs and requirements, and then invests their maximum energies and capabilities to achieve the required change and development. (Abu Romi, 2010).

From the above, it can be said that the leader should strive to raise awareness among his subordinates by focusing on moral values and ideals such as "justice," "peace," "equality," "love of goodness," and "stay away from spreading feelings of miserliness, hatred, and jealousy," and the leader must work to activate higher needs The subordinates have in the light of Maslow's hierarchical classification of needs, with the aim of generating motivation among these subordinates to satisfy their needs related to self-actualization. (Al-Kaabi, 2019).

Thus, transformational leadership brings together leaders and subordinates in a reciprocal relationship through an understanding of goals from both sides, and this is represented in the presence of a large degree of understanding about many of the special matters that Burns defined as the "triad of values" represented in "equality-freedom-justice."

Here, the boss can help subordinates figure out what they want and why they want it through the educational role of leadership. This role works to turn latent motivations and unspoken desires into learned needs that can be used to make a big change that is in both the boss's and the subordinates' best interests.

Many transformational leadership researchers approach it from various perspectives, depending on the specialization and perspective of each aspect separately, and we will address some of the concepts of transformational leadership as follows:

1. Transformational leadership is "a process through which both the leader and the subordinates make every effort to seek advancement in order to reach the highest levels of morals and motivation." From this definition, it is understood that transformational leadership seeks to advance the feelings of subordinates by enforcing moral values such as justice, equality, humanity, and freedom. (Abu Romi, 2010).
2. Transformational leadership is "the ability to match ways with goals and then reshape organizations to achieve humanitarian goals and aspire to spread ethics at work."
3. Transformational leadership is "not only exercising power, but also giving power and empowering and developing others," as they defined a transformational leader as "a person who compels his subordinates to complete the tasks assigned to them, with the

intent of turning subordinates into leaders in the future, which can also work on converting mediators to mediators of change and development." (Al-Atwi, 2010).

There are those who consider transformational leadership as a concept that prescribes rationality, i.e., "mental leadership," which is considered a form of transformational leadership. The term "mental" is used within the reference to adopt specific ideas, values, and knowledge, as well as comes within a critical form of values and goals that go beyond the immediate need.

The individual who deals with ideas and analytical data only is considered a theorist. As for the person who deals with normative ideas, he is considered a moral teacher. And for the one who deals with the quality of ideas and unites them through an organized perception, he is considered rational.

The rational leader is "the individual who has the ability to change society by presenting his innovative and creative ideas and theories." Therefore, rational leadership is considered transformational leadership because it is based on changing ideas.

The concept of organizational development

Many researchers have said that organizational development is "an effort planned for all aspects of the organization and managed from the top down, with the intent of increasing the effectiveness of the organization through planned interventions in the operations of the organization as well as using data and information from the behavioral sciences (Al-Rajhi, 2013).

After the tremendous organizational developments that have occurred in business institutions, organizational development is defined as "a broad application with the intention of improving the performance process, based on knowledge of behavioral sciences, and it occurs in all aspects of the organization in order to develop plans and support the organization's strategies and organizational processes, with the aim of improving organizational effectiveness." (Sakarna, 2009).

With the supremacy of systems theory, organizational development was defined as "influencing the members of the institution in order to expand their credibility when dealing with each other, with regard to their scientific and practical experiences and opinions towards the institution, and bearing the greatest responsibility for all their actions and behaviors within the institution."

Organizational development is also defined as "a relatively specific type of planned change and development, intended to help members of institutions do the work entrusted to them better." (El-Serafy, 2009).

From the above definitions of organizational development, we find that all of them are characterized by planned change and development in institutions, and then the greater focus on the members of the institution and its operations, as well as a focus on managing the culture of the institution in all its various aspects, and using the scientific research method when managing the organizational development process in the organization.

Organizational development has also been defined as "a long-term activity, the objective of which is to improve the organization's ability to find innovative solutions to its problems as well as to develop itself by achieving comprehensive development in its prevailing

environment, by focusing on increasing effectiveness among its members by assisting an external component." It manages development by promoting new ideas among the members of the organization.

Organizational development is also considered a long-term process, the aim of which is to raise the efficiency and effectiveness of the organization through different stages, depending on multiple ways and means, with the intention of bringing about development, whether at the level of the organization, the individual, or the system. An integrated in which the various interrelated elements interact with each other.

Organizational development is also considered as "the optimal application of the systems approach to the functions, organizational structure, technological elements, and human relations in the organization in order to achieve the interaction of the members of the organization among themselves, develop their skills and abilities, and expand their thinking to find innovative solutions to the problems they face, as well as search for innovative solutions to face future problems, and work on spreading an atmosphere of trust among individuals at all organizational levels (Al-Murabba, 2013).

From previous definitions of organizational development, it can be said that it is "a comprehensive effort to develop and change the members of the organization by influencing their abilities, skills, behavior, and performance through changing technology and processes of organizational structures, with the aim of developing material and human resources, as well as working to achieve the desired goals of the organization effectively and efficiently." or achieve both goals.

Previous studies: Arabic Studies

Bahsin (2020)
The study seeks to determine the impact of the practice of transformational leadership dimensions on performance and institutional development in the institution and the research community

The study concluded that there is a statistically significant relationship between the practice of the various dimensions of transformational leadership and the institutional performance and development of the Selah Foundation.

Al Kaabi (2019)
The study aimed to determine the impact expected by the characteristics of transformational leadership on organizational development in its dimensions from the point of view of leaders in the General Command of Abu Dhabi Police. To achieve the goal of the study, the researcher used a questionnaire for the purpose of collecting primary data.

The study reached a set of results, the most important of which is that the characteristics of transformational leadership are available to a high degree, and the level of organizational development practice was also high.

The study recommended that the Abu Dhabi Police General Command work to enhance the good level practiced by transformational leadership through the leaders' greater readiness by recognizing their mistakes when they are discovered, holding training courses, and holding workshops, in order to increase knowledge of them and make them part of the prevailing culture to improve the level of organizational development.

Abu Eid (2018)

The study aimed to determine the role of transformational leadership in decision-making in the institution of the research community, and the researcher relied on the questionnaire as a tool for the study. The researcher deliberately used a descriptive analytical approach to achieve its objectives, and the researcher distributed the questionnaire by conducting a comprehensive survey of the sample.

The study found that there is a statistically significant link between transformational leadership and its dimensions (motivation, intellectual arousal, and individual legality), decision-making, and results in the Irbid Health Directorate and its health centers in the Northern Jordan Valley.

In light of these results, the study recommended the importance of urging leaders to participate with subordinates in the directorate of Irbid Health and its affiliated centers in simulating, emulating, and exchanging bright future visions and achieving integration between the interests of workers and the interests and preferences of the leader.

Badah Study (2013)

The aim of this study is to identify the extent to which the transformational leadership style is practiced by the deans of private community colleges in Amman, Jordan, and its relationship to the level of organizational culture therein. The researcher used SPSS software to calculate arithmetic averages and standard deviations, and the Pearson correlation coefficient was applied to the responses of the research sample members.

The results of the study showed that the level of practice of the transformational leadership style was average, and the level of organizational culture was also average, and the results also showed the existence of a positive significant correlation between the degree of practice of the transformational leadership style and organizational culture in private community colleges in the city of Amman, and a set of recommendations were summarized in It is necessary for the supervisory authorities to apply the practice of transformational leadership to private community colleges in the city of Amman.

Study of Shelash. (2011)

The relationship between transformational leadership and job satisfaction in Jordanian private hospitals

The aim of the study is to know the relationship between leadership transformation and job satisfaction among registered nurses in Jordanian private hospitals, and the study population consisted of nurses who were registered in private hospitals located in Amman. The survey was modified from the Multifactorial Leadership Questionnaire (MLQ) of the Minnesota Questionnaire (MSQ) that Weiss developed in (1967) to measure the two factors of job satisfaction (internal factor and external factor) and yielded a response rate of 83%.

The results of the study showed that there is a positive, statistically significant relationship between each of the dimensions of transformational leadership and job satisfaction.

It also became clear that the dimensions of motivation and intellectual arousal are two of the forms of the highest positive percentage in the relationship with external job satisfaction.

The study also indicated several recommendations, the most important of which are: "The research must be completed on the subject of making comparisons between private and public Jordanian hospitals in order to clarify whether there is a type of organization that has an impact on the relationship between transformational leadership and job satisfaction—it is necessary to work on studying many other variables such as organizational commitment This study is based on clarifying the relationship between job satisfaction and transformational leadership.

A study of (Fatima, et at, 2011)

The impact of transformational leadership on employee satisfaction and organizational commitment in the banking sector in Pakistan.

The aim of the study is to verify the relationship between employee satisfaction, employee job commitment, and transformational leadership in the banking sector in Lahore, Pakistan. In these banks, the questionnaire consisted of 35 questions divided into four paragraphs, and 133 questionnaires were retrieved.

The results of the study showed that there are positive effects of transformational leadership on job satisfaction and organizational commitment in the banking sector in Pakistan. Transformational leadership also helps workers to be more innovative and creative by introducing new and innovative ideas that contribute to helping the banking sector to compete and adapt to the external environment. The study also showed that managers who rely on the transformational leadership style will enable them to obtain organizational commitment and effective performance on the part of employees.

Commenting on previous studies

In light of what was presented from previous studies conducted in the Arab or foreign environment on the subject of transformational leadership and its relationship with some other variables such as organizational culture, organizational satisfaction, and commitment, as well as with regard to organizational development and its relationship to administrative creativity, for example, we find that our current study agrees with previous studies in general in terms of its treatment of transformational leadership as an independent variable, but in particular, it is similar to the study (Darwish, 2012) on the subject of the study of transformational leadership and its impact on organizational development.

About the Ministry of Labor in the Kingdom of Bahrain

The history of the ministry's establishment dates back to nearly 64 years, when the "Labour Office" was established in 1955, and thus its transformation into the Labor Department in 1957, and then the transformation into the Ministry of Labor and Social Affairs in 1971, until the labor sector was separated from the social affairs sector in 2005, and they were merged under the name "Ministry of Labor" and "Ministry of Social Development," as this specialization helped to significantly advance the services offered by citizens, and many pioneering initiatives and programs were carried out, which resulted in the establishment of a number of comprehensive community protection bodies. At the level of work and social development.

Data collection and analysis

The research sample was selected from employees of the Ministry of Labor, and the questionnaire tool was distributed to all members of the sample, numbering (120), and (100)

questionnaires valid for analysis out of (120) were retrieved, which means that the response rate is (83.3%). The researchers analyzed the proportions and numbers of the selected research samples in a manner according to the analysis of personal data, as shown in the following tables:

Analysis of the personal data of the research sample

The gender variable

Table No. (2*): Analysis of the gender variable*

variable	Category	the number	The ratio
	male	54	54%
Gender	female	46	46%
	the total	100	100%

In light of the analysis of the previous table, we see that the percentage of males represented 54% of the total sample percentage, the percentage of females represented 46%,, and we find that there is a convergence between both percentages, which shows us the ministry's keenness on justice in the appointment of females and males in leadership positions, and the following figure illustrates this.
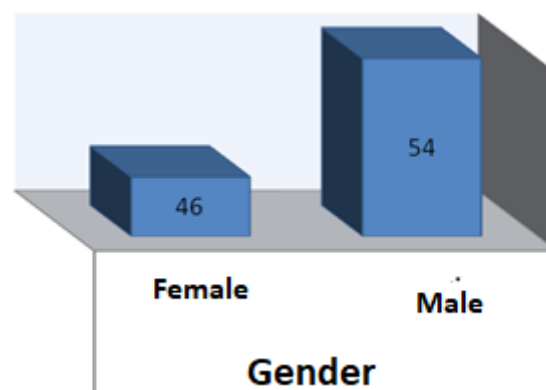

Figure 1: *Analysis of the gender variable*

Age variable

Table No. (3): *Analysis of the age variable*

variable	Category	the number	The ratio
	30 years or younger	5	5%
	31-40 years old	37	37%
the age	41-50 years old	43	43%
	51 years and over	15th	15th%
	the total	100	100%

It is clear from the previous table that the largest percentage of the research sample members are from the middle age groups, whose ages range from (41-50) years, as their percentage reached (43%), and then comes the research sample members from the groups (31-40 years). The study sample members come from age groups with a median of 37%, followed by the age group (51 years and over) at a median of (15%), and finally the study sample members come from age groups (30 years and less) with a percentage of (5%), which indicates the age variable is important in determining the characteristics and tasks of the leader, and the following figure illustrates this.
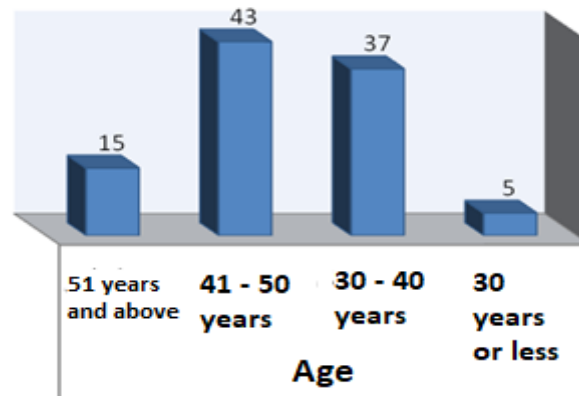

Figure (No. 2): *Analysis of the age variable*

Educational Qualification Variable

Table No. (4): *Analysis of the educational qualification variable*

variable	Category	the number	The ratio
	High School	0	0%
	BA	35	35%
Qualification	Master's	45	45%
	PhD	20	20%
	the total	100	100%

It is clear from the previous table that the largest percentage of the research sample has a master's level of education (45%), followed by those with a bachelor's degree (35%), followed by those with a doctorate (20%), who were not among the sample members Those who have a high school diploma, which indicates the importance of the educational qualifications of those who head the leadership positions, and the following figure illustrates this.
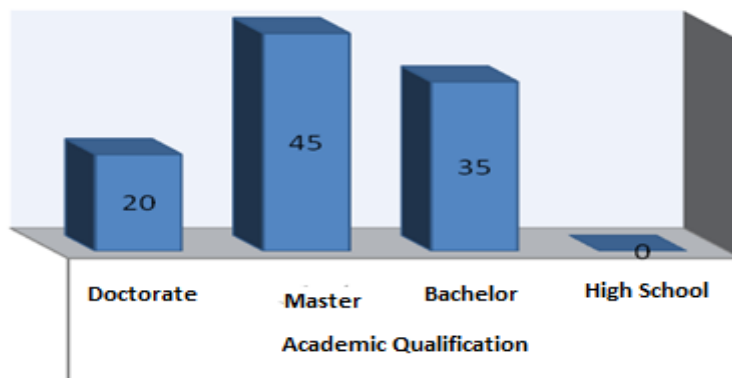
Figure (No. 3): *Analysis of the educational qualification variable*

Job Position variable

Table No. (5): Job position variable analysis

variable	Category	the number	The ratio
	Director general	25	25%
	Director of the Department	30	30%
ob position	Executive Director	35	35%
	Head of the Department	10	10%
	the total	100	100%

It is clear from the previous table that the largest percentage of the research sample's job positions are represented by an executive director (35%), followed by a management position (30%), followed by those who have a general manager job at (25%), and finally the category of department head (10%). The following figure illustrates this.
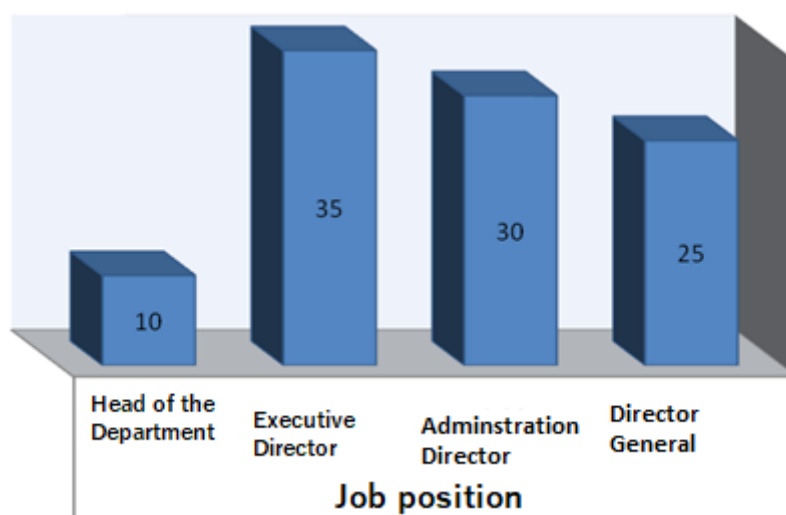

Figure (No. 4): *Job position variable*

Variable years of experience

Table No. (6): *Experience variable analysis*

variable	Category	the number	The ratio

	15 years or younger	12	12%
	From16-20 years	28	28%
Experience	21-30 years old	35	35%
	more than30 years	25	25%
	the total	100	100%

It is clear from the previous table that the largest percentage of leaders in the study sample who have experience in the Ministry of Labor ranges from (21-30 years) with a percentage of (35%), followed by those with experience ranging from (16 to less than 20 years) with a percentage of (28%), followed by those who have experience (more than 30 years) with a percentage of (25%), and finally comes the members of the research sample whose experiences range from (15 years and less) by (12%), and the following figure shows this.
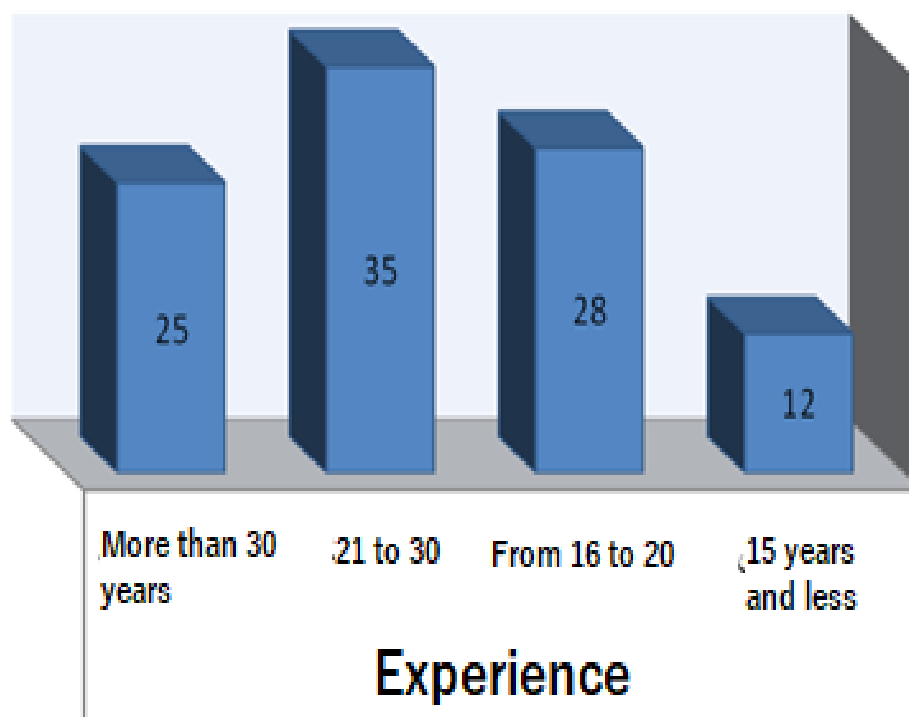

Figure (5): *Experience variable analysis*

Analyzing the opinions of the sample about transformational leadership and its impact on organizational development by applying to the Ministry of Labor in the Kingdom of Bahrain

The two researchers relied on analyzing the data for the sample answers about the study variables, calculating the arithmetic mean and standard deviations, and interpreting the value of the arithmetic mean according to the Likert pentagonal scale.

Dimensions of transformational leadership

It is noted from the previous table that the arithmetic averages of the transformational leadership dimensions ranged from (3.42) to (4.33), and that the general average was high from the point of view of the study sample members, in terms of the arithmetic mean, which amounted to (4.00) in the light of the criterion Likert pentagram to calculate arithmetic averages.

The results also showed that statement No. (6), which states "the director has an active role in achieving harmony between the strategic objectives of the ministry with each other without conflict between them," obtained the highest average, which reached a value of 4,33, which is a very high value and indicates the role the leader or manager undertakes to achieve compatibility and harmony between the strategic objectives of the ministry without conflicting between them.

As for the statement No. 4), which states, "The manager allows a large amount of calculated risk when making decisions," it came in the last rank with an average of (3.42), which is an agreeing value, which indicates that the sample members agree that the manager or leader allows an amount of It is the risk that is taken into account when making decisions.

Table No. (7) *The averages, arithmetic, and standard deviations of each paragraph of the dimensions of transformational leadership*

No.	Paragraph	SMA	standard deviation	Paragraph order	arithmetic mean interpretation
1	The manager is behaving in an exemplary manner that prompts the employees to imitate him in the ministry.	3,55	0.58	9	OK
2	The director in the ministry has a clear vision for the future and skills that enhance confidence in it.	4.15	0.66	5	OK
3	The manager provides the appropriate climate for employees to think creatively in the ministry.	4,10	0,68	6	OK
4	The manager allows a great deal of calculated risk when making decisions.	3,42	0.62	10	OK
5	The manager seeks to develop the work through the new ideas resulting from the creativity of the employees.	4,23	0.71	2	Strongly Agree
6	The director has an active role in achieving harmony between the strategic objectives of the ministry with each other without conflicting between them.	4.33	0.59	1	Strongly Agree
7	The manager discusses with the workers the requirements for their fulfilment of their job roles.	3,98	0.75	7	OK
8	The manager is keen on the necessity of equalizing authority with responsibility when delegating powers.	4,20	0,69	3	Strongly Agree
9	The manager cooperates with all employees of the ministry no matter how much effort they put in.	4.16	0,77	4	OK
10	The manager takes into account the individual differences between the subordinates in getting the work done.	3,95	0.83	8	OK
	overall average	4,00	0.71		high

Organizational development

It is noted from the previous table that the arithmetic averages of organizational development ranged from (3.48) to (4.65), and that the general average was high from the point of view of the study sample members, in terms of the arithmetic mean, which amounted to (4,11) in light of Likert's five-factor criterion To calculate arithmetic averages.

The results also showed that statement No.3), which states, "The Ministry enhances the values and positive attitudes of its employees in a way that improves their performance." It obtained the highest average, which reached a value of 4,65, which is a very high value, which indicates the ministry's keenness to improve and develop the performance of workers by enhancing their values and positive attitudes.

Table No. (8) *The averages, arithmetic and standard deviations of each paragraph of the dimensions of organizational development*

No.	Paragraph	SMA	standard deviation	Paragraph order	arithmetic mean interpretation
1	The manager's supervision and follow-up contributes to the employees in the development and development of their skills.	4.48	1,21	2	Strongly Agree
2	The Ministry adopts training programs that meet the needs of its employees.	4,39	0,97	3	Strongly Agree
3	The ministry promotes the values and positive attitudes of its employees in order to improve their performance.	4.65	1,25	1	Strongly Agree
4	The manager contributes to the development of functional relationships between employees to increase their skills and managerial abilities.	3.85	0.85	7	OK
5	The Ministry seeks to enhance the organizational culture among its employees.	4,27	1,09	4	Strongly Agree
6	The director shares the work team's vision and strategic plan.	3,48	1,02	10	OK
7	The Ministry seeks to develop cooperation relations between working groups within it.	3,80	0.93	8	OK
8	The director has the ability to reconcile the goals of the ministry with the goals of its employees.	3.75	0.86	9	OK
9	The manager adopts mutual means of communication with the work teams that allow him to receive information and make decisions quickly.	4.25	1,07	5	Strongly Agree
10	The director believes in the policy of delegating powers to all administrative levels due to its importance in developing work in the ministry.	4,22	0,96	6	Strongly Agree
	overall average	4.11	1,02		high

As for phrase No. 6), which states: "The director shares the work team's vision and strategic plan." It came in the last rank with an average of (3.48), which is an approval value,

which indicates that the sample members have the director's participation in the ministry's work team in its vision and strategic plan, which enhances the process of organizational development in it.

Conclusion

The results of the practical side of the search resulted in the following results:

The results showed that the general arithmetic mean of the independent variable (transformational leadership) was at a high level from the point of view of the study sample, reaching (4.00), which highlights the agreement of the sample members to a large extent that the ministry adopts the transformational leadership style through the following:

- The manager deals in an exemplary manner that leads to employees taking him as a role model within the ministry.
- The director has a comprehensive future plan within the ministry, as well as some capabilities that lead to his trust.
- The manager creates the ideal atmosphere for employees that helps them innovate within the ministry.
- The manager agrees to take more calculated risks if decisions are made.
- The manager tries to update the work system through new ideas stemming from the employees' innovations.
- The director plays an important role in achieving compatibility between the strategic objectives of the ministry without any difference between them.
- The manager researches the needs of their employees so that they can do their work.
- The manager seeks to maintain a balance of authority and responsibility when allocating competencies.
- The director coordinates with all employees within the ministry, regardless of the size of their efforts.
- The manager is keen to take into account the individual differences between workers when doing business.

The results showed that the arithmetic mean of the general dependent variable (organizational development) was also at a high level from the point of view of the study sample, reaching (4.11), which highlights the agreement of the sample members to a large extent that the ministry always strives for the process of organizational development through the use of transformational leadership in the ministry. This was evident through the following:

- The manager's supervision of employees increases the level of their skills.
- There are some training programs within the ministry that satisfy the requirements of its employees.
- The Ministry supports the principles and positive paths owned by employees, which lead to the development of their performance.
- It helps the manager to consolidate functional links between employees in order to increase their managerial success.
- The Ministry is trying to consolidate the organizational culture among its employees.
- Both the director and the employees share the ministry's programs and strategies.
- The Ministry is trying to consolidate aspects of cooperation among its employees.
- The director can coordinate between the goals of the ministry and the goals of its employees.

- The manager uses mutual communication tools with employees that allow him to obtain information and make decisions faster.
- The director follows the strategy of distributing competencies to all administrative levels due to its ability to improve work within the ministry.

In general, the results of the research indicated a positive impact of the availability of transformational leadership on organizational development in the Ministry of Labor from the point of view of the leaders working in it, through a large increase in the sample's opinions about the study's variables.

Recommendations

Based on the results obtained in the construction of the applied study, the researchers recommend the following:

1   The need to raise the level of interest in transformational leadership, its dimensions and characteristics, as one of the best leadership practices that increase the level of effectiveness and efficiency, enhance the role played by workers at the various administrative levels in the Ministry of Labor, and enhance the good level that they practice in practice, through the leaders' greater readiness for recognition of their mistakes when they are discovered.

2   Awareness of all employees about the dimensions and characteristics of transformational leadership through holding training courses and holding workshops to increase knowledge of it, enhance its level of practice and make it part of the prevailing culture in the ministry.

3   The necessity of continuing to deal with the mechanisms of organizational development on an ongoing basis, given that organizational development is a continuous process to achieve further progress and development in the Ministry of Labor and to prevent any decline in the level of organizational development practice in any of its various dimensions.

4   The necessity of continuing to keep pace with all the latest developments in the various dimensions of organizational development, whether in terms of the technical dimension, whose large and rapid developments do not stop, or at the level of the behavioral, procedural, and organizational dimension, by introducing any amendments or updates to keep pace with the needs of change and renewal in various aspects of the administrative process in the ministry, which is closely related to technical changes.

5   Working on conducting more studies on the application of transformational leadership and its impact on organizational development in various other ministries in the Kingdom, and conducting a comparative study with the leadership in the Ministry of Labor.

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