

Characteristics of Transformational Leadership in a Public Company: A Case Study of Mobilis Employees

Bouledroua Youcef,* Laboratory of International Finance, Governance Studies, and Economic Advancement. Badji Mokhtar – Annaba University, 12, P.O.Box , 23000 Annaba, Algeria , email: youcef.bouledroua@univ-annaba.dz

Tabani Razika, Badji Mokhtar – Annaba University, Algeria, email: tabanirazika@yahoo.fr

Received: 23/ 12/ 2024

Accepted: 19/05/2025

Published: 03/06/2025

Abstract: This research paper explores transformational leadership at Mobilis, focusing on leader behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The aim of the study is to examine employees' perceptions of these behaviors and how they respond to them. A random sample of 272 employees was used, and data was collected through a structured questionnaire. The data was analyzed using statistical methods to assess the relationship between leadership behaviors and employees' perceptions. The results showed that employees are aware of the management practices within the company; however, leadership requires further support for individuals, with a stronger emphasis on fostering creativity. The findings also revealed variations in employee responses, indicating differences in leadership styles. This paper adds value by providing recommendations to enhance transformational leadership within the company, focusing on improving motivation and creativity to achieve organizational goals..

Keywords: transformational leadership, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

JEL codes: J9; J53; O15

Citation: Bouledroua Y.; Tabani R., (2025). Characteristics of Transformational Leadership in a Public Company: A Case Study of Mobilis Employees, *Journal of economics studies and researches in renewable energies*, 12(1). 33-43

I-Introduction:

Transformational leadership has emerged as a prominent leadership style known for its ability to inspire and motivate followers towards achieving common goals. In recent years, organizations have increasingly recognized the importance of understanding the psychology behind transformational leadership, especially in shaping employee attitudes, behaviors, and organizational culture. This paper aims to contribute to this growing body of knowledge by focusing on the psychology of transformational leadership within Mobilis.

Mobilis, a leading communications organization, provides an ideal context for studying transformational leadership due to its dynamic and competitive environment. Because leaders play a pivotal role in shaping the direction and culture of an organization, understanding how transformational leadership emerges within Mobilis can provide valuable insights into its impact on employee outcomes and organizational performance.

The study begins by providing an overview of transformational leadership theory, highlighting its key components such as charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Building on this theoretical framework, the paper then examines how these leadership behaviors emerge and are perceived within Mobilis.

*. Correspondent author

Furthermore, the study explores the effects of transformational leadership on Mobilis' organizational culture, including its impact on innovation, collaboration, and communication patterns. By investigating the relationship between transformational leadership and employee performance, such as job satisfaction and productivity, the paper seeks to reveal the mechanisms through which leadership influences organizational effectiveness. In addition to providing insights into the psychology of transformational leadership, this research also aims to identify potential challenges and limitations associated with this leadership style in the context of Mobilis. Through this, the study provides practical recommendations to enhance leadership development initiatives and enhance a positive work environment within the organization.

This paper contributes to our understanding of the role of transformational leadership in shaping employee attitudes and behaviors within Mobilis. By examining the psychology behind leadership practices, this study provides valuable implications for both theory and practice, ultimately aiming to enhance organizational effectiveness and employee well-being.

Literature reviews:

Transformational leadership:

In 1973, Downton conducted a social study and coined the term "transformational leadership" in his doctoral dissertation titled "Rebel Leadership: Commitment and Charisma in the Revolutionary Process" (Ivana, 1999). However, the results of his study were not well known among researchers. Subsequently, the term "transformational leadership" was used by the political scientist Burns (1978) in his book "Leadership." According to Burns, leadership must align with a collective goal, and effective leaders should be judged by their ability to enact social changes. He suggests that the roles of leader and follower converge conceptually, and that leadership is a process of conflict and power interaction.

Burns (1978) identifies two main types of leadership: transactional and transformational leadership (Jan, 2006). Transactional leaders engage with their followers with the intent of exchanging one thing for another; for example, leaders may reward diligent workers with increased performance bonuses. On the other hand, "transformational leaders seek potential motives in followers, aim to satisfy higher needs, and engage the full person of the follower." The result of this leadership is a reciprocal relationship where followers transform into leaders and leaders into ethical agents.

The concept of ethical leadership has been proposed as a means for leaders to take responsibility for their leadership and aim to meet followers' needs. Burns' position is that leaders are neither born nor made but evolve from a structure of motives, values, and goals. He explains how politicians can influence their followers to change their positions, beliefs, and values to achieve a common goal. He stated, "Transforming leaders elevate their followers through levels of morality" (Burns, 1978).

Later, Bass (1985) further developed the theory of transformational leadership from the political field to all organizational domains (military, economic, social, educational, etc.), defining it as "the transformational leader's attempts to elevate the follower's needs in line with the leader's own goals and objectives" (Bass et al., 1987) through: developing groups and organizations, raising individual awareness of a key issue, and gradually shifting followers' concerns from existential fears to achievement-oriented interests (Bass & Avolio, 1990).

Transformational leaders clarify the organization's message and goals to make followers more effective when they have awareness and a good understanding of the organization's mission.

Second Issue: Functions and Tasks of Transformational Leadership

Change within the organization is the primary and most important function of the transformational leader, as they are primarily responsible for change. Therefore, the following are required of them:

1. Understanding the Need for Change: The transformational leader is the most aware of the organization's need for necessary change. They are responsible for convincing the organization's employees of the necessity and importance of this change. Their inspirational ability and charismatic personality are their most important tools in the persuasion process.

Crafting Vision and Mission: The transformational leader has an ambitious and clear vision for the organization's future and strives by all means to encourage employees to adopt this vision.

- **Selecting Change Models and Pathways:** The transformational leader is best able to choose the appropriate model for their organization, which helps achieve its goals.

- **Developing New Strategy:** As mentioned earlier, the transformational leader is responsible for organizational change. Therefore, they formulate the appropriate strategy for this change through a detailed analysis of the circumstances, opportunities, and threats surrounding the organization to identify its strengths and weaknesses.

- **Cultivating Commitment through Organizational Culture:** Organizational culture refers to the set of values, behaviors, beliefs, and ways of thinking prevailing within the organization among employees. The transformational leader leverages the culture that helps commit to the new vision they see for the organization by:

- Promoting a system of new beliefs and values

- Defining the organization's mission

- Maintaining the organization's spiritual fabric

- **Managing the Transition Phase:** The transition phase is the period during which employees in the organization move from letting go of old ideas to adopting new change and vision. The task of the transformational leader is to monitor this transition (Hubbard, 2019, page 102).

Third Issue: Dimensions of Transformational Leadership,

In his initial work on transformational leadership, Bass (1985) identified three factors as determinants of leader behavior: charisma, individual consideration, and intellectual stimulation. Later, Bass and Avolio (1990) redefined each dimension of transformational leadership into four factors and introduced a fifth dimension called empowerment.

1- Idealized Influence (or Charisma)

Charisma is a commonly used term in sociology and political science literature to describe leaders who, through the force of their personality, have deep and extraordinary effects on their followers. These effects include: imposing loyalty and dedication to the leader, followers' trust in the validity of the leader's beliefs, alignment of followers' beliefs with the leader's, absolute acceptance of the leader, affection for the leader, obedience to the leader, imitation and emulation of the leader, emotional involvement of followers in everything that comes from the leader, and followers' belief that they will be able to achieve the leader's goals (House, 1976).

Charisma means "gift of grace" and was derived from ancient Christian terms. When researchers began studying charisma or charismatic leadership, they always started with Max Weber's concept, which defined charisma as transcendent behavior.

House, Robert J. later studied charismatic leadership in an attempt to make it testable in his work "Theory of Charismatic Leadership in 1976".

Charismatic leadership is based on "extraordinary devotion to sanctity, heroism, or the ideal nature of the leader's qualities."

Several previous studies have concluded that charismatic leaders have a significant impact on the performance, motivation, and commitment of followers. Tucker describes the relationship between followers and charismatic leaders as similar to that of students to a teacher, built on love, respect, and appreciation, not driven by fear, material incentives, or followers' personal goals.

It is clear that charismatic influence is closely related to emotion.

Bass and Avolio (1990) concluded that the use of the term charisma in leadership could be misunderstood, for two reasons:

- When charisma is mentioned, the image of someone bright, attractive, and elegant always comes to mind.
- In some countries, the meaning of charisma is associated with dictatorial personalities like Mussolini and Hitler, which leads to supporting and crowning it as a feature.

Therefore, Bass and Avolio chose idealized influence as an important component of transformational leadership, attempting to change the stereotypical view of the term charisma.

Behaviors of Charismatic Leaders:

1. Exemplary Personality: The primary role of a leader in idealized influence is to be the model that followers look up to. In return, they hold him in high respect and admiration, striving to emulate him and absorb his qualities.
2. Building Trust in the Leader: The leader must work on building trust among followers so that he can guide them to align their beliefs with his without questioning. High levels of trust enable complete obedience when guiding followers.
3. Enhancing Followers' Self-Esteem: The leader possesses high self-confidence and seeks to transfer this quality to his followers, enhancing their self-confidence so they can better achieve their goals. The higher their self-confidence, the more capable they are of performing their tasks effectively.

Essential Characteristics for an Influential Leader:

Both the leader and followers believe that a leader possesses exceptionally distinguished qualities or what is called a "gift" that makes him a leader. Max Weber identified three characteristics that build the personality of a charismatic leader:

- High Self-Confidence: The leader must have self-confidence and display this confidence to his followers to create a sense of ease in following him. He must also instill this confidence in his followers and emphasize their capabilities so they can achieve their set goals.

- Authority: Researchers believe that authority is not gained through coercion or force but through influencing others as a knowledgeable and insightful person, enhancing the confidence of followers in him.
- Persuasive Power in Beliefs: If the leader does not believe in what he says, he will not be able to convince his followers.
- Excellence of the leader in positive values and principles that he deals with individuals in the company
- The influential leader acts in a way that earns the respect and trust of his followers and is considered a role model for them.
- The influential leader cares greatly about the psychological and ethical consequences of his decisions.
- The influential leader shows a sense of strength and self-confidence when dealing with work problems and difficulties.
- The influential leader emphasizes the importance of commitment to achieving goals.
- Followers feel loyal to the influential leader and believe in the goals they are striving to achieve in the company.

Secondly: Intellectually Stimulating

Intellectually stimulating is a process through which the leader encourages followers to enhance innovation and creativity, also known as thinking outside the box to solve old problems in new ways and view complex situations from different angles. This encourages creativity through leadership by not criticizing their mistakes and avoiding blaming individuals publicly, accepting all ideas even when they differ from their own.

In this case, followers become more effective and self-reliant in problem-solving (Bass & Avolio, 1990) (Bass & Riggio, 2006).

Motivation is defined as the factors that drive workers to work with all their might to achieve the established goals (Al-Malkawi, 2006, p. 184).

Motivation is also defined as the external influencer that affects human behavior, such as: obtaining financial rewards or receiving certificates, provided that there is dissatisfaction with this incentive and it creates an imbalance, pushing him towards a certain behavior, aiming to satisfy this need, and incentives vary, they may be material or moral, negative or positive, and may be individual or collective (Al-Deirawi & Ghobn, 2021, p. 80).

Types of Intellectual Stimulation in Transformational Leadership:

- Exploring new perspectives
- Presenting old problems and asking for new solutions
- Reviewing how work is accomplished in different ways
- Assisting followers in discovering, enhancing, and developing their strengths further
- Suggesting new methods and unconventional approaches to task completion
- Enhancing followers' confidence by emphasizing their unique skills

- Encouraging them to express their opinions

Thirdly: Inspirational Motivation

The leader inspires a sense of challenge among his followers, allowing them to participate in the organization's future vision, and enhances the level of enthusiasm and optimism among all his followers by creating a collective effort that embodies their principles (Bass & Riggio, 2006).

Ways to inspire leaders to follow:

- Clarifying the organization's future vision and the roles of its employees
- Instilling optimism in followers about the organization's future and their own future
- Demonstrating the leader's confidence in his followers and their capabilities in achieving goals
- Clarifying future goals and allowing them to participate in setting them
- Developing individual responsibility, especially during task performance
- Enhancing the ability to challenge oneself to improve performance

Fourthly: Individually Considerate

The leader treats each follower individually by providing guidance, advice, direction, and accompanying them at work. The primary goal of the leader is to develop followers to become future leaders, by empowering them and creating opportunities to self-actualize. The leader must diagnose the needs and capabilities of his followers and assist them in developing their morale by facing new work challenges.

Operations that enhance individual consideration:

- Identifying their individual needs
- Listening to followers individually and considering their opinions
- Pushing them towards development
- Accompanying them during task completion
- Providing necessary assistance in a timely manner to complete their tasks.

Fifthly: Empowerment

The last century witnessed a rise and acceleration in the movement to redistribute power, where decision-making was delegated to lower levels of organizational managers and employees closer to job requirements. Empowerment became vital at all organizational levels as a common strategy in the 1980s.

Concept of Empowerment:

The concept of empowerment has varied with different authors; some view it as the transfer of power from management to workers, while others consider it participation in decision-making and accountability for outcomes. Some see it as a cultural practice to encourage individuals to take responsibility and make decisions. All elements must be present and integrated, otherwise empowerment is nonexistent. Below are some concepts related to empowerment:

The initial perspective on employee empowerment derived from the linguistic definition of the word, meaning the granting of power to others. Over time, the focus shifted to how leaders change the work

context to allow employees to assume power. Kanter (1977) defined empowerment as giving power to functional individuals in the organization (Honold, 1997). It's the process of passing power to the operational groups directly responsible for tasks.

Conger and Kanungo (1988) defined empowerment as the concept of motivating self-efficacy. Thomas and Velthouse (1990) argued that empowerment is multidimensional, with its essence not captured by a single concept. They defined empowerment more broadly as enhancing intrinsic task motivation reflected in a set of knowledge reflecting an individual's orientation toward their role in work (Spreitzer, 1995).

Empowered employees see themselves as exceptional, leading to greater impact on their roles. According to Kumar and Kumar (2017), empowerment is a motivational strategy that enhances employees' satisfaction towards their jobs and organizations (HIEU, 2020).

Tarauna and Al-Qudah defined empowerment as "an organizational strategic process and skill aimed at granting individuals decision-making freedom through expanding authority, increasing participation, motivating them intrinsically, developing their personalities, and providing a suitable environment for activation." (Al-Qudah&Tarauna, 2011)

In general, all definitions emphasize the importance of empowering employees by granting them power and involving them in decision-making, highlighting the significance of developing their capabilities and knowledge through training and development, considering it as a motivational tool and a strategy to achieve employee job satisfaction.

To achieve successful empowerment of others, Burdett (1991) suggests that leaders should manage the context rather than individuals, with a need for a shared vision and declaration of organizational values. Leaders should facilitate job opportunities, create a supportive environment, and adopt decentralized decision-making, according to Payne et al. (1997). Randolph (1995) views sharing information about the organization, enhancing understanding, building trust through sharing sensitive information as essential factors for successful empowerment. Forrester (2000) suggests that empowerment needs to progress gradually from top to bottom in the organization, providing knowledge, skills, and information to develop organization members at various levels (Bass & Bass, 2008).

Empowerment as an element in transformational leadership means the ability to grant individuals and teams an effective role in achieving strategic goals and implementing positive changes. The leader seeks to empower team members and motivate them to achieve their fullest potential. Here are some important aspects of empowerment in transformational leadership:

- Understanding individual capabilities: The transformational leader recognizes team members' capabilities and seeks to use them optimally. They deal individually with each person, understanding strengths and weaknesses to motivate individual performance.
- Encouraging participation: The leader encourages effective participation and interaction with team members. They promote open dialogue and consider others' opinions an essential part of decision-making.
- Providing guidance: The leader guides the team toward common goals and provides necessary direction for success. They enable individuals to understand the vision and overall purpose of collective work.

- Freedom in decision-making: The transformational leader allows individuals to make and bear decisions, enhancing feelings of individual responsibility and personal engagement in decision-making processes.
- Promoting diversity and inclusion: The leader emphasizes enhancing diversity and inclusion in the team. They recognize the importance of leveraging diverse backgrounds and opinions to achieve better results.
- Offering support and motivation: The leader provides necessary support to team members and enhances motivation. They show interest in personal development and celebrate individual achievements.
- Encouraging continuous learning: The transformational leader promotes a culture of continuous learning and innovation. They encourage individuals to develop skills and expand knowledge.

Empowerment in transformational leadership creates a positive work environment and helps achieve organizational goals effectively by investing in individual and collective capabilities.

Empowerment is closely akin to delegation; however, it differs in some aspects, as it is a more precise and comprehensive style of participation, involving "freedom and ability to make decisions and commitments, not just suggest or participate in making them." This style involves changes in organizational structure, often excluding middle managers, transferring decision-making authority from frontline supervisors and sharing it with the team or workers. This aspect is particularly important in a context of high-participation management, where team members are granted more independence, self-direction, and control over how they perform their tasks.

In general, empowerment enhances individual and collective effectiveness and efficiency at work, contributing to improving organizational performance. Lack of independence or unthoughtful empowerment, however, can lead to reduced output and increased error rates.

Mobilis' Presentation:

Mobilis was established as a branch of the parent company Algerie Telecom in August 2003 under Law No. 03-2003. Prior to this, Mobilis SIM cards were part of the range of products and services offered by Algerie Telecom. After the decision to establish Mobilis as a public economic institution wholly owned by the parent company, it began its operations on January 1, 2004, initially centered in several main states before expanding nationwide. According to competition laws, since it was not the sole mobile phone operator, a license was granted for the exploitation and sale of mobile phone lines to Orascom Telecom Algeria (Djezzy) in 2001, which commenced operations in February 2002. Concurrently with Mobilis' licensing and launch, another company, Algerie Telecom Mobile (currently known as Ooredoo), was also established and began operating in 2004.

The mobile phone market in Algeria has witnessed rapid development characterized by monopolistic competition since its inception. Nevertheless, competition remains strong among the three operators, each striving to lead the market in terms of offered products and services, national network coverage, network quality, and more. This has resulted in the necessity for all operators, and specifically Mobilis as the sole national institution in the mobile phone line sector, to adhere to quality, regulatory, and strategic standards, similar to the other foreign operators.

This study aims to explore how leadership in Mobilis can enhance its effectiveness through the various dimensions of transformational leadership?. It examines four key hypotheses: first, that leadership in Mobilis focuses on the dimension of idealized influence with its employees; second, that it adopts

intellectual stimulation to foster creativity and innovation among workers; third, that it strives to achieve inspirational motivation by encouraging and energizing employees; and finally, that it embraces individualized consideration to address the unique needs and development of each employee. These hypotheses collectively aim to identify the leadership practices that contribute to Mobilis' organizational success.

II- Methodology:

Study Approach:

Based on the nature of the subject and the objectives sought by the researcher through the study, we employed an exploratory-analytical methodology aimed at exploring and analyzing the opinions of the study sample regarding the study variables. Several statistical methods were also utilized.

Data Collection Sources:

We relied on a questionnaire designed by the research team, which was based on previous studies within the same field to ensure relevance and alignment with the study hypotheses to achieve the desired objectives. The questionnaire was then validated by a group of professors and doctors who made adjustments to certain statements to better suit the study sample.

In developing the theoretical framework of the research, we relied on secondary data sources including Arabic and foreign books, references, articles, previous studies, and journals that covered various aspects of the subject, such as leadership, transformative leadership, individual creativity, knowledge sharing, and the impact generated by interactions among them.

Study Population and Samples:

The study population comprises all individuals associated with the phenomenon being studied. It represents the total statistical units intended for study and understanding of their characteristics in detail, enabling their differentiation from other units that may constitute a separate population. In other words, it is the collection of statistical units sharing a common trait.

Table 1 illustrates that the researcher targeted all employees of the company, distributing paper and electronic questionnaires to all employees by visiting various regional and central directorates or sending them via the organization's email. The total number of Mobilis employees is 4672.

276 employees responded to the questionnaire, representing 5.90% of Mobilis employees in its various centers and departments at the national level. Four questionnaires were excluded because they did not meet the necessary criteria, leaving 272 questionnaires to be studied.

Study Fields:

- Human Field: Mobilis company workers and employees.
- Spatial Field: Encompassed all Mobilis centers and departments.
- Temporal Field: The temporal scope was defined by the time during which electronic and paper questionnaires were distributed, and visits were made to various directorates and agencies such as Ouargla, Oran, Chlef, and Annaba. All of this was estimated to take four months, during which paper questionnaires were collected from all directorates from May to August 2022.
- Subject Field: This article studies of transformational leadership style in Mobilis company or the direct influence of transformational leadership style.

Study Tools and Statistical Analysis Tools

In this section, we will discuss the data collection tools used in this study, along with outlining the construction stages. Additionally, we will identify the necessary statistical analysis tools to achieve the previously defined objectives, as follows:

Study Tools:

Questionnaire:

The questionnaire is one of the most common and widely used tools in such studies. Its content consists of written statements directed by the researcher to the studied sample, explaining the questionnaire's content, the study's significance, and urging respondents to answer with credibility and objectivity, emphasizing that it is used solely for scientific research purposes. The questionnaire includes personal and occupational data of the sample without mentioning names or identifying individuals. It also addresses other aspects relevant to the study, structured as follows:

First Axis: This axis focused on statements related to the independent variable, transformative leadership, in all its four dimensions. Statements 1 to 6 addressed the idealized influence of transformative leaders, followed by statements 7 to 11 that identified inspirational motivation. Statements 12 to 17 were dedicated to studying intellectual stimulation, and finally, individual consideration dimensions of transformative leadership were addressed in statements 18 to 21.

The questionnaire construction process was as follows:

- Previous Studies: Reviewing similar studies to identify the importance of study-related statements, primarily relying on the original study of the independent variable.
- General Questionnaire Formulation by the supervisor, determining statements that align with the study.
- Sending the questionnaire to a group of professors for validation.
- After receiving feedback and general approval from the professors, with some comments given.
- Modifying some statements and deleting one repeated statement.
- Finalizing the questionnaire's last form.
- Presenting the questionnaire to a small sample of Mobilis workers as a test to assess statement clarity.
- Upon successful testing of the questionnaire, it was adopted in its final form for the study.

Additionally, the study relied on a Likert five-point scale as it is the most common scale, providing the sample with greater accuracy in determining their responses.

The length of the category was calculated as follows: Range: This is the difference between the highest value in the Likert scale minus the lowest value.

Range = 5 - 1 = 4; Category Length: It is the range divided by the number of categories, calculated as follows: Category Length = 4 / 5 = 0.8. Given that the category length is 0.8, we can create a table to determine the strength and weakness levels based on the average responses from the studied sample. The table is as follows:

Table 1: the average scores into different levels based on the Likert scale responses

Average Score	Interpretation
1.0 - 1.8	Very Weak
1.9 - 2.6	Weak
2.7 - 3.4	Neutral
3.5 - 4.2	Strong
4.3 - 5.0	Very Strong

Source: By the researchers

This table categorizes the average scores into different levels of strength and weakness based on the Likert scale responses from the studied sample. Each range of average scores corresponds to an interpretation of the response strength or weakness.

Statistical Analysis Methods:

1. Absolute Frequencies:

This method involves counting the absolute occurrences of each response or category within a dataset.

2. Mean (Arithmetic Average):

The mean is calculated by summing up all values in a dataset and dividing by the total number of values. It provides a measure of central tendency.

3. Standard Deviation:

The standard deviation measures the dispersion or spread of data points around the mean. It quantifies the amount of variation or uncertainty in a dataset.

4. Coefficient of Variation:

The Coefficient of Variation (CV) is a statistical measure of the relative variability of data points in a data series around the mean. It is expressed as a percentage and is calculated using the following formula:

$$CV = (\text{Standard Deviation} / \text{Mean}) \times 100$$

5. Cronbach's Alpha:

Cronbach's alpha is a measure of internal consistency or reliability of a scale or test. It assesses whether the items in a scale or test are consistently measuring the same construct.

III- Results:

Data Analysis of Study Variables:

1. Measurement of Validity and Reliability of the Measurement Tool:

The validity and reliability of the statements are measured based on Cronbach's alpha results, which indicate the consistency and stability of results across multiple repetitions under the same conditions.

The basic rule for interpreting Cronbach's alpha for dichotomous (binary) or Likert scale questions is as follows: Based on the following table, it is evident that all Cronbach's alpha values are high, as they are all greater than 0.9 except for the second dimension of the independent variable, which is 0.871. This indicates that the results are good, and the questionnaire and its outputs will be relied upon to analyze the opinions and trends of the sample.

Based on the Cronbach's alpha values provided for each dimension and variable, along with their corresponding sequence of items, the interpretation is as follows:

Based on the provided Cronbach's alpha values and their corresponding dimensions and item sequences, here is the interpretation ranked from the highest to the lowest:

Table 2: Cronbach alpha Values

Dimension	Number	Cronbach alpha
Idealized Influence	6	0.905
Intellectually Stimulating	5	0.871
Inspirational Motivation	6	0.943
Individually Considerate	4	0.926
5. Transformative Leadership		0.970

Source: Prepared by the student based on SPSS output.

Interpretation:

- Each dimension (Dimension 1 to 4) consists of a subset of items from the questionnaire, and Cronbach's alpha values are calculated to assess the internal consistency or reliability of responses within each dimension.
- The Cronbach's alpha values for Dimension 1 to 4 range from 0.871 to 0.943, indicating good to excellent internal consistency among the items within these dimensions.
- The overall measure of Transformative Leadership, which encompasses all items (1 to 21), has a very high Cronbach's alpha of 0.970, suggesting strong internal consistency and reliability across the entire scale.

These Cronbach's alpha values demonstrate the reliability of the questionnaire in measuring different dimensions related to transformative leadership and associated constructs within the study. A higher Cronbach's alpha value generally indicates better internal consistency among the items comprising each dimension or the overall scale.

The results presented in the table above indicate a strong consensus from the study sample regarding the practice of idealized influence in Mobilis institution. The survey statements reflect a high degree of agreement among respondents, as evidenced by the mean scores, standard deviations, and coefficient of variation (variability) for each statement.

Table 3 : Response mean and standard deviation of practice of idealized influence in Mobilis

Statement	Mean	Standard Deviation	Coefficient of Variation	Strength Rating
TL5: "Our immediate supervisor emphasizes the importance of committing to achieving goals."	4.02	0.90	0.224	Strong
TL1: "Our immediate supervisor believes in positive values and principles..."	3.58	1.02	0.285	Strong
TL4: "Our immediate supervisor shows a sense of strength and confidence when dealing with work problems and difficulties."	3.52	1.07	0.304	Strong
TL2: " Our immediate supervisor acts in a way that earns our respect and trust, and we consider them a role model."	3.54	1.15	0.325	Strong
TL6: "We feel loyal towards our immediate supervisor..."	3.56	1.19	0.333	Strong
TL3: "Our immediate supervisor is very concerned about the psychological and ethical consequences."	3.25	1.18	0.363	Moderate
Overall Mean for Idealized Influence	3.58	1.09	0.304	Strong

Source: Prepared by the student based on SPSS output.

The results in the table above indicate that there is agreement among the study sample regarding the practice of idealized influence in Mobilis with a strong rating. The mean score is 3.58, with a standard deviation of 1.09 and a coefficient of variation of 0.304. The results show that supervisors prioritize the commitment to achieving goals as the primary focus. This is evidenced by statement TL5: "Our immediate supervisor emphasizes the importance of committing to achieving goals," which ranked first with a mean score of 4.02, a strong rating, a standard deviation of 0.90, and a coefficient of variation of 0.224, indicating strong agreement among the study sample regarding this statement.

Following this, statement TL1: "Our immediate supervisor believes in positive values and principles that he/she applies in dealing with individuals in the company," also received high ratings.

The next two statements, ranked fifth and sixth respectively, are:

- Statement TL6: "We feel loyal towards our immediate supervisor and believe in the goals they seek to achieve in the company," with a mean score of 3.56, a standard deviation of 1.19, and a coefficient of variation of 0.333.
- Statement TL3: "Our immediate supervisor is very concerned about the psychological and ethical consequences of decisions," with a mean score of 3.25, a standard deviation of 1.18, and a coefficient of variation of 0.363.

These results show a strong overall agreement on the importance of goal commitment and adherence to positive values by supervisors, while the concern for psychological and ethical consequences, though still significant, is slightly less emphasized.

Dimension 2: Inspirational Motivation

This dimension reflects the level of agreement among the study sample regarding leadership practices related to inspirational motivation in Mobilis.

Table 4: Response mean and standard deviation For the dimension of inspirational motivation

Statement	Mean	Standard Deviation	Coefficient of Variation	Strength Rating
TL10: "Our immediate supervisor insists on the importance of everyone feeling responsible..."	3.88	0.89	0.229	Strong
TL9: "Our immediate supervisor expresses enthusiasm about achieving the set goals..."	3.60	1.05	0.291	Strong
TL11: "Our immediate supervisor encourages us to rise to the challenge..."	3.60	1.11	0.310	Strong
TL8: "Our immediate supervisor always speaks optimistically about the future."	3.46	1.15	0.334	Strong
TL7: "Our immediate supervisor presents a vision and perspective on the future..."	3.25	1.13	0.348	Moderate
Overall Mean for Inspirational Motivation	3.56	1.07	0.300	Strong

Source: Prepared by the student based on SPSS output.

For the dimension of inspirational motivation, statement TL10: "Our immediate supervisor insists on the importance of everyone feeling responsible towards assigned tasks" ranked first with a mean score of 3.88, a standard deviation of 0.89, a coefficient of variation of 0.229, and a strong rating.

Following this, statement TL9: "Our immediate supervisor expresses enthusiasm about achieving the set goals that must be achieved in the company" came in second with a mean score of 3.60, a standard deviation of 1.05, a coefficient of variation of 0.291, and a strong rating.

Statement TL8: "Our immediate supervisor always speaks optimistically about the future" ranked fourth with a mean score of 3.46, a standard deviation of 1.15, a coefficient of variation of 0.334, and a strong rating.

Lastly, statement TL7: "Our immediate supervisor presents a vision and perspective on the future of the company and its employees" ranked fifth with a mean score of 3.25, a standard deviation of 1.13, a coefficient of variation of 0.348, and a moderate rating.

Based on the results shown in the table, it is evident that there is agreement among the study sample that there is a practice of inspirational motivation by leadership in Mobilis, with an overall mean score of 3.56, a standard deviation of 1.07, a coefficient of variation of 0.300, and a strong rating.

Dimension 3: Intellectual Stimulation

This dimension assesses the agreement among the study sample regarding leadership practices related to intellectual stimulation in Mobilis.

Table 5: Response mean and standard deviation for Intellectual Stimulation

Statement	Mean	Standard Deviation	Coefficient of Variation	Strength Rating
TL14: "Our immediate supervisor helps us reconsider our concepts and beliefs..."	3.36	1.14	0.339	Moderate

TL13: "Our immediate supervisor asks us to look at problems with different and new thinking."	3.30	1.13	0.343	Moderate
TL17: "Our immediate supervisor encourages us to express our opinions and suggest ideas..."	3.45	1.21	0.350	Strong
TL12: "Our immediate supervisor seeks new perspectives to solve problems."	3.37	1.19	0.355	Moderate
TL16: "Our immediate supervisor proposes new perspectives and methods to execute work tasks."	3.25	1.17	0.359	Moderate
TL15: "Our immediate supervisor helps us discover and develop our strengths..."	3.18	1.22	0.383	Moderate
Overall Mean for Intellectual Stimulation	3.32	1.18	0.355	Moderate

Source: Prepared by the student based on SPSS output.

For the third dimension, intellectual stimulation, the study sample agreed that statement TL14: "Our immediate supervisor helps us reconsider our concepts and beliefs about how work is accomplished" is the most practiced in this dimension, with a mean score of 3.36, a standard deviation of 1.14, a coefficient of variation of 0.339, and a moderate rating. The second most agreed-upon statement was TL13: "Our immediate supervisor asks us to look at problems with different and new thinking," with a mean score of 3.30, a standard deviation of 1.13, a coefficient of variation of 0.343, and a moderate rating. Statement TL16: "Our immediate supervisor proposes new perspectives and methods to execute work tasks" ranked fifth with a mean score of 3.25, a standard deviation of 1.17, a coefficient of variation of 0.359, and a moderate rating.

In sixth place for this dimension was statement TL15: "Our immediate supervisor helps us discover and develop our strengths and use them as tools to achieve success in our tasks," with a mean score of 3.18, a standard deviation of 1.22, a coefficient of variation of 0.383, and a moderate rating.

It is evident that most statements related to the intellectual stimulation dimension received moderate mean scores. The overall mean score for this dimension is 3.32, with a standard deviation of 1.18 and a coefficient of variation of 0.355, indicating a moderate level of agreement. From this, we can conclude that intellectual stimulation is practiced less frequently compared to the previous two dimensions.

Dimension 4: Individual Consideration

This dimension evaluates the level of agreement among the study sample regarding leadership practices related to individual consideration in Mobilis.

Table 6: Response mean and standard deviation for Individual Consideration

Statement	Mean	Standard Deviation	Coefficient of Variation	Strength Rating
TL20: "Our immediate supervisor is concerned about monitoring progress in completing tasks..."	3.62	1.09	0.303	Strong
TL19: "Our immediate supervisor listens to my concerns and needs at work attentively..."	3.44	1.24	0.359	Strong

TL21: "Our immediate supervisor provides advice and helps us learn and train..."	3.38	1.23	0.366	Moderate
TL18: "Our immediate supervisor tries to attend to my needs to provide appropriate support."	3.36	1.24	0.369	Moderate
Overall Mean for Individual Consideration	3,45	1,20	0,349	Strong

Source: Prepared by the student based on SPSS output.

The results in the table above show that the dimension of individual consideration is divided into two sections based on strength. Statement TL20: "Our immediate supervisor is concerned about monitoring my progress in completing tasks" ranked first with a mean score of 3.62, a standard deviation of 1.09, a coefficient of variation of 0.303, and a strong rating.

In second place was statement TL19: "Our immediate supervisor listens attentively to my concerns and needs at work to provide appropriate assistance," with a mean score of 3.44, a standard deviation of 1.24, a coefficient of variation of 0.359, and also a strong rating.

Statements TL21: "Our immediate supervisor provides advice and helps us learn and train on how to complete tasks" and TL18: "Our immediate supervisor tries to attend to my needs to provide appropriate support" had similar results. They both had mean scores of 3.38 and 3.36, respectively, standard deviations of 1.23 and 1.24, and coefficients of variation of 0.366 and 0.369, both with moderate ratings.

From this, we conclude that the practice of individual consideration at Mobilis has an overall mean score of 3.45, a standard deviation of 1.20, and a coefficient of variation of 0.349, with a strong rating. However, the mean score is not significantly high and is close to the moderate rating level.

Ranking of Transformational Leadership Dimensions:

Table 7: ranking of the transformational leadership dimensions

Transformational Leadership Dimension	Mean	Standard Deviation	Coefficient Variation	of Strength Rating
Inspirational Motivation	3.56	1.07	0.300	Strong
Idealized Influence	3.58	1.09	0.304	Strong
Individual Consideration	3.45	1.20	0.349	Strong
Intellectual Stimulation	3.32	1.18	0.355	Moderate
Overall	3.48	1.13	0.326	Strong

Source: Prepared by the student based on SPSS output.

The study sample confirms that transformational leadership is practiced at Mobilis with an overall mean of 3.48, a standard deviation of 1.13, and a coefficient of variation of 0.326, indicating a strong significance level.

The results in the table above show that there is a focus on the dimension of inspirational motivation, where the leader stimulates the spirit of challenge among followers, allows them to participate in the organization's vision, and enhances the level of all their followers by creating a teamwork spirit that instills enthusiasm and optimism. This dimension ranked first among the transformational leadership

dimensions. According to Table (7), which relates to the dimension of inspirational motivation, it consists of five statements, three of which are related to raising followers' spirit of challenge towards improving performance and achieving goals: TL10, TL9, and TL11. These statements show that the leader inspires followers to achieve the institution's goals, improve their performance, and feel responsible for their tasks. Meanwhile, the statement related to the leader's vision of the future ranked last with a mean score of 3.25 and a moderate significance level.

Following this is the dimension of idealized influence, which focuses on the leader being a role model for followers, who respect and admire them, trying to emulate and adopt their qualities. This dimension consists of six statements focusing on the leader's personality and how they handle specific situations. The sample responses confirm that leadership at Mobilis places great importance on achieving goals, possesses strong character, gains followers' respect, and is viewed as a role model. However, the statement TL3 had the lowest mean score in this dimension, 3.25, indicating that the sample believes the leaders at Mobilis have a moderate level of concern for the psychological and ethical consequences of their decisions on followers.

VI - Discussion

The dimension of individual consideration ranked third with a mean score of 3.45. This dimension consists of four statements, half of which had a moderate significance level, namely statements TL21 and TL18. The study sample indicated that the leaders at Mobilis provide appropriate support and offer advice and training on task completion, but to a moderate degree. However, they focus more on task progress and the technical needs of employees that help them perform tasks better.

Lastly, the dimension of intellectual stimulation ranked fourth, where the leader encourages followers to enhance innovation and creativity and view complex situations from different perspectives, with a mean score of 3.32. This dimension consists of six statements, through which the study sample confirmed that the leaders at Mobilis have a moderate level of interest in the creative and innovative aspects of employees. The statement TL15: "Our immediate supervisor helps us discover and develop our strengths and use them as tools for success in performing tasks" had the lowest mean score of 3.18 in this dimension and the study as a whole.

From this, it can be concluded that there is more focus on the characteristics that support tasks and achieving goals to a stronger degree than those that care about the personal or individual aspects of employees. All the responses rated as strong in the tables above indicate that leadership at Mobilis is heavily focused on achieving goals and performing assigned tasks. Most of these statements ranked high in the tables based on the coefficient of variation and had strong significance mean scores. Meanwhile, the statements that show the extent of leaders' interest in individuals at Mobilis ranked lower in the tables with moderate significance levels. This may be due to several factors within the institution, including:

- Instability in top leadership: Mobilis frequently experiences changes in its top leadership, such as the CEO and supporting leaders.
- Strategy changes, especially when new managers are appointed.
- The COVID-19 pandemic period, as this study was conducted right after the pandemic, with lingering fears and efforts to avoid close contact among employees.
- Variability in responses across departments, with the technical side of Mobilis receiving more attention in recent years. Technical staff enjoy significant importance from leaders, including the latest

work equipment, continuous training, and promotions and financial rewards that distinguish them from other departments, which may explain the higher standard deviation in the study.

- Efforts to improve the institution, as Mobilis has recently launched several initiatives aimed at better integrating employees, although these initiatives have yet to achieve high effectiveness.

V- Conclusion

Recommendations based on the conclusion provided:

1. **Leadership Development Programs:** Implement leadership development programs focused on fostering a balanced approach to leadership that emphasizes both task accomplishment and employee well-being. Provide training and resources for leaders to enhance their skills in areas such as communication, empathy, and team-building.
2. **Employee Feedback Mechanisms:** Establish regular feedback mechanisms to gather insights from employees about their needs, concerns, and suggestions for improvement. Use this feedback to inform decision-making processes and tailor organizational initiatives to better meet employee expectations.
3. **Recognition and Rewards System:** Enhance the existing recognition and rewards system to ensure that employees feel valued and appreciated for their contributions. Consider implementing peer-to-peer recognition programs, spot bonuses, or other creative incentives to recognize outstanding performance and foster a culture of appreciation.
4. **Employee Engagement Initiatives:** Develop initiatives to increase employee engagement and involvement in company activities. This could include organizing team-building events, cross-functional projects, or employee-led committees focused on areas such as diversity and inclusion, wellness, or sustainability.
5. **Change Management Strategies:** Implement effective change management strategies to navigate leadership instability, strategy changes, and external disruptions such as the COVID-19 pandemic. Provide transparent communication, support resources, and training to help employees adapt to changes and maintain productivity during transitional periods.
6. **Investment in Well-being Programs:** Prioritize employee well-being by investing in programs and resources that support physical, mental, and emotional health. This could include offering wellness workshops, access to counseling services, flexible work arrangements, or initiatives to promote work-life balance.
7. **Continuous Monitoring and Improvement:** Continuously monitor employee satisfaction, engagement levels, and organizational performance indicators to identify areas for improvement. Regularly review the effectiveness of implemented initiatives and make adjustments as needed to ensure alignment with organizational goals and employee needs.

By implementing these recommendations, Mobilis can cultivate a positive work culture, enhance employee satisfaction and engagement, and ultimately drive organizational success in the long term.

References:

George R. Goethals, Dr. Georgia L. Sorenson, James MacGregor Burns 2004 Encyclopedia of Leadership Thousand Oaks, London, New Delhi Sage Publications

Aspland, T., & Patel, F. (2019). Enabling Leadership in Teaching and Learning: Balancing Creativity and Compliance Agendas in Australian Higher Education. *International Leadership Journal*, 30.

- Bass, M. B., & Riggio, E. R. (2006). Transformational Leadership. Lawrence Erlbaum Associates, Inc.
- Burns, M. J. (1978). Leadership. New York: Open Road Integrated Media, This edition published in 2012.
- Developing Transformational Leadership: 1992 And Beyond 1990 Journal Of European Industrial Training 21-27
- House, R. J. (1976). A 1976 Theory of Charismatic Leadership. the Southern Illinois University Fourth Biennial Leadership Symposium, 1-38.
- Hull, S. M. (2012). Documents and Bureacracy. Further annuel reviews, 252.
- Ivana, S. (1999). TRANSFORMATIONAL LEADERSHIP - THE KEY TO SUCCESSFUL MANAGEMENT OF TRANSFORMATIONAL ORGANIZATIONAL CHANGES. The scientific journal FACTA UNIVERSITATIS, 49.
- Jan , S. (2006). Transformational Leadership: An Evolving Concept Examined through the Works of Burns, Bass, Avolio, and Leithwood. Canadian Journal of Educational Administration and Policy, 8.
- Kibbe, M. R., & Chen, H. (2019). Leadership in Surgery. Spring, second, 30.
- Le Robert dictionnaire d'aujourd'hui (Vol. 1991). (1991).
- Lewin , K., & Lippitt, R. (1938). An Experimental Approach to the Study of Autocracy and Democracy: A Preliminary Note. American Sociological Association, 292-300.
- Mises, V. L. (1944). Bureaucracy. Yale University Press, 12.
- Sargent, J. F., & Miller, G. R. (1971). Some Differences in Certain Communication Behaviors of Autocratic and Democratic Group Leaders. THE JOURNAL OF COMMUNICATION, 233-252.
- Seyhan , T., & Fusun , U. (2017). the impact of management leadership on quality performance throughout a supply chain : an empirical study. informa UK limited as Taylor et Francias group, 6.
- transformational leadership and falling dominos effect 1987 group and organization studies sage punlicationd, Inc 73-87
- ابن منظور (2007)، سان العرب. القاهرة دار المعارف
- التيجاني، د. (n.d.). سلوكيات القيادة التحويلية وأثرها على الإبداع التنظيمي دراسة حالة جامعة غرداية. 33.
- القيادة الادارية 2009 الاردن دار الثقافة للنشر والتوزيع
- القيادة الادارية 2010 الاردن دار البازووري العلمية للنشر والتوزيع
- القيادة الادارية في القرن الواحد والعشرين 2011 دار صفاء للطباعة والنشر والتوزيع القيادة
- التحويلية والابداع الاداري 2015 المنظمة العربية للتنمية الادارية بحوث ودراسات القيادة الفاعلة
- والقائد الفعال 2009 الاردن اثراء للنشر والتوزيع
- القيادة الماضي الحاضر والمستقبل 2014 مصر الدار الجامعية الاسكندرية
- المعجم الموسوعي لمصطلحات التربية انجليزي عربي 2003 مكتبة لبنان ناشرون منجد
- اللغة والاعلام 2003 بيروت دار المشرق
- واري، ح. (2022-2023). الدور الوسيط لرأس المال النفسي في العلاقة بين القيادة التحويلية والإبداع التنظيمي - دراسة ميدانية بمؤسسة البناء المعدني. CR METAL-