

# APPLYING TRANSFORMATIONAL LEADERSHIP IN JORDAN GOVERNMENTAL INSTITUTIONS

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## ABSTRACT

*The current study aimed at examining the extent of applying transformational leadership within governmental institutions in Jordan. Through utilizing the quantitative approach; a questionnaire was distributed on a convenient sample of (386) employees working within governmental sector. Results of study indicated a high level of awareness from employees regarding the concept of transformational leadership as their answers revealed their positive attitude towards factors of transformational leadership (inspirational motivation). In addition to that, it appeared through the analysis that transformational leadership was adopted within governmental institutions in Jordan and there appeared to be a satisfying level of application regarding transformational leadership variables among leaders and departments heads within the chosen institutions. Results also indicated that individuals are mostly influenced by transformational leadership factors based on their age and educational qualifications given the factor that academic qualifications played a role in being exposed to a variety of leadership styles, while gender and position seemed to have no influence. Based on results; study recommended carrying out a research that tackles the difference between transactional leadership and transformational leadership in governmental institutions in terms of performance, also study recommended examining the influence of transformational leadership on organizational excellence within Jordanian municipalities through the moderating influence of employees' performance change, it is meant to examine how can transformational leadership intersect with employees' performance leading to organizational excellence.*

**Public Interest Statement:** *Current study would make a choice for those who are working within governmental institutions and are on the ladder of promotions and upgrading in their career. Individuals within these criteria could benefit from current study on how to develop their leadership skills and manage to be more into choosing the leadership style that they prefer. In addition to that, current study would be of great benefit for managers and leaders within governmental institutions in Jordan and how to deal with individuals from a leadership perspective given that transformational leadership is becoming more and more desired by people within the governmental field of working.*

**Keywords:** Transformational leadership, Leaders, Inspirational Motivation

## INTRODUCTION

Leadership, and its investigation applicability and academically, has been the interest of many scholars and entities since early ages. Egyptian rulers, Greek saints, and scriptural patriarchs all have one thing in common between them – leadership – (Kaparou & Bush, 2016). There are various definitions and hypotheses of leadership; in any case, there are sufficient similitudes in the definitions to infer that leadership is a stream of thinking and an internal skill at the same time (Bellamy, 2015). Organizations, business, firms and institutions have been focusing on the idea of leadership through the past century in order to find a sustainable theoretical root for such term (Caldwell, 2017).

The authoritative focal point of leadership has developed over this equivalent period. Early associations with tyrant leaders who trusted representatives were naturally sluggish progressed into approach to make workplaces increasingly helpful for expanded profitability rates. Today, organizations are changing into spots where individuals are empowered, encouraged, and supported in their own and expert development all through their vocations. As the focal point of leadership has changed after some time, it has impacted and formed the improvement and movement of administration hypothesis (Owings & Kaplan, 2014).

According to Greenwood (1996) and with the course of time and with the ongoing development of the managerial thinking both practically and academically; there appeared many theories, types, characteristics of leadership and who is a leader. There also appeared many ideas, notions and states which examined the concept of leadership, its roots, and its influence within an organization in addition to how leadership may impact both individuals and organizations.

This thirst to find out what leadership means and how it is employed within an organization managed to come up with many theories, types and styles of leadership which were found to be influential in different degrees, and helpful as according to each and every field of interest of the organization (Karalekas & Coutaz, 2015). This ongoing search for the truth has led the academic community to come out with three main leadership styles which are authoritarian leadership, participative/democratic leadership and delegative leadership (Caldwell & Hasan, 2016).

From that point, current study focused on a type of leadership – Transformational leadership - and the degree of its application within Jordanian institution through the fiscal year 2017-2018.

## Problem Statement

With the ongoing developments and the appearance of technology in our lives, leadership began to formulate as a trend and a way of leading employees into achieving goals and aims of the organization. The image began to change as it was before containing only the employee and the manager; nowadays the image contains the managers, employees and leaders all working for the benefit of the organization.

Based on that, the different styles of leadership also formulated to match the developed world that we live in. the authoritarian leadership became transactional, democratic leadership became transformational and delegative leadership became the laissez faire leadership.

Among the most popular and widely adopted leadership style is the transformational leadership. This type of leadership was defined by Hinkin & Tracey (1999, 5) as “*the process of influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization’s mission or objectives*”. On the other hand, Huse (2006, 10) defined transformational leadership “*as the process whereby leaders develop followers into leaders. Transformational leaders stimulate change, as opposed to suppressing it when it arises*”. According to the definitions given above, transformational leadership became popular due to its ability motivate and encourage individuals into developing themselves, its ability to achieve the best results that run for the benefit of the organizations and at the same time preserve a good level of employee retention in the organization as according to Sinha & Rai (2004); Fernandez & Rainey (2006).

From that point, current study sought to examine the degree of application of transformational leadership style within the Jordanian governmental institutions from the perspective of employees.

## Leadership

Leadership is a subject that has since a long time ago energized enthusiasm among individuals. The term indicates pictures of ground-breaking, dynamic people who order successful armed forces, coordinate corporate realms from on glimmering high rises, or shape the course of countries. The endeavors of valiant and sharp leaders are the quintessence of numerous legends and fantasies. A lot of our portrayal of history is the story of military, political, religious, and social leaders who are credited or rebuked for essential chronicled occasions, despite the fact that we don't see great how the occasions were caused or how much impact the leaders truly had.

The far reaching interest with leadership may be on the grounds that it is such a baffling procedure, just as one that contacts everybody's life. For what reason did certain leaders (e.g., Gandhi, Mohammed, MaoTse-tung) rouse such exceptional leadership and devotion? How did certain leaders (e.g., Julius Caesar, Alexander the Great) form extraordinary domains? For what reason did some undistinguished individuals (e.g., Adolf Hitler, Claudius Caesar) ascend to places of extraordinary power? For what reason were sure leaders (e.g., Winston Churchill, Indira Gandhi) all of a sudden ousted, regardless of their evident power and record of effective achievements? Why do a few chiefs have faithful devotees why should willing penance their lives, while different pioneers are despised to the point that subordinates plot to kill them?

Inquiries regarding leadership have for quite some time been a subject of theory, yet logical research on leadership did not start until the 20<sup>th</sup> century. The core interest of a great part of the exploration has been on the determinants of administration adequacy. Social researchers have endeavored to find what qualities, capacities, practices, wellsprings of intensity, or parts of the circumstance decide how well a leader can impact adherents and achieve undertaking goals. There is likewise a developing enthusiasm for understanding leadership as a mutual procedure in a group or association and the reasons why this procedure is compelling or incapable. Other vital inquiries incorporate the reasons why a few people develop as leaders, and the determinants of as leaders' activities, yet the overwhelming concern has been authority viability. Some advancement has been made in examining the puzzles encompassing leadership, however numerous questions stay unanswered (Abbas & Asghar, 2010).

Leadership was defined by Ali (2012) as *"a process whereby an individual influences a group of individuals to achieve a common goal"* while Bolman & Deal (2017) saw that leadership is *"the process of influencing the activities of an organized group toward goal achievement"*.

Analysts typically characterize leadership as indicated by their individual points of view and the parts of the marvel of most enthusiasm to them. After a far reaching survey of the leadership writings, Stogdill (1974) presumed that *"there are nearly the same number of meanings of authority as there are people who have endeavored to characterize the idea"* (Bass & Stogdill, 1990). The surge of new definitions has proceeded unabated since Stogdill mentioned his objective fact. Administration has been characterized regarding qualities, practices, impact, cooperation designs, job connections, and control of a managerial position. Most meanings of leadership mirror the supposition that it includes a procedure whereby deliberate impact is applied over other individuals to guide, structure, and encourage exercises and connections in a gathering or association. The various meanings of initiative seem to have close to nothing else in like manner. They contrast in numerous regards, including who applies impact, the proposed motivation behind the impact, the way in which impact is applied, and the result of the impact endeavor. The distinctions are not only an instance of insightful nit-picking; they reflect profound difference about ID of leaders and managerial forms. Specialists who contrast in their origination of leadership select diverse wonders to research and translate the outcomes in various ways. Analysts who have an

exceptionally tight meaning of leadership are more averse to find things that are inconsequential to or conflicting with their underlying suppositions about powerful leadership (Yukl, 2013).

The continuous examination of leaders and leadership managed to create different types of leadership styles. Recently; most of these styles are bound to transactional and transformational leadership. According to Odumeru & Ogbonnais (2013) defined transactional leadership as *"a style of leadership in which the leader promotes compliance of his followers through both rewards and punishments"*. Since this study took transformational leadership as the main variable, the following section presented a brief description of what transformational leadership means.

## **Transformational Leadership**

The term "transformational leadership" was first coined by Downton (1973); Bass (1995), however, his emergence as an important introduction to leadership began with the classic work of political sociologist James MacGregor Burns entitled "Leadership" in 1978 (Burns, 2004; Gaston et al., 2021). Burns attempted in his work to link the roles of leadership and subordination, and wrote about leaders as individuals who control the motives of followers so that they can achieve the goals of leaders and followers, leadership for Burns is completely different from the use of force because it cannot be separated from the needs of followers (Oppermann & Nault, 2021).

According to Odumeru & Ogbonnais (2013, 356) *"A transformational leader is a person who stimulates and inspires (transform) followers to achieve extraordinary outcomes"*, this means that transformational leadership style is based on presenting change into individuals and giving them higher tasks and more depended training approach in order to lead them to the state of full understanding of their job description that matches the goals and aims of their organization.

Transformational leadership is about administration that makes positive change in the supporters whereby they deal with one another's interests and act in light of a legitimate concern for the gathering overall. The idea of transformational leadership was presented by James Macgregor Burns in 1978 in his distinct research on political leaders; however its use has spread into hierarchical brain science and the executives with further changes by B.M Bass and J.B Avalio. Transformational leadership improves the inspiration, spirit, and execution of devotees through an assortment of instruments (Bass & Avalio, 1994; Goethals et al., 2004). These incorporate interfacing the supporter's feeling of character and self to the undertaking and the aggregate personality of the association; being a good example for devotees that moves them and makes them intrigued; testing adherents to take more prominent possession for their work, and understanding the qualities and shortcomings of adherents, so the leader can adjust adherents to assignments that improve their performance.

From another perspective, Hawkins (2021); Jackson (2020) argued that leadership is one of the contemporary approaches that have focused on a lot of research since the early eighties, where transformational leadership is considered part of the "new leadership" proposals, and transformational leadership is the process that changes and transforms individuals, and it focuses on values, ethics, standards and long-term goals, and transformational leadership includes: Evaluate individuals' motives, satisfy their needs, and treat them humanely. It is a process that falls within the charismatic leadership and future vision (Mahmood et al., 2019; Buil et al., 2019).

Robbins & Davidhizar (2020); Eliyana & Ma'arif (2019) argued that transformational leadership is a holistic approach that can be used to describe a wide range of leadership, from subtle attempts to influence followers at the individual level to broader attempts to influence entire organizations and entire cultures. Although the transformational leader plays a pivotal

role in accelerating change, followers and leaders are connected to each other in the transformational process.

### **Characteristics of a Transformational Leader**

According to Gholamreza, et al., (2009) transformational leaders are the individuals who change their devotees into getting to be leaders themselves. A transformational leader centers on "changing" others to help one another; to pay special attention to one another, to energize and encourage, and to pay special mind to the organization in general. In this sense, the leader upgrades the inspiration, spirit and performance of his adherent. Transformational leaders are the individuals who animate and rouse devotees to both accomplish remarkable results and, simultaneously, build up their own leadership limit. Transformational leaders enable devotees to develop and form into leaders by reacting to singular adherents' needs by engaging them and by adjusting the targets and objectives of the individual supporters, the leader, the gathering, and the bigger association. Proof has aggregated to exhibit that transformational leadership can move supporters to surpass anticipated performance, just as lead to large amounts of devotee fulfillment and promise to the gathering and association.

Hughes (2014); Ahmad, et al., (2014); Orole, et al., (2015); Birasnav, et al., (2011) spoke of characteristics of transformational leadership, or in other words, what makes a leader transformational; such characteristics included:

#### **Inspirational Motivation**

Inspirational leaders are those who talk hopefully about the future and have a convincing vision for that future. They talk about what should be practiced, however express certainty that those objectives will be accomplished. An individual who utilizes inspirational motivation likewise makes an energizing picture of what is fundamental to consider. This sort of inspirational conduct energizes a feeling of solidarity, making general eagerness—particularly towards troublesome difficulties. This factor of transformational initiative is particularly appropriate to the social area in light of the attempting idea of the philanthropic world, where excitement and inspiration are required so as to keep up hopefulness all through all dimensions of the association.

#### **Intellectual Simulation**

The characteristic of intellectual simulation suggests that a transformational leader looks for contrasting points of view when taking care of issues, and inspires others to take a gander at those issues from an alternate edge. The individuals who use intellectual simulation additionally support non-conventional reasoning and recommend better approaches for seeing how to finish assignments. They regularly reconsider basic presumptions to address if those suppositions are fitting and exact. This factor of transformational authority is engrained normally inside the social segment since workers are regularly pulled in to specific not-for-profits since they are insightful of the immediate effect they can make.

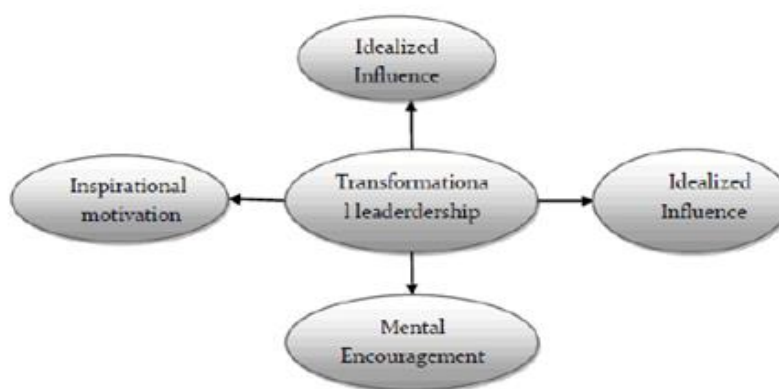
#### **Idealized Influence**

Idealized influence includes practices that ingrain pride in supporters for being related with the leader—regularly suggested or synonymous to charisma. It shows that a leader will go past their individual personal circumstance for more note worthy's benefit of the gathering and make individual penances for others' advantage. A transformational leader with charismatic characteristics shows a feeling of intensity and certainty and can promise others that they can defeat obstructions. They will in general involve in examining their most essential qualities and convictions and the significance of confiding in each other. They

accentuate an aggregate mission and note the significance of having a solid feeling of direction. The individuals or group of the association frequently copies leader who have idealized influence, seeing the leader as an alluring representation of the qualities and mission of that association.

### Individualized Consideration

Those transformational leaders who show individualized consideration invest energy training and showing their adherents, and in doing as such, advance self-development. They treat others as people, as opposed to just gathering individuals, and distinguish the varying needs, capacities, and goals for those people. Transformational leaders utilizing individualized thought tune in to others' worries and help other people to build up their qualities.



**FIGURE 1**  
**TRANSFORMATIONAL LEADERSHIP FACTORS**

### Transformational Leadership within Governmental Institutions

Technology is becoming an essential part of our life. It managed to take role in every aspect of daily life including medicine, education, correspondences and communications. It also managed to take the place of human source in terms of manufacturing and industry. Since that, there appeared a need to focus more on the managerial side of businesses, how to motivate individuals, encourage them and lead them to self-development in order to get their best performance. However, the governmental sector is normally known as the sector that involved huge numbers of employees compared to the private sector. Leadership within the governmental sector differs in terms of the management and the leadership isn't business owners; they are also employees with different levels.

In involving transformational leadership within the governmental sector; Bumgarner (2016) examined the obstacles that face adopting transformational leadership within Ohio Department of Transportation (ODOT). Open ended questionnaires were distributed on (12) leaders in order to find out the degree of applying transformational leadership within the department and what are the main obstacles that renders transformational leadership inapplicable. According to the study, there appeared a low application of transformational leadership which was attributed to the many obstacles among them subordinates' self-preservation interests, market pay disparity, employee low motivation levels, and ineffective leadership training.

Another study by Wright & Pandey (2009) which examined the idea of transformational leadership within the public sector and whether transformational leadership can be a good choice for such sector. Results of study indicated that transformational

leadership wouldn't be a good choice for the governmental sector based on the hierarchal structure of such sector which is mainly bureaucratic and this wouldn't be of good supporter to the traits and characteristics of transformational leadership. On the other hand, Savareikiene (2013) argued that transformational leadership can be a good choice for governmental sector and the idea bureaucracy wouldn't be a problem if there were a good understanding for transformational leadership, the author added that this type of leadership may help in increasing the stability of the sector as it supports and increases the chances of good governance.

Another study by Ali, et al., (2013) which aimed at examining the influence of transformational leadership on the motivation and performance of public sector; the authors applied the study on a total of 78 governmental institution in Semnan Province in Iran. Through distributing a questionnaire on (286) employees; results indicated that transformational leadership has the ability to influence both performance and motivation of the organization due to its factors which basically start by influence individuals inside the organization. This can take place through motivating individuals and inspiring them to present their best performance which can be reflected on the organization in terms in developing both its performance and motivation towards excellence.

## MATERIALS AND METHODS

### Methodology

As a start, a research methodology refers to *"the general approach the researcher takes in carrying out the research project"* as according to a definition by Leedy & Ormrod (2001, 14). A quantitative approach was followed in current research study in order to gather numerical data from the largest number of employees. According to Williams (2007, 66) quantitative methodology refers to *"the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute, alternate knowledge claims"*.

This data was processed using SPSS and the numerical results were translated into understandable reasoning that shows the extent of application of transformational leadership within the governmental institutions. Statistical processes used were Multivariate analysis, Descriptive analysis, and One-Sample T test.

### Population and Sample

Population of study consisted of all governmental employees who are working within governmental institutions during the fiscal year 2019. A convenient sample of (500) employee was chosen to resemble the population. After the process of application, the total sample reached (386) individuals which indicated a response rate of (77.2) referring to it as a good rate for response.

### Instrument of Study

A questionnaire was utilized to be the main instrument of the study. The questionnaire was divided into two main parts; the first consisted of demographic variables (age, gender, education and position); while the second part consisted of the main variables of transformational leadership (Inspirational Motivation, Intellectual Stimulation, Idealized Influence, Individualized Consideration).

### Reliability

A reliability test was carried out using Cronbachs' alpha, The result showed a value of (0.971) for the all items as well as alpha for each variable is greater than accepted percent 0.60, which is a reasonable value indicating the tool consistency that enhanced its use for the study

## RESULTS

### Demographics

#### Gender

As it appeared in table (1), sample characteristic according to gender was calculated; it showed that the majority of the sample was males with frequency of (238) individuals forming 61.7% of the total sample compared to female who appeared with frequency of 148 individuals and forming 38.3% of the sample. This indicated that majority of sample who answered the questionnaire and showed interest in the study were males.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	148	38.3	38.3	38.3
	Male	238	61.7	61.7	100.0
	<b>Total</b>	386	100.0	100.0	

#### Age

In table (2), sample characteristics according to age were calculated. It appeared that the majority of the sample responding to the questionnaire was individuals within the age range of 30-36 years with frequency of 213 individuals forming 55.2% of the sample. The least age range within the analysis appeared to be individuals who were above 37 years forming 38.3% of the sample.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	23-29	25	6.5	6.5	6.5
	30-36	213	55.2	55.2	61.7
	+37	148	38.3	38.3	100.0
	<b>Total</b>	386	100.0	100.0	

#### Educational Level

In testing educational level of respondents, it appeared in table (3) that the majority of the sample held the bachelor degree with frequency of 2015 individuals forming 55.7% of the sample followed by individuals who had postgraduate studies forming 37.8% of the sample.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	25	6.5	6.5	6.5
	Bachelor	215	55.7	55.7	62.2
	Port graduate studies	146	37.8	37.8	100.0
	<b>Total</b>	386	100.0	100.0	



## Position

According to table (4), the majority of the sample was team members with frequency of 134 employees covering 34.7% of the sample. Surprisingly, the leaders came in the 2<sup>nd</sup> rank of respondents when 122 leaders responded to the questionnaire forming 34.7% of the sample.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Team member	134	34.7	34.7	34.7
	Leader	122	31.6	31.6	66.3
	Officer	61	15.8	15.8	82.1
	Junior Manager	69	17.9	17.9	100.0
	<b>Total</b>	<b>386</b>	<b>100.0</b>	<b>100.0</b>	

## Descriptive Statistics of Variables

Examining the results of the questionnaire analysis in table (5), it was seen that there is a positive attitude from participants towards transformational leadership variables (Inspirational Motivation, Intellectual Simulation, Idealized Influence and Individualized Consideration). This appeared through the mean of the paragraphs which scored higher than 3.00 referring to the paragraph as a good indicator.

	N	Minimum	Maximum	Mean	Std. Deviation
Inspirational Motivation	386	1.67	5.00	3.8104	0.89587
Intellectual Simulation	386	1.00	5.00	3.7052	0.83085
Idealized Influence	386	1.00	5.00	3.6886	0.92286
Individualized Consideration	386	1.17	5.00	3.6170	0.98454
total	386	1.41	5.00	3.7061	0.84528

## Questionnaire Analysis

Questionnaire statements were analyzed as it appeared in table (6). Results indicated that there is a positive attitude from participants towards questionnaire statements. This appeared through the mean of the paragraphs which scored higher than 3.00 referring to the paragraph as a good indicator.

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Inspirational Motivation</b>					
My leaders make sure that I understand the vision and mission of the organization	386	1.00	5.00	3.8782	1.04605
Positivity is a vital part in our leadership	386	1.00	5.00	3.7435	1.12309
Our leadership has a positive look for the future and they share that with us	386	1.00	5.00	3.8523	1.03771
Leadership talks about goals to be achieved in confidence	386	1.00	5.00	3.8627	1.05402
Enthusiasm, encouragement and positivity is what makes our leadership	386	1.00	5.00	3.7720	1.02430
Excitement is what leadership gives us	386	1.00	5.00	3.7539	1.13460

towards every project					
<b>Intellectual Simulation</b>					
We always work the way we want	386	1.00	5.00	3.7927	.95811
There are always different perspective when it comes to decisions	386	1.00	5.00	3.7332	.99285
Leaders give different solution for the same problem	386	1.00	5.00	3.6088	.94790
Leadership deals calmly in crises	386	1.00	5.00	3.6425	1.03027
Leadership encourages non-conventional thinking	386	1.00	5.00	3.7487	.97318
<b>Idealized Influence</b>					
I am sure that my leaders seek the best for us and the organization	386	1.00	5.00	3.7358	1.04577
I express my opinions freely before my leaders	386	1.00	5.00	3.7435	1.01624
We know that our leaders are proud of us	386	1.00	5.00	3.7021	1.05034
Our leadership create confidence and power in us	386	1.00	5.00	3.6684	1.06363
Our leadership is aware of our values and meanings	386	1.00	5.00	3.5933	1.07043
<b>Individualized Consideration</b>					
My leaders support my self-development	386	1.00	5.00	3.8083	.94774
I feel good around my leaders	386	1.00	5.00	3.7124	1.17006
Leadership spends good time teaching and coaching	386	1.00	5.00	3.6503	1.27899
Our leadership is aware of our differences	386	1.00	5.00	3.5415	1.15527
Our leadership listens to us carefully	386	1.00	5.00	3.6010	1.08659
Leadership helps in developing strengths	386	1.00	5.00	3.3886	1.25223

## Hypotheses Testing

*H1: There is an interest in applying transformational leadership within governmental institutions*

The study hypothesized that there is an interest in applying transformational leadership within governmental institutions in Jordan. This hypothesis was tested using one sample t test analysis. It is found – as in table (8) - that t value for each dimension of transformational leadership is significant at (0.05), it is confirmed that there is an interest in applying transformational leadership within governmental institutions.

<b>Table 7</b>						
<b>ONE-SAMPLE TEST</b>						
	<b>Test Value=3</b>					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Inspirational	17.774	385	0.000	0.81045	0.7208	0.9001
Intellectual	16.675	385	0.000	0.70518	0.6220	0.7883
Idealized	14.660	385	0.000	0.68860	0.5962	0.7810
Individualized	12.313	385	0.000	0.61701	0.5185	0.7155
Total	16.411	385	0.000	0.70608	0.6215	0.7907

*H2: There are differences in applying transformational leadership according to demographic variables.*

The 2<sup>nd</sup> hypothesis in this study claims that there are differences in applying transformational leadership according to demographic variables. Multivariate analysis was used to test above hypothesis, it was found as according to table (9) that F value for each

personal variable was not significant at 0.05 level except variables (age and educational level) for Intellectual Simulation dimension. That means there are differences in applying Intellectual Simulation dimension due to (age and educational level) whereas there are no differences in applying transformational leadership according to demographic variables.

## DISCUSSION

Results of study indicated as according to statistical analysis that there is a good level of application of transformational leadership within governmental institutions in Jordan as according to viewpoints of employees. In addition to that, there appeared a good level of awareness among employees regarding transformational leadership and its meaning given that they have responded positively to the factors of transformational leadership statements as appeared in the analysis and all statements scored higher than the mean of the scale (3.00) referring to the responses as good indicator as in table (6). Generally speaking, it can be said that employees were aware of what transformational leadership means as they were able to answer the questions according to their own scale and bearing in mind that they had the ability to understand each and every statement without complications.

However, looking at table (5) it appeared that most answered and influential factor of transformational leadership was inspirational motivation scoring a mean of (3.8104) as the highest of all and revealing that there is a vivid application of inspirational motivation that employees can sense within governmental institutions in Jordan. This idea was combined through the analysis with the demographic variable to make the connection between the two. It appeared that inspirational motivation is connected to age and educational level; it means that age and educational level are among the factors that influence the application of inspirational motivation among employees, on the other hand, the variables of gender and position weren't influential and weren't connected to inspirational motivation. This result matched what Savareikiene (2013) when he argued that transformational leadership is one of the leadership styles that supports the organization due to its factors (inspirational motivation) which throws a good level of control over employees' talents and skills leaving a space for higher governance. Also, Huse (2003) appeared to be in support of such idea. He argued that transformational leadership is the best choice as it has the ability to give individualized attention to each individual and can motivate and support employees' self-development through inspirational motivation leading to better coping with the age of change that the world is exposed to.

Ali, et al., (2013) also appeared to be in favor of transformational leadership on public sector performance through its influence on the concept of motivation. This - a- according to the authors – can appeared through the factors of transformational leadership and mainly inspirational motivation which can be influential on both performance and motivation of the sector.

Orabi (2016) also referred to the efficiency of transformational leadership in organizations and how to can change the level of organizational performance through influencing the employees' commitment and performance. The idea as according to Orabi (2016) revolves around the fact that transformational leadership has the ability to lead the organization into a better level of performance opportunities, these levels can come into reality through the influence that a transformational leader can throw on employees. This influence can effect employees' commitment to the organization and increase the level of their performance. On the other hand, Ahmad, et al., (2017) noted to the same idea of how transformational leadership can help in pushing the organization forward. The authors argued that in its nature; transformational leadership is influential on leaders themselves pushing towards adopting better characteristics in order to lead the followers forward and make sure that they are realizing the mission and vision of their organization. Through the influence on leaders and the change in their behavior; employees can be also positively influence by

transformational leadership reaching with their organization to the level of organizational excellence.

## CONCLUSION

Based on results, study concluded that transformational leadership is applicable within the governmental sector in Jordan and employees were aware of such style of leadership.

The high level of awareness regarding transformational leadership and its variables played a role in defining the core idea of this type of leadership and transcends it to a better level of application. As for the variable of inspirational motivation to be the most influential variable of all, it can be attributed to the fact that inspirational motivators tend to challenge followers on the basis of a higher level of standards leading them to a better performance without the need to push them to the edge or restrict their imagination. In addition to that, inspirational motivators are leaders who communicate in a positive way with their followers in order to build the meaning of strong sense of responsibility and giving a good meaning of the task that they are carrying out.

Study recommended carrying out a research that examines the applicability of transactional and transformational leadership within the governmental sector.

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