

The Impact of Transformational Leadership on Organisational Culture

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Abstract:

This study aims to determine the impact of transformational leadership on organisational culture. Transformational leadership was measured through its four dimensions, namely idealised influence, inspirational motivation, intellectual stimulation, and individual consideration. The study was conducted at the University of Martyr Sheikh Al-Arabi Al-Tebesi in Tebessa, and the sample size was estimated at 130 respondents. A questionnaire was designed for this purpose to collect data, which was then analysed using SPSS26 after being cleaned and checked.

The study reached a set of results, the most important of which is that transformational leadership has a statistically significant positive effect on the organisational culture at the presidency of the University of Tebessa at a significance level of 0.05. We recommend the use and application of transformational leadership dimensions at the institutional level for an effective organisational culture that contributes to the achievement of its objectives.

Keywords: Transformational leadership, leadership, ideal influence, inspirational motivation, intellectual stimulation, individual considerations, organisational culture.

JEL Classification: M10; M12

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1. Introduction :

Leadership is one of the most researched and in-depth fields in the world, gaining increasing importance in all walks of life, from politics to business, from education to social organizations. It forces leaders to prepare for the changes that will occur as a result of market globalization. Markets are becoming volatile, customer needs and wants are changing, and information flows are becoming more diverse and complex. This requires leaders and organizations to be able to respond to constant changes in resources, technologies, marketing methods, and distribution systems. As a result of technological developments in business organizations, leadership no longer relies solely on managers and leaders but has sought to bring in new ideas that lead to growth and increased profits through the process of transforming certain processes and functions—a process known as transformational leadership.

Today, transformational leadership is the most popular leadership theory for transforming organizations and is the necessary type of leadership theory that rapidly changing business organizations use to make radical changes by persuading subordinates to look beyond their own interests to the greater good of the organization, broadening their interests and deepening their level of perception and acceptance of the organization's vision and goals. It is a key feature of the organizational culture and a key challenge in the organizational culture in line with the evolution of the management of the organization and in line with the evolution of the management of the organization.

1.1. The problem of the study

Organisational or institutional culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not be explicitly stated but that shape the ways in which people behave in organisations and things get done. Therefore, organisational culture influences the way people behave and must be taken into account as a contingency factor in any institutional development programme and human resource policies and practices. This is why it is important for human resource professionals to understand the concept of organisational culture, how it affects organisations and how it can be managed, in addition to how it can be influenced by several variables, including transformational leadership, in university institutions, which are educational institutions aimed at developing and promoting students and employees, thereby achieving the advancement and development of the entire nation. Based on the above, the research question can be posed as follows: What is the impact of transformational leadership on organisational culture at the level of the presidency of the University of Martyr Sheikh Al-Arabi Al-Tebesi?

The main question can be broken down into the following questions:

- Is there a statistically significant effect of ideal influence on organisational culture at the level of the presidency of the University of Tabessa at a significance level of 5%?
- Is there a statistically significant effect of inspirational motivation on organisational culture at the level of the presidency of the University of Tabessa at a significance level of 5%?
- Is there a statistically significant effect of intellectual stimulation on organisational culture at the level of the presidency of the University of Tabessa at a significance level of 5%?
- Is there a statistically significant effect of individual considerations on organisational culture at the level of the presidency of the University of Tabessa at a significance level of 5%?

1.2. Study hypotheses

Based on the main problem and sub-problems, and given the methodology used in the study, which is the descriptive experimental approach, we did not start the study with hypotheses and then go into the field to verify their validity. Instead, we did the opposite of the usual process, in which the researcher formulates the hypothesis that will later guide his research in the field, except in the case of exploratory or descriptive research (Bonneville et al., 2007).

The research hypotheses are as follows:

- There is a statistically significant effect of idealistic influence on organisational culture at the level of the presidency of the University of Tabessa at a significance level of 5%.
- There is a statistically significant effect of inspirational motivation on organisational culture at the level of the presidency of the University of Tabessa at a significance level of 5%.
- There is a statistically significant effect of intellectual stimulation on organisational culture at the level of the presidency of the University of Tebessa at a significance level of 5%.
- There is a statistically significant effect of individual considerations on organisational culture at the level of the presidency of the University of Tebessa at a significance level of 5%.

1.3. Significance of the study

The importance of this study lies in the fact that transformational leadership is one of the most important and frequently discussed topics in management science due to its impressive role in guiding organisations and individuals towards excellence and leadership, and because of its positive impact on various other elements that make up an organisation or institution, regardless of the latter's field of activity. In this study, the impact of transformational leadership on organisational culture is one of the topics that has been discussed recently, as this impact contributes to providing a typical picture of the prevailing types in the organisation under study, in addition to enriching the scientific library with such studies.

1.4. Objectives of the study

Through this topic, the study seeks to achieve a number of objectives, the most important of which are:

- Identifying concepts related to organisational culture and transformational leadership;
- Identifying the impact of transformational leadership on organisational culture in previous theoretical and empirical studies;
- To examine various concepts related to the subject of the study at the University of Tebessa, using a case study of employees at the University of Tebessa.

1.5. Previous studies

There are many previous studies that have addressed the relationship between transformational leadership and organisational culture, including:

1.5.1. Study by (Al-Omari, 2008) entitled "The Impact of Transformational Leadership on Organisational Culture in Emirati Organisations with Application to the Petroleum Sector." Through this study, the researcher sought to identify the extent to which transformational leadership characteristics are present in the three companies under study and to determine the extent to which transformational leadership is present in the petroleum companies under study. The researcher formulated 43 statements divided into the four dimensions of transformational leadership identified by Bass, which are: ideal influence, inspirational motivation, intellectual stimulation, and human consideration. The researchers were asked to choose one of five answers corresponding to each statement, ranging from "strongly agree" to "strongly disagree."

This study reached a number of conclusions, including: a high level of satisfaction among respondents with the methods used by company leaders in dealing with employees, with 43.9% of respondents expressing complete satisfaction with these methods, while 42.7% expressed some satisfaction with them. while only 8.9% were dissatisfied. When asked about the reasons for their dissatisfaction with the methods adopted by company leaders, those who expressed dissatisfaction explained that these leaders focus on work and rely on formal methods and authority in dealing with employees. and limited attention to training and developing employees' skills, in addition to limited attention to human relations and a lack of interest in employee participation in social and other activities. Thus, there is a direct impact of transformational leadership on the types of organisational culture prevalent in Emirati petroleum institutions.

1.5.2. Study by (Sheikh, 2021) entitled "The role of transformational leadership in enhancing organisational trust: a case study of the National Employment Agency"

This study sought to reveal the role of transformational leadership in enhancing organisational trust. A total of 226 questionnaires were completed. The results showed that transformational leadership has a significant impact on organisational trust, with transformational leadership explaining 4.24% of organisational trust and other factors explaining the remaining 6.22%. There was also a significant effect of the typical influence dimension on organisational trust and no significant effect of the other dimensions of transformational leadership on organisational trust.

1.5.3. (Ledimo, 2014) study entitled "the role of transformational leadership and organisational culture in service delivery within a public service organisation" aims to explore the relationship between transformational leadership and organisational culture through service delivery practices. The Leadership Practices Inventory (LPI) and the Organizational Culture Inventory (OCI) were administered to a random sample of N = 238, from a population of 4,350 employees working in a public service organisation. Correlation analysis was performed to analyse the data. The results of this study indicated a significant positive relationship between transformational leadership and the constructive dimension of organisation and culture within a public service organisation, in terms of contributions and practical implications. The insights gained from the results can be used to propose leadership and organisational development interventions and future research.

1.5.4. Study by (Mochamad Rizki, 2019)

Entitled "The Effect of Transformational Leadership and Organizational Culture Towards Employees' Innovative Behaviour and Performance" this study aims to analyse the effect of transformational leadership and organisational culture on innovative behaviour and employee performance at PT Bank Danamon in Indonesia. Data was collected from a sample of 100 employees at PT Bank Danamon Indonesia, and the results of the questionnaire were analysed using structural equation modelling (SEM). The study found that transformational leadership has a significant effect on organisational culture, but transformational leadership does not affect innovative behaviour. However, corporate culture is greatly influenced by innovative behaviour, and innovative behaviour also greatly influences employee performance at PT Bank Danamon Indonesia. It was also found that transformational leadership cares about the common interests of employees.

By commenting on previous studies, we find that:

Previous studies have contributed significantly to shaping and building the theoretical background of the subject under study. Thus, the current study shares with previous studies the preparation, methodology, statistical methods, and use of the study tool, which is the questionnaire. It also agrees with them on a set of points, which are:

- Most studies have addressed transformational leadership in terms of the dimensions most widely agreed upon by researchers, namely: idealised influence, inspirational motivation, intellectual consultation and individual consideration.
- Previous studies emphasise the need for leaders within organisations to adopt transformational leadership.
- Transformational leadership, with its four dimensions, contributes significantly to the achievement of organisational culture;
- Finally, studies have confirmed the existence of a statistical relationship and a positive impact of transformational leadership on organisational culture.

The difference between previous studies and the current study lies in the time frame, the human resources, and the field of study.

2. Theoretical framework of transformational leadership and organisational culture

In this section, we will discuss the theoretical aspect of transformational leadership and its relationship with organizational culture as follows:

2.1. Transformational leadership

In light of the fierce global competition in the modern world and the global trend towards integration into a single market, which will ultimately be eliminated by this competition, organisations must respond to and adapt to change. To achieve this, they need leadership capable of implementing organisational change in ways that improve their position and competitiveness. This process is one in which individuals influence others to achieve a goal and direct the organisation in a way that enhances its cohesion. As a result, researchers have discovered a leadership style that effectively manages change, called "transformational leadership".

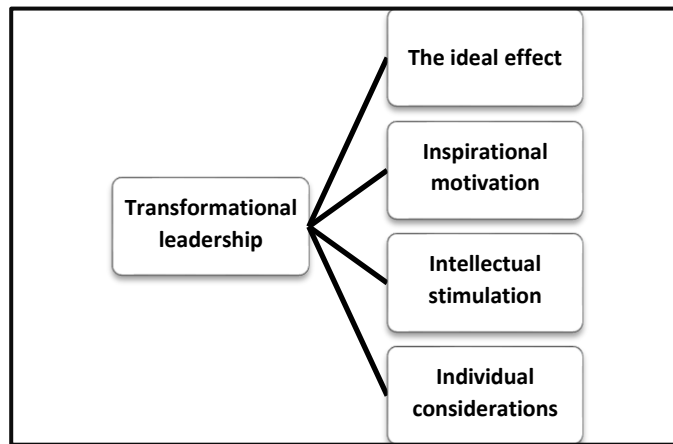
Transformational leadership is defined as the ability of a leader to clarify the vision for subordinates and paint a picture of future goals, (Robert, 2009) or it is a process through which the leader and his followers strive to advance each other to reach the highest levels of motivation and ethics (Marshall, 2010). In another definition by Khani (Khani), "transformational leadership is that which can enhance the performance of followers through charisma, intellectual encouragement, individual attention and inspiration." (Gulluce, 2016). Transformational leadership also emerges when faced with certain circumstances such as a turbulent and rapidly changing environment, global competition, and unregulated markets. Its importance in these circumstances lies in inspiring subordinates and motivating them to accomplish tasks, raising their morale, and enhancing their self-efficacy to cope with these circumstances and make them willing to exert additional efforts to achieve success and the desired goal (Suhair, 2010).

Transformational leadership consists of a set of dimensions, which are:

- a. **Ideal influence:** the leader's ability to gain the trust, respect and appreciation of subordinates and to be treated as a role model and good example. Thanks to this, subordinates imitate the leader and respond willingly to all his requests, in addition to demonstrating high moral standards and values, as well as self-confidence, strength, high competence, and avoiding the use of force to achieve personal gains (Al-Shanti, 2016).
- b. **Inspirational motivation:** This is the leader's ability to communicate high expectations to others and use symbols to encode efforts and express important goals in simple ways (Hammad, 2001).
- c. **Intellectual stimulation:** This means encouraging employees to think in new ways to solve problems and to use logical thinking before taking any action or behaviour. Leaders also work to raise awareness and encourage the adoption of new ways of working and approaching old situations with modern methods and perspectives that keep pace with global developments, which generates a kind of innate confidence in the development of employees as it is positively linked to the attitudes of leaders (Al-Shanti & Amra, 2019).
- d. **Individual considerations:** These are a set of behaviours through which a leader can give personal attention to each subordinate by identifying the specific needs, requirements and desires of each subordinate and taking into account the individual differences between subordinates when satisfying these needs. Attention to individuals is a service and sacrifice of transformational leaders, who are not merely supervisory authorities over these individuals. This leadership works to motivate them and communicate with them on an ongoing basis, and is responsible for providing them with ongoing training and education, granting them various opportunities, and so on (Al-Talbani et al., 2013)

The dimensions of transformational leadership can be summarised in the following figure.

Figure 01: Dimensions of transformational leadership



Source: Prepared by the researchers

2.2. Organisational culture

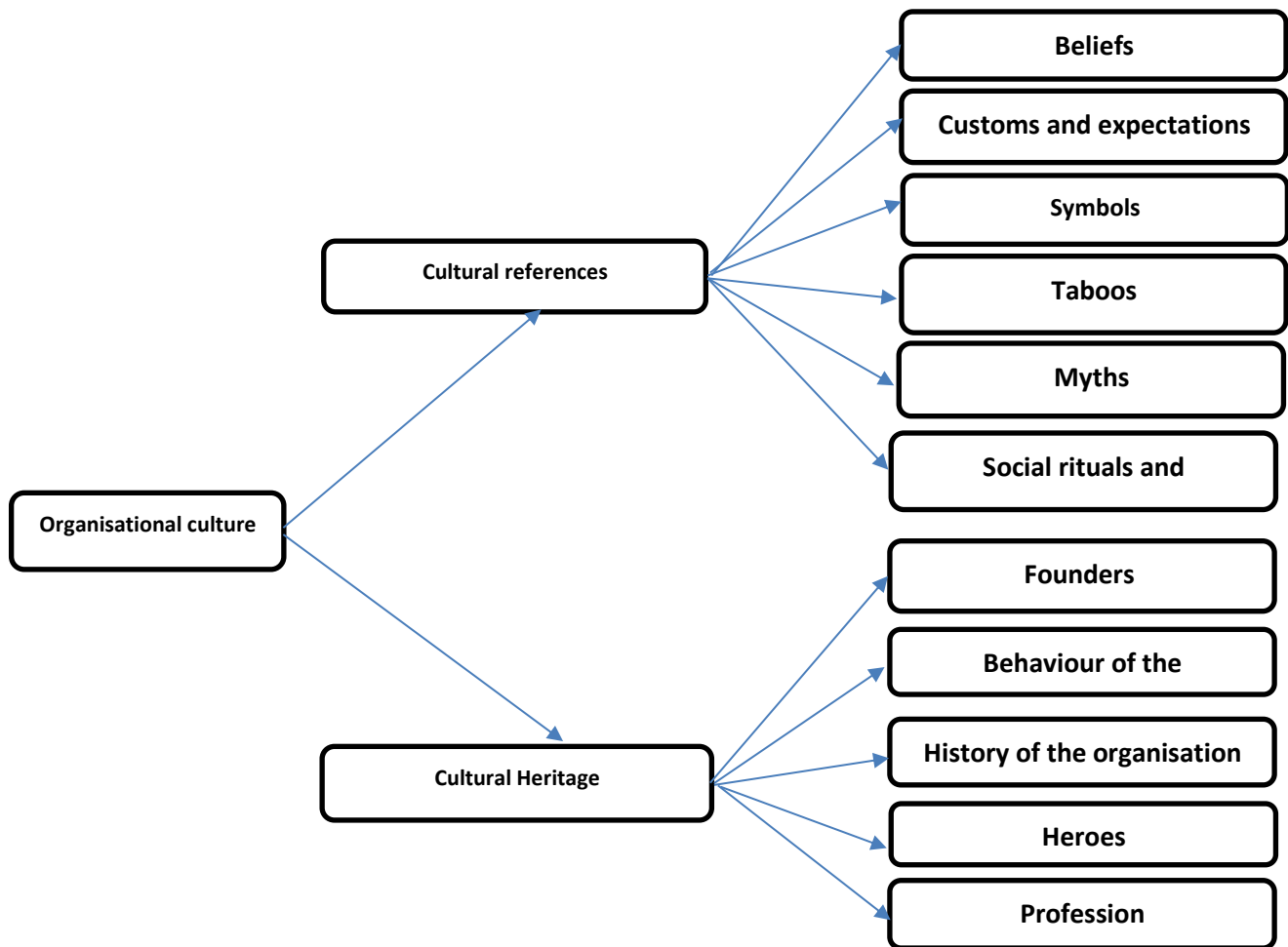
Culture as a concept has a long and volatile history. It has been used by the average person as a word to refer to development, for example when we say that someone is "cultured". It has been used by anthropologists to refer to the customs and rituals of societies that have developed over their history in the past many decades, and it has been used by some organisational researchers and managers to refer to the climate and practices that organisations develop around the way they treat people or the values they espouse and the organisational doctrine.

Organisational culture is defined as a unique set of values, norms and behavioural rules shared by individuals and groups within an organisation that govern how they interact with each other and how they deal with other stakeholders. The values of an organisation constitute the beliefs and ideas associated with the types of goals that members of the organisation must adopt and the standards of behaviour that members of the organisation must adhere to in order to achieve those goals (Charles, 2001). It is also defined as a complex set of values, beliefs and symbols that determine the way in which an organisation conducts its business (mansor & tayb, 2010).

Organisational culture is defined as: a set of beliefs, values and standards shared within an organisation by its members, whether they are employees or leaders. (Bonin, 2013) Therefore, organisational culture is considered a system consisting of a set of elements or components that have a strong influence on the behaviour of individuals within the organisation, which constitute the overall outcome of the way individuals think and perceive as members working in this organisation, and which influence the way things are observed and interpreted in the organisation (Bouchnaga & Bouhamine, 2018). The importance of organisational culture lies in the fact that it contributes to the formation and construction of a sense of history, gives meaning to behaviours and roles, and reinforces shared values and standards for outstanding performance. It develops a sense of membership and belonging through a large set of work systems, provides job stability, clarifies aspects of employee selection, training and development, and increases interaction among members through participation in decision-making, team development and coordination between different departments, groups and others. On the

other hand, the components of organisational culture can be summarised in the following figure.

Figure 02: Components of organisational culture



Source: Prepared by the researchers

2.3. The Impact of Transformational Leadership on Organisational Culture

The impact of transformational leadership on organisational culture is mainly reflected in the links between the two, as there is a strong relationship between them. Transformational leadership is a style that broadens and stimulates the interests of subordinates and deepens their level of awareness and acceptance of the collective vision and its objectives, while expanding their perceptions to look beyond their own interests for the greater good of the organisation. Organisational culture stems from the values of the organisation, and values are the primary reference for regulating behaviour within the framework of social relations and norms prevailing in organisations. Therefore, the values of transformational leaders or individuals with powerful roles within the organisation encompass the personality and identity of the organisation. All people who play powerful roles in the organisation share the same core values.

In this context, it is worth noting two elements that transformational leaders can focus on in managing organisational culture:(Al-Omari, 2008)

2.3.1. Leveraging existing culture

Many leaders are not in a position to create organisational culture, even though they work in organisations that already have cultural values. For these leaders, the main issue

in organisational culture management is how to make the best use of the existing cultural system, as changing the behaviour of subordinates within the culture is easier and faster than changing existing history, customs and values.

2.3.2. Teaching organisational culture: "socialisation"

Organisational socialisation is the process through which employees acquire the culture of the organisation to which they belong and share their knowledge and understanding of this culture with others. Employees are socialised in organisations in much the same way as individuals are socialised in societies, over time they learn what is acceptable what is not acceptable in the organisation, how to communicate their feelings, and how to deal with others. They acquire this through observation and the efforts made by leaders to convey this information to them.

3. Research methodology

Mohammed Shafiq believes that the scientific method is the backbone of social and economic research design because it allows for the definition of concepts, the explanation of procedural meanings, and the identification of the research community (Shafiq, 1986).

Given the differences in methodologies used depending on the subject, nature of the study, and objectives to be achieved or attained, we consider this diversity to be positive, contributing significantly to the updating, diversification, and continuity of knowledge in a manner dictated by social reality. This is required by the theoretical and intellectual frameworks to which every researcher is committed, as each field study requires the researcher to use a set of field research tools to collect the data necessary for their research.

Based on this methodological principle, the study sample was defined to include all 513 employees working at the University of Tebessa. Using the Cochran formula, the ideal sample size was determined to be 220. In contrast, the sample size required in descriptive research must exceed 20% (Gay, 1992).

A questionnaire was adopted as the main tool for data collection. It was distributed to 134 individuals, and 130 questionnaires were recovered, all of which were valid for statistical analysis. The sample of 130 individuals out of 513 represents approximately 25.3% of the study population, which is a good percentage exceeding the required 20%. It should also be noted that the sample was selected using the convenient random sampling method during the period from 20 May 2025 to 12 June 2025.

To arrive at the results of the study and achieve its objectives, the study tool, which is the questionnaire, was distributed and its data analysed to obtain real results that can be relied upon later. The questionnaire was analysed and divided into three parts. The first part measures the validity and reliability of the study. The second part includes the analysis of the questionnaire data, and the third part includes the analysis of the study and the testing of the study hypotheses.

Based on the above, the study variables can be defined as follows:

- **Dependent variable** : represented by organisational culture (organisational values, organisational beliefs, organisational expectations and organisational norms);

- **Independent variables:** These are represented by the dimensions of transformational leadership, which are: idealised influence, inspirational motivation, intellectual stimulation and individual consideration.

3.1. Measurement tool: questionnaire

The questionnaire technique is defined as a set of questions arranged around a specific topic, which are placed in a form that is handed out or sent to the people concerned in order to obtain answers to the questions contained therein (Abrash, 2009).

To conduct the fieldwork for this study, and given the nature of the subject, the questionnaire technique was chosen to cover a relatively broad area and collect as much data as possible about a larger and more diverse research community.

3.2. Validity and reliability of the study tool

Validity and reliability are measures used to assess the quality of research tools. This section will address the validity of the questionnaire and the reliability of the study tool.

Table 01: Cronbach's alpha test to measure the reliability of the measurement tool

Axis	Number of statements	Coefficient of consistency (alpha value)
First axis	17	0.868
First dimension	04	0.854
Second dimension	04	0.904
Third dimension	04	0.895
Fourth dimension	05	0.866
Second axis	18	0.861
First dimension	06	0.806
Second dimension	04	0.799
Third dimension	04	0.821
Fourth dimension	04	0.864
Complete questionnaire	35	0.873

Source: Prepared by researchers based on SPSS26

According to the table above, we can see that the Cronbach's alpha value is acceptable for each dimension of the questionnaire on both axes. Furthermore, the Cronbach's alpha value for all questionnaire items is 0.873, which is a high percentage that allows the questionnaire to be used and the results to be considered reliable to a certain extent.

3.3. Discussion of the study results and testing of the study hypotheses

In every study, a set of hypotheses is formulated, and at the end of the study, the hypotheses are tested and verified. Therefore, this section will analyse the data results and test the hypotheses formulated for the study. This will be done through the following:

3.3.1. Verification and validity tests**- Normal distribution test**

Before applying regression analysis to test the hypothesis, the Smirnov-Kolmogorov test was performed to ensure that the data was suitable for regression analysis assumptions or, in other words, to verify the extent to which the data followed a normal distribution as a necessary test for hypotheses because most statistical tests require that the data distribution be normal. The test was performed after all questionnaires were distributed and collected from the study sample, and the results are shown in the following table:

Table 02: Results of the normal distribution test

Questionnaire axes	Hub content	z value	Level of significance
First axis	Transformational leadership	0.023	0.410
First dimension	Ideal influence	0.032	0.091
Second dimension	Inspirational motivation	0.001	0.126
Third dimension	Intellectual stimulation	0.124	0.214
Fourth dimension	Individual considerations	0.014	0.092
Second axis	Organisational culture	0.086	0.200
First dimension	Organisational values	0.055	0.077
Second dimension	Organisational beliefs	0.019	0.126
Third dimension	Organisational expectations	0.036	0.262
Fourth dimension	Organisational norms	0.002	0.206

Source: Prepared by researchers based on SPSS26

The results in the table above show that the significance level for the two axes and dimensions is greater than 0.05, indicating that the data follow a normal distribution and that parametric tests can therefore be used.

- Test of independence of independent estimates

Based on the following hypotheses:

- **Null hypothesis H_0 :** There is no relationship between transformational leadership and organisational culture
- **Alternative hypothesis H_1 :** There is a relationship between transformational leadership and organisational culture

Table 03: Results of the chi-square test

Questionnaire axes	Axis content	x value	Significance level
First axis	Transformational leadership	9.666	0.010
First dimension	Ideal Influence	8.300	0.001
Second dimension	Inspirational motivation	9.665	0.026
Third dimension	Intellectual stimulation	10.325	0.000
Fourth dimension	Individual considerations	8.909	0.001
Second axis	Organisational culture	9.664	0.000
First dimension	Organisational values	7.001	0.001
Second dimension	Organisational beliefs	7.654	0.006
Third dimension	Organisational expectations	8.311	0.000
Fourth dimension	Organisational norms	8.325	0.010

Source: Prepared by researchers based on SPSS26

It can be seen from the results in the table above that the results of the chi-square test for independence support the overall research hypothesis and also support the individual hypotheses, as the significance values for the dimensions and axes are greater than 0.05. Therefore, the alternative hypothesis is accepted and the null hypothesis is rejected, meaning that there is a relationship between the two variables and that there are statistically significant relationships between each of the dimension values.

– Model validity test

This is done by studying the existence of measurement problems. and whether or not they are statistical, as shown in the following table:

Table 04: Validity test results

Test	Test type	Calculated value	Significance level
Autocorrelation	DW	0.965	0.740
Heterogeneity of variance	ARCH	0.840	0.885

Source: Prepared by researchers based on SPSS26

It can be seen from the table above that the calculated values for the two tests are greater than the tabulated values (Muijs, 2004), and the probability values or significance level are greater than the significance level of 0.05. Therefore, there is no

autocorrelation or homogeneity of variance, and the multiple regression model can be applied.

3.3.2. Testing the validity of hypotheses

The following table shows the results of the hypothesis tests.

Table 05: Results of sub-hypothesis testing according to multiple regression

Independent variables	Dependent variable	Constant of regression (α)	Coefficient of regression (β)	Value (t)	Coefficient of determination (R^2)	Correlation coefficient (R)	Calculated value (F)	Significance level (sig)
Ideal effect	Organisational culture	2.523	0.287	0.619	0.513	0.689	0.384	0.039
Inspirational motivation			0.730	2.106	0.066	0.291	4.436	0.040
Intellectual stimulation			0.414	1.101	0.004	0.157	1.212	0.276
Individual considerations			0.738	2.570	0.103	0.348	6.604	0.013

Source: Prepared by researchers based on SPSS26

3.3.2.1. First hypothesis

- **Zero hypothesis H_0 :** There is no statistically significant effect at the 0.05 level of significance ($\alpha \leq 0.05$) for the ideal effect on organisational culture in the presidency of the University of Tebessa.
- **Alternative hypothesis H_1 :** There is a statistically significant effect at the 0.05 significance level ($\alpha \leq 0.05$) of ideal influence on organisational culture in the presidency of the University of Tebessa.

To study the relationship between ideal influence and organisational culture, the correlation coefficient was used. Since the significance level is less than 0.05, it is clear that there is a correlation between ideal influence and organisational culture. The results indicate that the correlation coefficient is estimated at 68.9%, which indicates a relatively good positive relationship. Based on the above, we confirm the validity of the alternative hypothesis that there is a statistically significant effect of ideal influence on organisational culture in the presidency of the University of Tebessa.

3.3.2.2. Second hypothesis

- **Zero hypothesis H_0 :** There is no statistically significant effect at the 0.05 level of significance ($\alpha \leq 0.05$) of inspirational motivation on organisational culture in the presidency of the University of Tebessa.
- **Alternative hypothesis H_1 :** There is a statistically significant effect at the 0.05 significance level ($\alpha \leq 0.05$) of inspirational motivation on organisational culture in the presidency of the University of Tebessa.

To study the relationship between the independent variable, inspirational motivation, and the dependent variable, organisational culture, the correlation coefficient was used. Since the significance level is less than 0.05, it is clear that there is a correlation between inspirational motivation and organisational culture. The results indicate that the correlation coefficient is 0.291, which indicates a weak positive relationship. Based on the above, we confirm the validity of the alternative hypothesis, that there is a moderate effect of ideal motivation and organisational culture at the University of Tebessa

Presidency. The greater the ideal motivation, the greater the achievement of organisational culture in the institution under study.

3.3.2.3 Third hypothesis

- **Zero hypothesis H_0 :** There is no statistically significant effect at the 0.05 significance level ($\alpha \leq 0.05$) of intellectual stimulation on organisational culture in the presidency of the University of Tebessa.
- **Alternative hypothesis H_1 :** There is a statistically significant effect at the significance level $\alpha \leq 0.05$ of intellectual stimulation on organisational culture in the presidency of the University of Tebessa.

To study the relationship between the independent variable, intellectual stimulation, and the dependent variable, organisational culture, the correlation coefficient was used. Since the significance level is greater than 0.05, it is clear that there is a correlation between intellectual stimulation and organisational culture. The results indicate that the correlation coefficient is 0.157, which indicates a very weak positive relationship. Based on the above, we confirm the validity of the null hypothesis, that there is no effect of intellectual stimulation on organisational culture at the University of Tebessa.

3.3.2.4. Fourth hypothesis

- **Null hypothesis H_0 :** There is no statistically significant effect at the 0.05 level ($\alpha \leq 0.05$) of individual considerations on organisational culture at the University of Tebessa.
- **Alternative hypothesis H_1 :** There is a statistically significant effect at the 0.05 significance level ($\alpha \leq 0.05$) of individual considerations on organisational culture in the presidency of the University of Tebessa.

To study the relationship between the independent variable, individual considerations, and the dependent variable, organisational culture, the correlation coefficient was used. Since the significance level is less than 0.05, it is clear that there is a correlation between individual considerations and organisational culture. The results indicate that the correlation coefficient is 0.348, which indicates a weak positive relationship. Based on the above, we confirm the validity of the alternative hypothesis, that individual considerations have an impact on organisational culture at the University of Tebessa Presidency. The greater the individual considerations, the greater the achievement of organisational culture in the institution under study.

Based on the validity of the model, the model parameters can be estimated according to the formula and the following results.

The mathematical form of the relationship between transformational leadership and organisational culture is as follows:

$$Y = \alpha_0 + \alpha_1 x + \alpha_2 z + \alpha_3 g + \alpha_4 j + \varepsilon_t$$

Where:

- y: organisational culture ;
- g, z, j, x : Independent variables (dimensions)
- α_0 and $\alpha_4, \alpha_3, \alpha_2, \alpha_1$: model parameters;

- ε_t : random error term.

Therefore, the multiple regression equation for the relationship between the independent variables and the dependent variable is as follows:

$$Y = 2.523 + 0.287x + 0.730z + 0.414g + 0.738j + 0.325$$

$\alpha \leq 0.05$ From this, we can generally conclude that there is a statistically significant effect at the 0.05 level of significance for transformational leadership in its four dimensions on organisational culture in the presidency of the University of Tebessa.

Accordingly, the results of the hypothesis testing are as follows:

- There is a statistically significant effect of ideal influence on organisational culture at the level of the presidency of the University of Tebessa at a significance level of 5%, a hypothesis that is proven and confirmed.
- There is a statistically significant effect of inspirational motivation on organisational culture at the level of the Presidency of the University of Tebessa at a significance level of 5%, a hypothesis that is proven and confirmed.
- There is a statistically significant effect of intellectual stimulation on organisational culture at the level of the presidency of the University of Tebessa at a significance level of 5%, a hypothesis that is proven and confirmed.
- There is a statistically significant effect of individual considerations on organisational culture at the level of the presidency of the University of Tebessa at a significance level of 5%, a hypothesis that is proven and confirmed.

Consequently, there is a statistically significant impact of transformational leadership on organisational culture at the level of the presidency of the University of Martyr Sheikh Al-Arabi Al-Tebesi.

The significance of the impact on all dimensions of transformational leadership confirms that the organizational culture at the University of Tebessa is shaped by integrated leadership levers that operate in a positive and influential manner at a 5% confidence level.

The proven impact of ideal influence indicates that role models and shared ethical standards recalibrate informal rules of conduct and reinforce trust and commitment, thereby deepening the resilience of the culture.

This effect extends to the establishment of value references that unify expectations among administrative units, increasing cohesion and cultural discipline.

The significance of inspirational motivation indicates that clarity of vision and giving meaning to work increases belonging and improves the alignment of daily practices with institutional goals.

This also enhances collective effectiveness and morale, producing shared narratives that strengthen cultural identity and support symbolic stability. The proven impact of intellectual motivation highlights the role of reframing and encouraging questioning in expanding the repertoire of problem-solving, driving a culture of continuous learning and renewal.

The significance of individual considerations shows that guidance and psychological support create psychological security and a greater sense of belonging, which is reflected

in supportive and proactive behaviors. These subtle practices transform into a supportive environment that mitigates resistance to change and accelerates the adoption of improvement initiatives.

4. Conclusion

This study highlighted the impact of transformational leadership on organisational culture in the institution represented by the university, where the problem was identified at the presidency of the University of Martyr Sheikh Al-Arabi Al-Tebesi (Tebessa), which was the subject of the field study carried out in order to apply the theoretical aspect to the practical aspect. The purpose was to answer the questions raised in the study's problem statement, which were addressed in three parts combining theory and practice, using the appropriate methodology and questionnaire. The study reached a set of results that contributed to solving the study's problem and verifying its hypotheses. The most important of these results will be highlighted below, along with some recommendations.

-Study results:

The study reached a set of results, the most important of which are summarised in the following points:

- Transformational leadership is one of the newly emerging leadership styles that is of great importance due to its contribution to bringing about the desired change and achieving the desired goals in an effective manner, in addition to contributing to the success of the organisation and enabling it to reach the highest and most competitive levels.
- Leaders at the University of Tébéssa enjoy the ideal influence that contributes positively to the promotion of organisational culture.
- Individual considerations play an important role in spreading and embodying organisational culture at the University of Tébéssa.
- The most important thing that distinguishes transformational leadership from other types of leadership is its accompanying characteristics, which are exemplified by ideal influence, inspirational motivation, intellectual stimulation, and individual consideration.
- The concept of organisational culture is linked to the values, beliefs, concepts and ways of thinking among members of the organisation, which are invisible and intangible but perceptible. Every member of the organisation participates in its formation and it is taught to new members of the organisation.
- Inspirational motivation plays a positive role in strengthening organisational culture at the University of Tébéssa.
- The study showed that each dimension of transformational leadership practised within the organisation, according to the perceptions of the respondents and ranked according to their relative importance, is as follows: intellectual stimulation, inspirational motivation, idealised influence, and individual consideration, according to the results.

- Intellectual motivation contributes to strengthening organisational culture at the University of Tébéssa.
- There is a relative monopoly of professions by males, which is due to the nature of the work;
- The nature of work in the organisation under study requires scientific qualifications and high levels of education, which contributes to its development and gives a positive meaning to the study;
- The multiplicity of jobs in the agency under study contributes to the diversity of the job structure. In this study, the large proportion of technicians and other business owners is due to the nature of the institution and its organisational structure.
- The presence of seniority or experience contributes to achieving positive returns for the institution and, consequently, to performing work with accuracy and professionalism.
- The study showed that the level of organisational culture in the organisation under study found a high degree of acceptance, according to the study's scale.

-Recommendations:

Based on the results of the study and the testing of its hypotheses, some recommendations can be proposed, including:

- Raising awareness among organisations that rely on general leadership of the necessity and importance of transformational leadership through programmes, work methods, and other means;
- - Review the methods and techniques of motivation and organisation used by leaders in the organisation.
- The importance of developing alternative plans and following appropriate strategies for the development of the institution;
- Paying attention to the culture, standards, and values associated with the institution and fostering relationships between transformational leaders and employees.

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