

The Impact of Transformational Leadership on Organizational Adaptability and the Reduction of Work-Related Stress among Employees: A Case Study of Lafarge Company Biskra,.

أثر القيادة التحويلية على التكيف التنظيمي وتقليل ضغوط العمل لدى الموظفين

دراسة حالة شركة لافارج – بسكرة

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Abstract:

This research examines the impact of transformational leadership at multiple organizational levels within Lafarge Biskra, the review integrates findings on how transformational leadership and organizational adaptability contribute to reducing work stress levels within the organization under study. The article also explores the main dimensions of transformational leadership—**idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration**—and assesses their effectiveness in enabling employees to adapt to different working conditions and in lowering their work-related stress levels. To achieve the research objectives, a questionnaire was utilized to collect data, which was distributed to a sample of 30 employees. The statistical analysis of the data was conducted using SPSS v25, the findings of the study indicate that **idealized influence** has a positive effect on both **organizational adaptability** and **reducing work stress** within the organization.

Keywords: Transformational Leadership; Organizational Adaptability; Work Stress; Idealized Influence; Inspirational Motivation; Individualized Consideration; Intellectual Stimulation.

JEL Classification: M12, M54, D23

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1.Introduction

In today's rapidly changing and highly competitive business environment, organizations increasingly recognize the pivotal role of leadership in enhancing adaptability and maintaining employee well-being. Among the various leadership styles, transformational leadership has emerged as one of the most influential approaches in improving organizational effectiveness and fostering a positive work climate. Transformational leaders inspire their followers through vision, motivation, and individualized support, encouraging them to transcend their self-interest for the collective benefit of the organization. The impact of this leadership style extends beyond promoting innovation and organizational adaptability; it also helps mitigate work-related stress by creating a supportive and empowering work environment. When employees perceive their leaders as transformational, they are more capable of adapting to organizational changes, experience lower levels of work stress, and demonstrate higher commitment and performance. Therefore, understanding the interplay between transformational leadership, organizational adaptability, and work stress is essential for building resilient and high-performing organizations in the modern era.

To what extent does transformational leadership enhance organizational adaptability, and how does it contribute to reducing work-related stress among employees?

1-1 Sub-Questions:

1. To what extent does transformational leadership enhance organizational adaptability?
2. **To what extent can transformational leadership reduce employees' work stress?**
3. Is there a relationship between the impact of transformational leadership on the organizational adaptability and the impact of transformational leadership on reducing work stress ?

1-2 Hypotheses:

H1: There is a significant impact of transformational leadership on organizational adaptability.

H2: There is a significant impact of transformational leadership on reducing work stress.

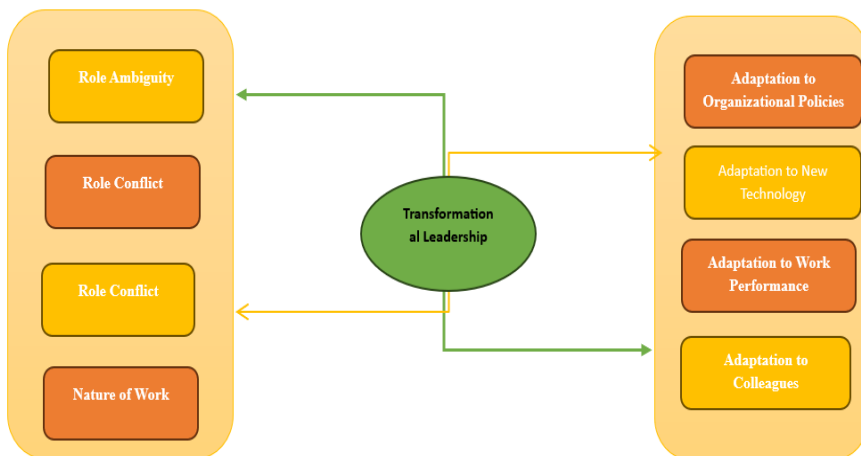
H3: There is a significant relationship between the impact of transformational leadership on the organizational adaptability and the impact of transformational leadership on reducing work stress.

1-3 Research Objectives:

1. **To examine the effect of transformational leadership on organizational adaptability.**
2. **To assess the influence of transformational leadership on reducing employees' work stress.**
3. **To explore the relationship between impact of transformational leadership on the organizational Adaptability and the reduction of work-related stress among employees.**

1-4 Research Model:

It can be summarized in the following points:



Source: Prepared by the researcher

1-4-1 Studies related to the variable of transformational leadership:

1 -Ali Araywa Hussein and Jugloli Youssef The article titled “Transformational Leadership and Employee Empowerment: A Sociological Perspective on Organizations” published in Al-Risala Journal of Human Studies and Research, Volume 8, Issue 2, pages 301–312, explores the relationship between transformational leadership and employee empowerment within organizational settings from a sociological viewpoint. The study examines how transformational

leadership styles affect employees' capacity for success and innovation in the workplace. It further emphasizes the vital role of transformational leadership in shaping organizational culture and strengthening employees' contributions toward achieving the organization's objectives.

2- Naïma Chabouat, (2022), PhD thesis titled "*The Impact of Transformational Leadership Behaviors on Employee Engagement: A Field Study*", submitted to the **Faculty of Economic Sciences, Management Sciences, and Commercial Sciences at Kasdi Merbah University, Ouargla, Algeria**, Department of Management Sciences. The dissertation consists of **169 pages** and investigates the relationship between transformational leadership behaviors and employee engagement through an empirical field study.

The research explored the influence of transformational leadership behaviors on nurses' job involvement in public hospitals located in southeastern Algeria. Based on 419 valid responses from 19 public hospital institutions, the data were analyzed using SPSS. The results underscore the pivotal role of inspirational motivation in enhancing job involvement among nurses, demonstrating that this dimension of transformational leadership has a stronger impact than the others.

1-4-2 Studies related to the variable of Organizational Adaptation:

1 - Mouch. Zaki Mabrouk and Zaid Al-Qadi Analytical Study on the Impact of Transformational Leadership on Organizational Adaptation in Light of Certain Variables: Applied to the Egyptian Telecommunications Company in Al-Sharqia **Governorate** he present study aimed to examine the impact of transformational leadership on organizational adaptation by assessing the availability of transformational leadership elements and dimensions of organizational adaptation, as well as the nature of the relationship between them. The findings revealed the following:

a- Availability of Transformational Leadership Elements: Transformational leadership elements at the Egyptian Telecommunications Company—including **idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration**—were found to be highly present across different administrative levels, years of experience, and educational qualifications. This indicates the organization's focus on developing leadership skills related to idealized influence, inspirational motivation,

intellectual stimulation, and attention to individual considerations among its managers.

b- Availability of Organizational Adaptation Dimensions:

Organizational adaptation dimensions at the company—including adaptation to the organization’s history, organizational policies, work methods, employees, performance-related incentives, and organizational goals and values—were also highly present. This reflects the attention of managers and administrative leaders to continuous environmental changes to achieve organizational adaptation related to organizational language, policies, work methods, goals, values, history, and incentives tied to performance.

c- Relationship Between Transformational Leadership and Organizational Adaptation: A strong and positive statistically significant relationship was found between transformational leadership elements and organizational adaptation dimensions across different administrative levels, years of experience, and educational qualifications.

1-4-3 Studies related to the variable of work stress:

1- Youssef & Cherif-Din, Khadija, (Published on April 30, 2023, the article titled “*Work-Life Quality as an Approach to Managing Work Pressure among Emergency Medical Nurses: A Field Study at the Public Health Establishment of Annaba*” appeared in the *Al-Risala Journal of Human Studies and Research*, Volume 8, Issue 1, pages 638–647.

This study examines how work-life quality relates to work pressure among emergency nurses in Annaba, taking into account factors such as **gender** and **years of experience**. Adopting a **descriptive research design**, the researchers collected data through a **questionnaire** administered to **60 nurses**. The results revealed a **negative correlation** between work pressure and work-life quality. Furthermore, the study found **significant gender differences** in both work pressure and work-life quality, but **no notable differences** were observed with respect to work experience.

2-1 definition of transformational leadership:

With the growing complexity of today’s healthcare environment, patient safety concerns have become more intricate and challenging. This reality calls for nursing leaders to develop and implement effective leadership strategies. **Transformational**

leadership (TFL) has emerged as the most widely recognized and evidence-based approach in healthcare, as it centers on cultivating strong relationships, empowering team members, and promoting a shared sense of vision and values..

The concept of transformational leadership defined by : Bass (1985), using Multi-factor Leadership Questionnaire (MLQ), found a high correlation between transformational leadership styles and performance levels. This correlation is consistently higher than the positive correlation between the transactional leader style and organizational performance. Bass (1985) explains that employees naturally identify with the tasks and goals of their leaders and organizations, leading them to accept and adhere to the expected norms. He argues that **transformational leadership**, unlike **transactional leadership**, encourages employees to internalize and embrace the organization's core values, thereby fostering a workforce that is more committed and aligned with organizational objectives.. (Taba & Sobarsyah , 2017, p. 401)

According to Burns, transforming leadership is a process in which "leaders and followers help each other to advance to a higher level of morale and motivation". (Burns, 1978, p. 1)

Transformational leaders work to bring about human and economic transformation. Within the organization they generate visions, missions, goals, and a culture that contributes to the ability of individuals, groups, and the organization to "practice its values and serve its purpose" (Givens, 2008, p. 6)

"Leadership is the ability to influence individuals or groups toward the achievement of goals. As a process it shapes the goals of a group or organisation, motivates behaviour towards the achievement of those goals and helps define group or organisational culture" (Alec Pearson MBA, 2019, p. 454)

Transformational leadership involves leaders who strive to introduce new ideas and perspectives, charting a path for the organization's growth and development. By cultivating **commitment, enthusiasm, and loyalty** among managers and employees, these leaders motivate organizational members to make deep, foundational changes. This process prepares the organization to embrace new

directions and attain higher levels of performance and excellence. (M. Moradi Korejan & H. Shahbazi, 2016)

2 -2 Determinants of Transformational Leadership:

2-2-1 Individualized Consideration – This refers to the leader's attention to each follower's unique needs, acting as a mentor or coach while actively listening to their concerns. Leaders demonstrate empathy, provide support, maintain open communication, and present challenges that foster personal growth. It also involves recognizing and valuing the individual contributions of each team member. Followers under such leadership are intrinsically motivated and committed to self-development and task performance.

2-2-2 Intellectual Stimulation – This dimension describes the extent to which leaders encourage followers to question assumptions, take risks, and contribute innovative ideas. Leaders promote creativity, independent thinking, and view challenges as opportunities for learning. Followers are motivated to think critically, explore alternative solutions, and find improved ways to accomplish their tasks.

2-2-3 Inspirational Motivation – This relates to the leader's ability to articulate an appealing and motivating vision. Leaders with this quality set high standards, communicate optimism about future goals, and help followers find meaning in their work. A strong sense of purpose energizes followers, encouraging them to invest greater effort, remain positive about the future, and develop confidence in their abilities.

2-2-4 Idealized Influence – This refers to the leader's role as an ethical role model who earns respect, instills pride, and builds trust among followers. Transformational leadership has been widely implemented across various sectors, including governmental organizations. For instance, the **Finnish Defence Forces** utilize the **Deep Lead Model** as a foundational framework for leadership training, which is based on transformational leadership principles. (morgan, McCall.JR, & Bass, 1985, pp. 481-'484).

3- 1The Concept of Organizational Adaptation and Its Dimensions:

3-1-1 Definition of Organizational Adaptation

According to MacKenzie and Podsakoff (2016), organizational adaptation can be understood as the deliberate decision-making by members of an organization that results in observable actions aimed at narrowing the gap between the organization and its economic and institutional environments. As noted by Sarta, Durand, and Vergne (2020, p. 3), this concept primarily applies to established organizations, since new ventures do not yet have a legacy resource base that requires adjustment in response to external conditions.

3-1-2 Levels and Dimensions of Adaptation:

Organizational adaptation occurs across multiple levels. At the macro level, it involves socio-economic responses of larger systems, such as societies, to changes in their environment. At the individual level, adaptation relates to personal cognitive frameworks, behavior patterns, and decision-making. These levels are interdependent and nested, meaning that macro-level adaptation emerges from the collective actions of individuals rather than existing independently (Fidanboy & Kerim, 2021, pp. 567–568).

3-1-3 Adaptive Capacity in Complex Systems:

Adaptive capacity refers to a system's ability to respond to environmental challenges and to improve its position relative to the environments it interacts with. Complex adaptive systems (CAS) are open systems that exchange energy and information with multiple, often nested, environments. Even without external changes, a system may still evolve, reaching new patterns of equilibrium. Such adaptations are driven by the decisions and actions of internal agents, which influence one another and generate positive feedback loops, helping the system maintain or enhance its current state.

3-2 adaptation organization dimensions :

we can defined the determinants adaptation organization dimensions as following

3-2-1 Adaptation to Organizational Policies:

This form of adaptation involves individuals acquiring knowledge in both formal and informal workplace settings. Such knowledge is essential for aligning employees with various organizational tasks and responsibilities, thereby improving their ability to navigate organizational changes and address conflicts effectively. Additionally, this adaptive process fosters the development of a flexible and responsive organizational culture, enabling sustained performance in dynamic and evolving institutional environments. (MOHAMMED & ZAKI SAKGHER, p. 121)

3-2-2 Adaptation to Work Performance Methods:

This dimension emphasizes the importance of individuals acquiring the knowledge and skills necessary to perform their job responsibilities effectively. It underscores the role of formal training programs, both internal and external, as well as the significance of self-directed learning, observational learning, and leveraging the experience of supervisors and colleagues. Together, these approaches support the development of professional competence and contribute to achieving high standards of performance. (MOHAMMED & ZAKI SAKGHER, p. 122).

3-2-3 Adaptation to Colleagues:

This dimension concerns an individual's capacity to build and maintain positive, productive relationships with coworkers, which helps ensure the acceptance of new employees and supports their successful integration into the workplace. Such relationships are cultivated through ongoing interaction among team members and the alignment of personal and organizational goals, fostering effective collaboration and strengthening team cohesion within the organization (MOHAMMED & ZAKI SAKGHER, p. 122)

3-2-4 Adaptation to New Technology

Adaptation to new technology refers to the process through which individuals and organizations **adjust their behaviors, skills, and cognitive frameworks** to effectively integrate emerging technological tools into their work processes. This adaptation requires not only **technical competence** but also **psychological readiness and organizational support** to facilitate change (Ahearne, 2008, p. 54)

Employees must develop **digital literacy** and a positive attitude toward innovation to reduce resistance and enhance performance outcomes (Raimo, 2023, p. 158)

At the organizational level, successful technological adaptation depends on **training programs, leadership commitment, and a culture that encourages continuous learning and experimentation** (Ahearne, 2008, p. 103)

. Moreover, organizations that promote **technological resilience** the ability to learn and recover from digital disruptions tend to achieve **greater efficiency and innovation** (Raimo, 2023, p. 158).

In sum, adaptation to new technology is a **multidimensional process** involving individual learning, organizational strategy, and cultural alignment, which together determine how effectively technological change translates into sustainable performance improvement

3-3 Coping Strategy for Technostress

The **coping strategy** is defined as “a series of constantly evolving cognitive and behavioral processes aimed at managing specific external and/or internal demands that are appraised as taxing or exceeding an individual’s resources” (Feng & Michel Kalika, p. 3)

Coping strategies can play a **moderating role** in the relationship between stressors and the resulting strain. Over the past four decades, Information and Communication Technologies (ICTs) have delivered substantial returns on investment for organizations by reducing operational costs, improving process efficiency, providing new strategic opportunities, and fostering innovation. ICTs thus hold significant potential for enhancing both individual and organizational performance.(Feng & Michel Kalika, p. 3)

However, these characteristics **are a double-edged sword**; indeed, when ICTs are exploited for malicious purposes, they can become a **threat to individuals, organizations, and society**. This threat suggests that organizations have **lost control over their time and space**, thereby generating a **feeling of stress related to the use of ICTs**, known as **technostress** The stress experienced by users as a result of **multitasking applications, constant connectivity, information overload, frequent system upgrades, and ...**” (Feng & Michel Kalika, p. 4)

4- discusses work stress and some related concepts:

Workplace stress is a constant reality. However, emerging challenges and recent changes in work and lifestyle have intensified stress levels among employees. According to a recent study by Pathways, nearly one-third of employees report being highly concerned about their stress. Productivity relies heavily on employees' ability to manage their time effectively and maintain focus on their tasks. Unfortunately, elevated stress levels often hinder concentration, timely completion of tasks, and creative performance. Moreover, stress can contribute to a range of mental health issues—including burnout, anxiety, depression, and interpersonal conflict—which further impact job productivity. Chronic stress, particularly burnout, can result in reduced engagement, leaving employees less motivated and less able to perform at their usual capacity. When employees are "checked out" at work due to burnout, they are unable to maintain normal productivity levels. (AVR & B. Srinivas Rao, 2023, p. 120)

Work-related stress can be defined as a pattern of emotional, cognitive, behavioral and physiological reactions to adverse and noxious aspects of work content, work organization and work environment. It is a state characterized by high levels of arousal and distress and often by feelings of not coping (Guidance on work-related stress Commission, 2002, p. 6)

4-1 Some examples of work-related stress (Guidance on work-related stress Commission, 2002)

Fred works at an assembly line. He is paid by the piece. He can neither influence the pace of his line nor the monotonous and highly repetitive tasks he has to perform, being a small cogwheel in the dynamics of a large and complex mass-production industrial enterprise.

Mary is employed in an office. Her task is to prepare form letters on a word processor. Being a divorced mother of two small children, she needs to leave her job not later than 5 p.m. to be able to pick them up at a day care nursery before it closes. But her workload is steadily increasing, and her supervisor considers it important that all letters are mailed before she leaves her job and insists on her completing the task.

John works as a system designer for a multinational information technology company. He is well-paid, his tasks are stimulating and he has great freedom to plan his work the way he likes. But his company's sales department has signed an agreement on the timely delivery of a

new, complex, software system — yet to be designed by him and his understaffed project group.

Peter has been laid off by his employer, a big car manufacturer, because of the robotisation of a series of tasks formerly performed manually. Being 57 years old and with only a primary school education, he is facing long-term unemployment, probably until retirement

Work-related stress describes the physical, mental and emotional reactions of workers who perceive that their work demands exceed their abilities and/or their resources (such as time, help/support) to do the work. It occurs when they perceive they are not coping in situations where it is important to them that they cope. (AUSRALIA, southe, & gavemmenet, p. 1)

4-2 Dimensions of Work Stress:

Numerous studies have addressed the topic of work stress, and with this multitude of studies comes a variety of dimensions of work stress. Despite their abundance, we will focus on four dimensions in our study: role ambiguity, role conflict, nature of work, and role overload, given their importance and relevance to our topic.

4-2-1 Role Ambiguity First: Role Ambiguity:

The term "role ambiguity" refers to the lack of clarity about job elements and not knowing what is expected to be performed, as well as lacking the information needed to fulfill one's role in the organization, such as information about authority boundaries, responsibilities, organizational policies, performance evaluation methods, and others. This leads to confusion for the individual in their work, causing feelings of psychological pressure, dissatisfaction with work, and a tendency to consider leaving. (Jawad, 2020, p. 431)

4-2-2 Role Conflict:

Role conflict refers to the conflicting demands of work that individuals are expected to fulfill. In some organizations, individuals may find themselves in an environment that creates discomfort due to conflicting demands placed upon them, ultimately leading to their failure or inability to meet these demands, either partially or entirely. Role conflict can take several forms within organizations (Al-Hijan, 1998, p. 176)

4-2-3 Role Conflict

By role overload, we refer to the accumulation of duties and tasks assigned to an individual for performance, which may be more than what is expected. Individuals might perceive these tasks as overwhelming, believing they are unable to cope or produce with the quantity and quality of work assigned to them. Increased workload is a major factor contributing to work pressure due to its consequences, such as increased errors and negative health impacts on workers. (Al-Hijan, 1998, p. 177)

4-2-4 Nature of Work:

The complexity of work and the specific skills and capabilities required for certain tasks contribute to this source of pressure. When the meaning of work has a significant impact on individuals, they are more willing to work long hours, and therefore, they do not succumb easily or quickly to work pressures. Conversely, the concepts of empowerment and independence enable individuals to enhance their efficiency, impacting their levels of self-motivation. Despite the significant societal benefits of advanced technology, many individuals, in particular, experience intense pressure due to technological circumstances. Employees receive vast amounts of electronic mail, text messages, phone calls, and voice messages, enabling them to accomplish work anytime and anywhere. However, this makes it difficult to draw clear mental and psychological boundaries between work and home life, especially given the prevalence of virtual organizational structures. The variety of tasks and responsibilities assigned to individuals, along with the importance attached to their work and the nature of performance evaluation feedback, can create pressures that negatively impact job performance (Shaalán, 2018, p. 169)

5 Study Methodology

"the method followed by the researcher in studying to discover the truth and to answer the questions and inquiries posed by the research topic." Therefore, in our research topic, we adopted a descriptive methodology, which consists of a set of research procedures that integrate to describe a phenomenon based on collecting, classifying, and analyzing facts and data thoroughly to extract their

meaning and reach conclusions and generalizations about the studied phenomenon.

6-Study Results

In this section, we will analyze the questionnaire dimensions in order to answer the study's research questions. Descriptive statistical measures were used by calculating the **arithmetic mean** and **standard deviation** (based on a Likert scale from 1 to 5) for the responses of the study sample to the questionnaire items related to the two main axes: **transformational leadership** as a mediating variable and **work stress reduction** as well as **organizational adaptation**.

Table 1: the impact of transformational leadership on organizational adaptation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.752	1	7.752	288.11	0.000
Residual	.782	28	.028		
Total	8.535	29			

Source: Prepared by the students based on the SPSS V25program.

Based on the results presented in Table (09), it is evident that the proposed model is stable and valid for testing the main hypothesis, as the calculated **F-value (288.11)** with a **p-value (0.000)** is less than the adopted significance level ($\alpha = 0.05$). In conclusion, the analysis shows that transformational leadership has a significant positive impact on reducing work stress in CILAS Cement Company in the Municipality of Biskra.

Table 2: the impact of transformational leadership on reducing work stress reduction

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.556	1	7.752	31.796	0.000
Residual	0.542	28	.028		
Total	1.098	29			

Source: Prepared by the students based on the SPSS V25program.

Based on the results presented in Table (09), it is evident that the proposed model is stable and valid for testing the main hypothesis, as the calculated **F-value (31.796)** with a **p-value (0.000)** is less than the

adopted significance level ($\alpha = 0.05$). The same table also shows that the independent variable, represented by transformational leadership as a whole, explains Accordingly, it is clear that transformational leadership, has a statistically significant effect on organizational adaptation in the factory under study.

Table 3 : the impact of transformational leadership dimension on organizational adaptation

Independent Variables	B	Standard Error	Beta	T Value	Significance Level (Sig.)
Idealized Influence	0.485	0.150	.501	3.232	0 .002
Inspirational Motivation	.412	3.594	. .423	.115	0.000
Intellectual Stimulation	.143 .226	.115	.169	1.242	0 .226
Individualized Consideration	-.068	.115	-.077	-.591	0.560

Source: Prepared by the students based on the SPSS V25program.

Based on the results presented in Table (3), the following findings were revealed:

When examining the effect of each dimension of transformational leadership independently on achieving **work stress reduction**, the following results were obtained: There was a **significant effect** at the significance level ($\alpha = 0.05$) for **idealized influence** on achieving **work stress reduction** in the factory under study, as indicated by a Beta coefficient of (0.501) and a calculated T-value of (3.232), with a p-value of (0.002), which is less than ($\alpha = 0.05$). This finding suggests that the factory's leadership is able to translate idealized influence into tangible actions that contribute to reducing employees' work-related stress, possibly by setting a positive example, demonstrating strong ethical conduct, and fostering trust and respect among team members. The results also revealed a **significant effect** at the significance level ($\alpha = 0.05$) for **inspirational motivation** in contributing to **work stress reduction**, as the Beta coefficient was (0.423) and the calculated T-value was (0.115), with a p-value of (0.000), which is less than ($\alpha = 0.05$). This indicates that leaders who display inspirational motivation can effectively help in **reducing employees' work stress** by encouraging optimism, promoting a sense of purpose, and fostering a

positive work environment. Such motivational behaviors help employees view challenges more constructively and cope better with job pressures, leading to a noticeable decrease in work-related stress level.

However, there was **no significant effect** at the significance level ($\alpha = 0.05$) for **intellectual stimulation** in achieving **work stress reduction**, as indicated by a Beta coefficient of (0.169) and a T-value of (1.242), with a p-value of (0.226), which is greater than ($\alpha = 0.05$). This suggests that, although intellectual stimulation by leaders—such as encouraging creativity and problem-solving—has the potential to help employees develop innovative strategies to manage workload challenges and reduce stress, this effect was not statistically significant in the factory under study.

As for the relationship between **individualized consideration** and **work stress reduction**, the results indicated that there was **no statistically significant effect**, with a Beta coefficient of (-0.077), a T-value of (-0.591), and a p-value of (0.560), which is greater than ($\alpha = 0.05$). This suggests that, although the factory's management makes efforts to address employees' individual needs and concerns, these initiatives may not yet be sufficient to achieve a measurable reduction in work-related stress

Table 4 : the impacte **transformational leadership** on reducing **work stress reduction**

Independent Variables	B	Standard Error	Beta	T Value	Significance Level (Sig.)
Idealized Influence	0.410	0.073	0.712	5.639	0.000
Inspirational Motivation	0.201	0.094	0.294	2.133	0.420
Intellectual Stimulation	0.141	0.66	0.375	2.149	0.038
Individualized Consideration	0.093	0.057	0.285	1.632	0.114

Source: Prepared by the students based on the SPSS V25program presented in Table (4), revealed the following:

When examining the effect of each dimension of transformational leadership independently on achieving **organizational adaptation**, the following findings were obtained:

There was **no significant effect** at the significance level ($\alpha = 0.05$) for **idealized influence** on achieving **organizational adaptation** in the factory under study, as indicated by a **Beta coefficient of (0.712)** and a **calculated T-value of (5.639)** with a **p-value of (0.000)**, which is less than ($\alpha = 0.05$). This may be attributed to the leadership's inability to translate idealized influence into tangible actions that lead to **organizational adaptation**, possibly due to a lack of the necessary skills or experience.

A **significant effect** at the significance level ($\alpha = 0.05$) was found for **inspirational motivation** in achieving **organizational adaptation**, as the **Beta coefficient was (0.294)**, and the **calculated T-value was (2.133)** with a **p-value of (0.420)**, which is greater than ($\alpha = 0.05$). This suggests that the factory has inspirational leaders who encourage employees to think outside the box and innovate in their work methods—creativity that is essential for successful **organizational adaptation**.

The results also showed **no significant effect** at the significance level ($\alpha = 0.05$) for **intellectual stimulation** in achieving **organizational adaptation**, as indicated by a **Beta coefficient of (0.357)** and a **T-value of (2.149)** with a **p-value of (0.038)**, which is less than ($\alpha = 0.05$). This could be attributed to an organizational culture that does not support intellectual stimulation, as the factory's traditional or overly hierarchical culture may lead to new ideas being ignored or not implemented.

As for the relationship between **individualized consideration** and **organizational adaptation**, the results showed that there is a **relationship of influence** between them, with a **Beta coefficient of (0.285)**, a **T-value of (1.632)**, and a **p-value of (0.114)**, which is greater than ($\alpha = 0.05$). This indicates that the factory management continuously strives to meet employees' individual needs and address their concern

Table 5: the relation between The impact of transformation leadership to organization adaptation and The impact of transformation leadership to stress work

	The impact of transformation leadership to organization adaptation (x)	The impact of transformation leadership to stress work (y)	(xy)	(x ²)	(y ²)
	0.712	0.953	0.678	0.506	0.809
	0.249	0.501	0.147	0.086	0.251
	0.375	0.423	0.151	0.127	0.178
	0.285	0.169	0.048	0.081	0.025
Σ	1.648	2.046	1.024	0.800	1.362

Source: Prepared by the researcher

$$R = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{N[\sum x^2 - (\sum X)^2][\sum Y^2 - (\sum Y)^2]}}$$

$$R = \frac{30\sum 1.024 - (1.664)(2.046)}{\sqrt{30[0.8002 - (1.648)^2][1.362 - (2.046)^2]}}$$

$$R = \frac{0.725}{0.782} \quad R = 0.926$$

Table 6: the relation between The impact of transformation leadership to organization adaptation and The impact of transformation leadership to stress work

	R	R ²
The impact of transformation leadership to adaptation organitaion	0.926	0.859

Source: Prepared by the researcher

Significance of Correlation

$$T_{0.95} = r \sqrt{\frac{n-2}{1-r^2}} \quad df=28 \quad T_{0.95} = 0.926 \sqrt{\frac{30-2}{1-0.859}}$$

$$T_{0.95} = 4.903$$

The study results indicate a **strong and statistically significant positive effect** of transformational leadership on both **organizational adaptation** and **work stress reduction** in the factory under study. The statistical analysis showed that the correlation coefficient (R) between transformational leadership and organizational adaptation was 0.926, with a coefficient of determination (R^2) of 0.859. This implies that 85.9% of the variance in organizational adaptation can be explained by transformational leadership. Such a strong correlation reflects the ability of transformational leaders to guide employees toward flexibility, enhance rapid responses to challenges, and foster innovation and collaboration within the organization.

Conclusion: Regarding the reduction of work stress, the results also showed a significant positive impact of transformational leadership, although this effect varied across its dimensions. Inspirational motivation and idealized influence demonstrated clear potential in alleviating stress by encouraging employees to face challenges with optimism, while other dimensions such as individualized consideration and intellectual stimulation may not always lead to a tangible decrease in work stress unless supported by practical assistance and clear workload management strategies. As shown by the previous results, **idealized influence** played a key role in affecting both **organizational adaptation** and **the reduction of work stress**.

Overall, these findings indicate that transformational leadership is not merely a managerial style that enhances organizational adaptation, but also an effective tool for supporting employee well-being and reducing work-related stress. Therefore, adopting transformational leadership practices contributes to achieving a balance between enhancing organizational adaptation and reducing job stress, ultimately strengthening organizational efficiency and sustaining a positive work environment organizational efficiency and sustaining a positive work environment.

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