

The Impact of Transformational Leadership Practices on Achieving Strategic Innovation - Analytical Research in The Ministry of Education

Prof. Dr. Ghani Dahham Al. zubaidi, Sana Hamid Idan Al-Mashhadani

*College of Administration and Economics
University of Baghdad*

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ABSTRACT

The research aims to shed light on the latest developments in the field of study with variables has shown RThe essential ideas related to the study topics (transformational leadership, strategic renewal) to find the interconnection between their variables according to the impact and correlation relations, as well as highlighting the latest developments in the field of study variables with the manifestation of the essential ideas related to the study topics (transformational leadership, strategic renewal) to find the interconnection between Its variables according to impact and correlation relationships. The research problem is represented in knowing the components of transformational leadership and how to instill strategic renewal, especially with the scarcity of this type of theoretical rationale in studies linking transformational leadership and strategic renewal in the Arab environment in general, and the Iraqi environment in particular, which requires defining the theoretical and intellectual framework of the topic, either from the standpoint. The practical problem crystallized in knowing the extent of the Ministry of Education's ability to diagnose the level and reality of its leadership Transformational and strategic innovation, and the researcher has adopted the descriptive and analytical approach, as well as designing a questionnaire for the purpose of collecting information on the practical side from the research sample of (83) employees within the Ministry of Education. The arithmetic mean, standard deviation and coefficient of variation were used as statistical tools for the practical side . Use the statistical program SPSS V.25) (To analyze the results, and the research reached a number of conclusions, the most important of which is that the senior management is keen on training and developing the capabilities of workers on an ongoing basis, in addition to its continuous keenness to involve employees in training courses to develop their capabilities as well as give attention to workers who have capabilities that distinguish them from others and is interested in developing their capabilities and employing them in a correct manner Based on this, the researcher recommends that subordinates should be allowed to present their suggestions regarding the problems they encounter, in addition to presenting their ideas about the future of the ministry on the basis that they are closer to the practical reality, which makes them more ready to generate renewed ideas at the appropriate time.

Key words : *transformational leadership practices , transformational leadership , strategic innovation*

INTRODUCTION

The era in which we live is witnessing tremendous changes in most areas of life, as scientific and technological progress has contributed to an increase in awareness of the requirements of change and development in the present and future and to keep abreast of all civilization developments, which requires that managers be empowered so that they can adapt and interact positively with the circumstances surrounding them and their impact. This causes managers to be highly innovative. These rapid changes forced the organizations' administrations to make fundamental changes in their traditional administrative methods and to search for new and modern administrative methods by focusing on the human factor, which is the core of the innovation process.

That the strategic renewal is evident through the behavior of the leader, which necessitated the search for the factors of success of that leadership and how to develop it according to the foundations of modern scientific management, and because the surrounding conditions are constantly changing and do not remain the same, we find that the best representation of change leadership is a model (transformational leadership) that takes Of renewal is the essential feature of it with its concern for subordinates, and the fact that the Ministry of Education represents one of the advanced systems of any society and that it is an educational and educational institution at the same time, which made it characterized by distinct characteristics that make it special in its objectives and activities, and then in its components and outputs, this is in relation to the first change.

As for the second variable of strategic renewal, it is the continuous process that targets ideas, focuses on resources, and tracks action mechanisms to make proactive and remedial changes in order to make the strategy and the organization more vibrant and keep pace with the organizational environment. The previous ideas and extracting the important from them, as it aims to facilitate the growth path of the organization and prevent its stagnation and its dimensions from retreat and it is a companion to the strategy to prevent any weakness in it, that the organization aims in the strategic renewal to reshape its capabilities and capabilities on an ongoing basis and great flexibility in order to avoid any harm. It achieves flexibility in the organizational structure and

flexibility in adjusting strategic directions to reach high performance in the organization.

THE FIRST AXIS: RESEARCH METHODOLOGY

First: the research problem

The problem of the study is evident through the researcher's familiarity with the intellectual principles and the philosophy of theoretical topics, whose open-ended and broad-based problems and their variables I would like to research through the controversy and intellectual dilemmas existing between researchers and previous writers according to their philosophical and intellectual approaches and their directives in light of the adoption of administrative thought priorities and precedents that fell on their shoulders, and attention to them with focus and diagnosis. He presented the reasons for going through the details of organizations, their prosperity, and their growth, raising their viability and ability to survive despite challenges, and clarifying the most prominent features of their future directions.

The research problem can be divided into the following:

1. The theoretical dimension of the problem

Transformational leadership as strategic leadership facilitates the improvement of organizations' work, the development of managers' capabilities, as well as the improvement of managers' relations with subordinates. The theoretical dimension was to know the components of transformational leadership and how to instill strategic renewal, especially with the scarcity of this type of theoretical discourse in the studies linking transformational leadership and strategic renewal in the Arab environment in general, and the Iraqi environment in particular, which requires defining the theoretical and intellectual framework for the topic.

2. The applied dimension of the problem: The problem of the applied study is represented by the following questions:

- a. What is the level of strategic innovation approved by the Ministry of Education?
- b. To what extent is the Ministry of Education able to diagnose the level and reality of its transformational leadership and strategic renewal?
- c. What are the influential and interconnected relationships between (transformational leadership and strategic renewal)?

Second: The importance of research

The importance of research can be determined as follows:

.1Scientific importance

- a. Highlight the role of transformational leadership capabilities in promoting strategic renewal.
- B. The importance of the variables discussed in the current study as modern administrative terminology in administrative thought, as previous Iraqi studies did not address them in terms of the link between transformational leadership and strategic renewal.
- C. Filling part of the value in the two libraries (Iraqi and Arabic) by developing a theoretical framework linking the two variables (transformational leadership and strategic renewal) is receiving exceptional attention by researchers.

.2Applied importance

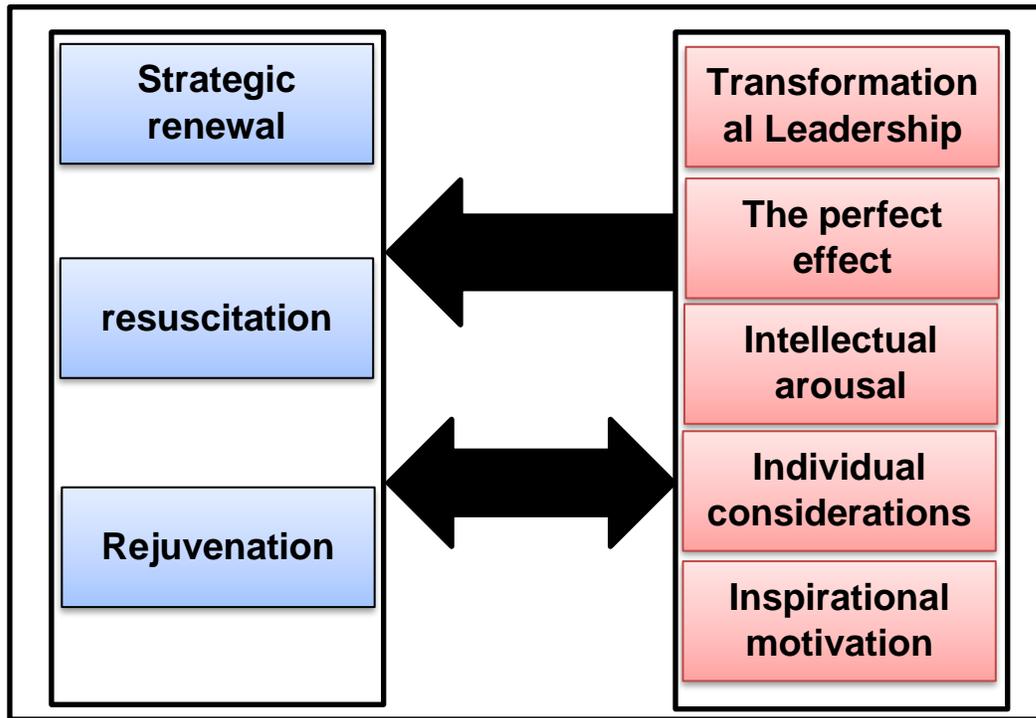
- a. The importance of the applied study stems from the importance of the educational sector (the place where the study is conducted) because it is one of the important sectors in Iraq, and that such a study and the results that it entails will be conducted.
- B. Identify the type of relationship between transformational leadership and strategic renewal and the extent of their impact on the Iraqi Ministry of Education.
- C. The metrics used to measure study variables and diagnose them in the researched Ministry of Education is an important step towards developing its performance in accordance with international standards and indicators.
- C. The researcher hopes that these results will result in presenting some useful proposals in the field of building

and developing transformational leadership practices and the capabilities of strategic renewal of educational leaders.

Third: Research objectives

This study aims to achieve a number of goals, the most important of which are:

1. Shedding light on the understandable and cognitive aspects of the study (educational transformational leadership and strategic innovation) in order to benefit the Ministry of Education to develop its work.
2. Shedding light on the latest developments in the field of study variables while demonstrating the essential ideas related to the study topics (transformational leadership, strategic renewal) to find the interconnectedness between its variables according to the impact and correlation relationships.
3. Determine the extent of availability of transformational leadership features and characteristics of the administrative leaderships of the Ministry of Education
4. Identify the availability of the capabilities of strategic renewal of the administrative leaderships in the Ministry of Education.
5. Analyzing the impact of transformational leadership patterns and dimensions of strategic renewal on the work of the Ministry of Education.
6. Exposing the extent of the existence of levels of transformational leadership among the managers of the study sample.
7. Submit proposals in this field to complement the scientific process and the events of knowledge accumulation through subsequent studies.

Fourth: The hypothetical outline of the research

Source: Prepared by the researchers

Figure (1) the hypothetical outline of the research

Fifth: Research hypotheses

In order to achieve the objectives of the research and choose its hypothesis scheme, the study relied on a set of main and subsidiary hypotheses as follows:

The first main hypothesis : There is a significant and significant correlation between transformational leadership and strategic renewal in the research organization, and the following sub-hypotheses have emerged from it:

- ❖ There is a significant correlation between the ideal influence and the strategic renewal in its dimensions.
- ❖□ There is a significant correlation between intellectual arousal and strategic renewal in its dimensions.
- ❖□ There is a significant correlation between individual considerations and strategic renewal in its dimensions.

- ❖ There is a significant correlation between the inspiration and the strategic renewal in its dimensions.

The second main hypothesis: There is a significant influence of the transformational leadership's morale on strategic renewal in its dimensions, and the following sub-hypotheses have emerged from it:

- ❖ There is significant significant influence of the ideal of strategic renewal and its dimensions.
- ❖ There is a significant effect of intellectual arousal on strategic renewal and its dimensions.
- ❖ There is significant influence of individual considerations on strategic renewal and its dimensions.
- ❖ There is significant influence of inspirational motive in strategic renewal and its dimensions.

Sixth: Research methodology

The descriptive and analytical approach was adopted in dealing with the research problem and proving its hypothesis, as the researcher reviewed many

previous studies related to the current topic of study, in order to form a theoretical framework for the study, then work on collecting data on the practical aspect and showing the impact of transformational leadership practices on strategic renewal.

Q Aava: Limits Search

.1Spatial boundaries: It is the headquarters of the Ministry of Education.

.2Human Boundaries: The higher administrative levels in the Ministry of Education (Director, Assistant Director, Department Director).

.3The temporal boundaries: It is represented by the period in which the practical aspect was completed and extending between (9/1/2020 - 20/9/2020).

THE SECOND AXIS: THE THEORETICAL SIDE

First: transformational leadership

1- The concept of transformational leadership

The term transformational leadership consists of two vocabulary: leadership (Leadship)And the second word

transfer)Transformational)Which indicates according to a dictionary)Oxford)To creativity, change, investment, and the origin of this word in Latin and Greek thought goes back to verb)Archein)Which corresponds to it in English)The first ruler)Which means the first ruler in ancient Athens and that means the first statesman who is usually a priest and a ruler at the same time)Oxford, 1999: 403.(

And in the dictionary of Lisan al-Arab by Ibn Manzur, it indicates: “He transformed by tightening the waw, ie, Baseer, by transforming things and turning away from something that is removed from it and transforming from one subject to another, and the state of the same thing is transformed into two meanings that are a change and be a transformation (Ibn Manzur 1999: 94). A specific definition of transformational leadership, which resulted in multiple definitions, and Table (1) shows the most important of them:

Table (1) Definitions of Transformational Leadership

the definition	Researcher and Sunnah	T
The new transformational leadership was known as (Range Leadership Theor - Full)To be expressed in acronym(TLRF (Which means the theory of full-term leadership and this is an attempt to expand the integrated understanding of transformational leadership.)Bass & Avolio, 2004: 18(1
It is a leadership style that inspires followers to transcend personal benefit and transform it in the interest of the organization and is able to influence the interests of the followers. ")Darshan & Shibru, 2011: 687(2
It is the leadership that plays a key role in making organizational changes in order to enhance reaching the goal in light of the leader's endeavor to raise the level of his subordinates in order to achieve self-development and work on developing and developing the organization as a whole.)Maharani & Sani, 2012: 102(3
It is the leadership that, in its essence, possesses the ability to harmonize the ends and means and reconfigure organizations in order to achieve their great human goals and ethical aspirations. This leadership style realizes latent and apparent needs of subordinates and works to satisfy those needs and exploit the maximum energies of subordinates to achieve the intended change.)Hassoun, 2016: 32	4
It is the leadership of the organized and planned effort to achieve the desired goals of change through the proper employment of the material, human, technical and technical resources available to the organization. The leadership focuses on long-term goals with an emphasis on building a clear vision and encouraging and motivating employees to implement that vision and work at the same time to amend and change existing systems to fit this vision.	Ibrahim, 2018: 259	5

In light of the different viewpoints and opinions, **the transformational leader , from the researcher's point of view** , is the leader who sets a clear vision and message for the future and seeks to transfer his individuals to a civilizational shift by understanding the behavioral vision of their ambitions and aspirations, meeting their needs , developing them and encouraging them to be creative to put forward positive ideas in the context of moral meanings and values which Embodied in achieving the goals of the organization through his exemplary influence, intellectual excitement, individual considerations, and inspirational motivation.

2- The importance of transformational leadership

The importance of transformational leadership is highlighted by its active role in achieving the goals set for the organization, achieving the goals of its employees and responding to their needs, since they are the focus of the implementation process for all activities and this reflects the appreciation, admiration and respect of the workers, the higher the capacity of the transformational leader's account of his own needs is higher. This is to achieve the satisfaction of all parties as part of the priority and tasks of a transformational leader who is able to instill the spirit of determination and challenge among all, to provide the best performance with satisfaction and enthusiasm (Saleh et al., 2018: 37).

(Al-Zubaidi and Odeh, 2012: 102) identified the importance of transformational leadership for organizations as follows:

1. Enhancing the degree of satisfaction of subordinates and clients and reducing the degree of psychological pressure they have.
2. Raising the degree of subordinates 'loyalty and commitment towards their organizations in a manner that

increases the degree of subordinates' confidence in higher management.

3. Creating influential and distinguished leaders, and this in turn is reflected in the increase in the performance of organizations.

4. Its positive link with long-term management as a tool for positive change.

The researcher believes that the importance of transformational leadership lies in anticipating the future with readiness and planning for it according to the desired goals and plans, which the individuals working with adapt to have enthusiasm, passion and aspiration to achieve them through their education, training and development on the one hand and preparing leaders for the future with a challenge and audacity to build ideas, variables and methods appropriate to the circumstances. The organization to face the changes and challenges that directly and indirectly affect the work of the organization.

3- Dimensions of transformational leadership

Researchers and writers have differed views on the dimensions of transformational leadership according to their interests and intellectual backgrounds. In (1994) each of (Avolio & Bass)By developing the components and model of the transformational leadership dimensions that include four dimensions, all beginning with a letter)I (And known as)I4They are:) exemplary influence, inspirational motivation, intellectual stimulation, individual considerations) and during the literature review and studies related to the transformational leadership dimensions, which can be clarified through Table (2) :

Table (2) Dimensions of Transformational Leadership according to the opinions of prominent researchers and writers

Dimensions	the year	Researcher's name	T
Charismatic dimension, inspirational stimulus, intellectual stimulation, individual consideration.	2012	Tauber	1
Intellectual excitement, individual consideration, exemplary influence, inspiration.	2016	Hoch et al	2
Perfect Impact, Inspirational Motivation, Individual Consideration, Intellectual Excitement.	2017	Boamah	3

Perfect influence, inspirational drive, individual consideration, thought provocation.	2017	Jiang et al	4
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Source : Prepared by the researcher , based on the most prominent previous studies and the dimensions of transformational leadership I covered

And after the researcher was informed of what was presented by the previous studies, in the current study I depended on the classification of the study for (Jiang et al, 2017) Because it is one of the most appropriate studies for the study environment on the one hand and on the other hand it has been applied in the Iraqi environment by previous researchers in addition to the ease with which the study sample members understand its paragraphs, dimensions and suitability for them, so that the dimensions are as follows:

a. The perfect effect

This dimension was called charisma and is fundamental to the transformational leadership process as it includes gaining the trust and respect of others through taking a positive stance on difficult situations and issues and emphasizing the importance of decisions, moral values, and commitment (Hancot , 2005: 19 ,(And he counted it (Bass (One of the highest levels of transformational leadership, as the transformational leader acts in ways that are appropriate for the subordinate individuals by listening, offering respect, providing feedback, and making an approach in order to consider the needs of others and prefer their personal needs over his needs in order to achieve goals. The leaders have the abilities to show moral and ethical behavior as well. He must show strength when necessary (2012: 6, Tauber.(

The ideal effect describes the behavior of the leader who enjoys the respect, appreciation and admiration of the subordinates for being an ideal model for what he plays in an important role in the organization such as providing the needs of the subordinates to his personal needs and sharing the risks that the subordinates are exposed to and acting according to high ethical standards (Hamed and Hassoun, 2010: 115). The first is of two formulas: an ideal effect of the attribute (AttributeThe leader attains respect and confidence. The second is: an exemplary effect of behavior (BehaviorHere the leader demonstrates high-class behavior by sacrificing his personal needs in order to improve the goals of the work group (2012: 188,Sadeghi&pihie.(

B. Charismatic motivation

Inspirational motivation is a term that expresses the behaviors of the leader that motivate subordinates to work enthusiastically and challenge in order to achieve the best. As a dedicated leader to his subordinates, he encourages them to drive and draw inspiration from him through his personal attitudes (2015: 356).Ifeany , iOdumeru & ,(While (Al-Ghazali, 2012: 30) indicates that motivation occurs when a leader adopts many paths that motivate and inspire workers and push them to challenge and face difficulties and strive continuously to find what they believe in from the work of their enthusiasm is an example of motivating them and generates in their souls the spirit of team and organization.

C. Intellectual arousal

According to the current dimension, the leader assists the subordinates to rethink correctly and in a new way the problems of work and its strategic issues, and encourages them to innovate and renew and develop the abilities of creation and creativity, and there are several methods and methods that help to activate the learning environment and raise intellectual questions among individuals such as challenging the routine stereotypical reality of work, finding consensus By providing a hypothetical satirical criticism of problem solving, intellectually challenging subordinates and encouraging them, taking into account not to criticize them in front of others (Odumeru & Ifeanyi, 2013: 356).

Individual considerations

This dimension of transformational leadership goes towards giving the leader a distinctive and special importance to the needs of subordinates, so he acts as a guide, trainer, and mentor, and is concerned with the personal aspects of subordinates, thus giving the leader new opportunities to teach individuals and provide them with additional skills, taking into consideration the individual differences between them (2004: 267, Felfeetal.(

While both (Al-Ta'i and Al-Jabouri, 7: 2015) affirm that there are humane considerations that aspire to more than

the development of subordinates and that focus on treating each subordinate as a distinct person, which avoids frustration among subordinates. Transformational leaders usually give their special attention to the needs of their subordinates for growth and approval, and that open dialogue is trained Subordinates are based on listening skills, as they are based on what they hear what is said and instructed to them. Transformational leaders enable their subordinates to make decisions and do not abandon the provision of support and guidance to them and evaluate their progress.

Second: strategic renewal

1. The concept of strategic renewal

Description of (Moreno & Saez, 2011: 44 (That the adoption of new strategies increases the

competitiveness of the organization through improving the implementation of the current strategy, and in both cases it leads to a change in the structure, Internal processes, The capabilities of the organization and thus the strategic renewal is taking place. As for)Ole & Tim, 2013: 9B (describes that the adoption of new strategies forms strategic renewal, especially when the organization rearranges its elements, and this is very similar to entrepreneurship and developing a new strategy. This is what was agreed upon and confirmed)Al-Hadrawy, 2015: 33) Most organizations are attracted by the idea of the birth of a new organization in terms of ideas, actions, and transformation from one level to another by renewing their main ideas, thus generating new responsibilities, actions and powers or reshaping the existing strategy.

In Table (3) the researchers review the most prominent concepts of strategic renewal, as follows:

Table (3) the opinion of researchers and writers on the concept of strategic renewal

Concept	Year and page	researcher	T
It is the administrative process that replaces or corrects the work model adopted by the organization in order to deal with new environmental threats and opportunities to ensure recovery and survival in the long term.	2015: 2	Schmittetal	1
That change and shift from current competencies and skills to developing new skills by exploring new technologies, new regulatory procedures, and product groups in the market.	2015: 206	Glaseretal	2
That set of decisions and actions that the organization takes to ensure the long-term realization of its business.	2016: 3	Amankwah-Amoahetal	3
This interactive activity associated with the changes that occur in the environment, which does not reflect the full complexity of this phenomenon, but is based on reality for a wide range of options and strategic determinants.	2018: 29	Mielcarek	4
This is the process that gives the organization the opportunity to change the path taken as well as to transform with strategic intent and capabilities.	2018: 1	Schmittetal	5

Source: The work of the two researchers.

The two researchers define strategic renewal as (a set of procedures, processes and activities that the organization adopts to correct the current path, whether in a (preventive) or (treatment) manner in order to develop its current strategies to be sustainable and flexible strategies to suit the environmental changes, whether

(internal or external) to achieve survival and success, present and in the future. .

2- The importance of strategic renewal

The importance of strategic renewal lies in the fact that it helps organizations implement the changes they are making, that is, it helps them improve their capabilities

in order to change the required internal and external patterns) Capron & Mitchell, 2009: 294 ,(Also explains (Balasubrahmanyam et al, 2012: 167 (And (Hess & Hess, 2016: 45 (That strategic renewal is a process that all organizations need and can be applied whenever it is needed regardless of the age and size of the organization as it reflects the most important concerns that the organization undertakes towards the roles that individuals play in this process on the one hand, and on the other hand it demonstrates the behavioral understanding of the risks that Accompany this process. And Yep yen) Glaser et al, 2015: 306 In his opinion, he goes further, as he sees strategic innovation as a form of entrepreneurship in organizations, because it gives them the ability to obtain new opportunities in the product market. Organizations that realize the opportunities and take advantage of them and feel that they have achieved greater market opportunities through their proactive behavior, is more likely to be Capable of undertaking

strategic renewal (Kreiser et al, 2010: 150) That the reasons that drive organizations to undertake strategic renewal is the change and technological transformation that takes place in the organization, which makes many of its efficiency and free resources far from new changes, and for this the organizations keep pace with these new changes to improve their efficiency and assets in order to maintain their distinction and position(Lu , 2018: 2.(

-3Dimensions of strategic renewal

Despite the recent emergence of strategic renewal, we find researchers have developed multiple dimensions for it, according to their different perspectives and perspectives that reflected the culture of the schools to which they belong and their intellectual background, and we will clarify in Table (4) the dimensions of the strategic renewal for a group of researchers according to their opinions and according to their chronology. :

Table (4) Dimensions of strategic renewal

Dimensions	the year	Researcher's name	T
Refreshment, rejuvenation, adventure 'restructuring'	1997	Fuller & Volberda	1
Refreshment, rejuvenation, adventure 'restructuring'	2012	Begin et al	2
Content, context	2013	Rajes	3
Restructuring, professionalization of departments	2016	Masad	4
Operations, previous dimension, results	2018	Schmitt & volbarda	5

Source: prepared by the researcher that relying on the above - mentioned sources

The researcher relied that in his study of the researchers on the model dimensions (1997 Fuller & Volberda: As they are among the first researchers who have addressed the concept of strategic renewal, while accommodating both the dimension (adventure and restructuring) as it does not fit the current research directions , and these dimensions will be explained in detail as follows:

1. Recovery Reanimating

Indicates (Tushman et al, 2013: 7) That the organization allocates its developed leadership in its collective form in order to obtain a common knowledge of strategic renewal, as change and the accompanying state (dissatisfaction with the current situation) have become new behavioral norms for large management teams, although senior leaders support the learning process. The double but it is created, directed and launched from the

bottom up, as these joint social movements are empowered through the followers of the common language approach among individuals, their common aspiration, solving the organization's problems, and engaging in a series of actions, commitments and strategic initiatives linked to them and follow the same time to the organization, All of these things combined lead to strategic renewal. And see both (Begin et al., 2012: 23) That the recovery includes reactivating the current competencies in a dynamic unit independent of the organization in order to choose new technologies or a new product that does not require a specific speed.

2. Rejuvenation Rejuvenation

Assume both (Fuller & Volberda, 1997: 111) That rejuvenation is one of the most difficult types of renewal processes because it requires the organization to activate

its key competencies, and this dimension contains great risks because of its speed and difficulty because it includes the whole organization on the one hand, and on the other hand there are two possibilities. The first is that this process does not start and the second is The possibility that the organization will collapse due to loss of money or chaos. And see (Begin et al., 2012: 23) That this dimension includes re-activating the central infrastructure of the organization, which requires a radical change in the behavior of individuals, the organizational structure, techniques and strategy.

THE THIRD AXIS: PRACTICAL SIDE

First: Analyzing the results in light of the answers of the researched sample

1- Transformational leadership variable

1. The perfect effect

According to the hypothesis research model, **the ideal effect** dimension was adopted as one of the dimensions of **the transformational leadership variable** , as Table (5) shows the arithmetic mean, standard deviation, coefficient of variation, the order of relative importance of the paragraphs and the level of response to the opinions of the researched sample, as the results related to the highest value were at Paragraph (1) Which reads : "You **gain the respect and trust of workers**(With an arithmetic mean (3.952), a good level and a standard

deviation (0.603) , as the **coefficient of variation** reached ,(15.258) and this paragraph came at the first level in terms of relative importance, and this result indicates that the higher management in the ministry enjoys the acceptance, respect and confidence of its workers. As for the lowest value, it came in paragraph (6), which reads (**facing difficult situations in a positive way**) and with an arithmetic mean (3.590) and at a good level with a standard deviation) ,(0.766) as **its difference coefficient** reached ,(21.337) and this paragraph came at the fourth level in terms of relative importance, due to its high level of dispersion, and this indicates that the higher management faces difficult situations in a positive and acceptable manner. As for the overall level **after the ideal effect, he obtained an arithmetic mean of (3.721)**, a good level, and a standard deviation (0.556). This result indicates that the higher management in the Ministry of Education has the ability to convince workers of the importance of change and increase their enthusiasm for work, in addition to that the higher management has an acceptable ability to clarify the basic purpose of performing the tasks entrusted to subordinates according to the tasks assigned to them in an easy manner away from complexity, and therefore these The result indicates that there is one dimension of the transformational leadership style in the Ministry of Education.

Table (5) shows the arithmetic mean and standard deviation of the researched sample answers about the ideal effect dimension

The direction of the answer	Relative importance	Coefficient of variation	STANDARD DEVIATION	ARITHMETIC MEAN	THE PARAGRAPHS That top management	
Agreed	1	15.258	0.603	3.952	Employees respect and trust.	1
Agreed	5	22.122	0.813	3.675	You face difficulty considering ethical factors at work.	2
Agreed	3	18.909	0.704	3.723	Have the ability to convince employees of the importance of change and increase their enthusiasm for action.	3
Agreed	6	22.783	0.840	3.687	It explains the primary purpose of performing the tasks assigned to subordinates.	4

Agreed	2	18.275	0.676	3.699	Provides an atmosphere that makes workers feel comfortable working under her leadership.	5
Agreed	4	21.337	0.766	3.590	You face difficult situations in a positive way.	6
			0.556	3.721	The general mean	

2. After intellectual arousal

The results related to the **intellectual arousal dimension** shown in Table (6) showed that the highest value was in Paragraph (3), which reads) **Trust the ideas of employees greatly**(With an arithmetic mean (3.747) and a good level and a standard deviation (0.730) , as the **coefficient of variation** reached ,(19.482) as this paragraph came at the first level in terms of relative importance . This indicates that the higher management trusts and encourages the ideas of employees greatly. As for the lowest value, it came in Paragraph (6), which reads (you are **constantly familiar with what the workers wish to achieve with their practical benefits**) and in the middle of my calculation (3.494) and at a good level and with a standard deviation (0.739), as this paragraph came to the fourth level in terms of relative importance, as it reached a **coefficient of Its variation** . (21.151) This indicates that the higher management has a tangible interest in what the employees wish to achieve in their working lives. On the overall level, it achieved the **intellectual arousal dimension** in an arithmetic mean of (3.598) and at a good level with a standard deviation (0.553) . This result reflects that the higher management is concerned with a good level in the dimension of intellectual stimulation by keen to listen to the proposals and ideas of the workers on the topics that would develop the work and introduce innovative and good methods to raise their performance in a manner that is reflected in the work in the ministry in general.

Table (6) the arithmetic mean and standard deviation of the sample answers researched about the intellectual arousal dimension

The direction of the answer	Relative importance	Coefficient of variation	STANDARD DEVIATION	ARITHMETIC MEAN	THE PARAGRAPHS That top management	
Agreed	6	21.395	0.776	3.627	It encourages workers to be creative and innovative with ideas.	1
Agreed	3	20.067	0.718	3.578	You seek new ideas to solve problems.	2
Agreed	1	19.482	0.730	3.747	You trust the ideas of employees greatly.	3
Agreed	5	21.337	0.766	3.590	Employees share their ideas and listen to their perspectives when trying to solve business problems.	4
Agreed	2	19.781	0.703	3.554	Ask for new suggestions to accomplish work tasks.	5
Agreed	4	21.151	0.739	3.494	You get to know constantly what your employees want to achieve in their working lives.	6
			0.553	3.598	The general mean	

Source : Prepared by the researcher that depending on the outputs of the program SPSS V.25

3. After individual considerations

The results of the **individual considerations dimension** shown in Table (7) showed that the highest value was at Paragraph (5), which stated) it is **keen to set work objectives in a way that suits the capabilities of employees)** with an arithmetic mean (3.699) and a good level with a standard deviation (0.808) , as it reached a **coefficient of The difference** is (21.844), as this paragraph came to the sixth level in terms of relative importance . This indicates that the top management is keen to set business goals in a way that suits the employees' capabilities. As for the lowest value, it came in paragraph (2), which reads (it is **keen to train and develop the capabilities of workers on an ongoing basis** (and with an arithmetic mean (3.530) and at a good level and with a standard deviation (0.786), as **its variation coefficient** reached ,(22.266) as this paragraph came at the seventh level In terms of relative importance. This indicates the endeavor of senior management and its keenness to train and develop the capabilities of employees on an ongoing basis. As for the total, **after the individual considerations**, it achieved a mean of (3.613), a good level, and a standard deviation (0.524) . As the results indicate in general that the higher management is concerned with a good level of the intellectual arousal dimension, as the higher management is keen to set work objectives in a manner appropriate to the capabilities of the workers in addition to its continuous keenness to involve the employees in training courses to develop their capabilities as well as give attention to the workers who have capabilities that distinguish them from others and are interested in developing Their abilities and employing them in a correct manner.

Table (7) the arithmetic mean and standard deviation of the answers of the surveyed sample regarding the dimension of individual considerations						
The direction of the answer	Relative importance	Coefficient of variation	STANDARD DEVIATION	ARITHMETIC MEAN	THE PARAGRAPHS Is that top management	
Agreed	3	20.072	0.728	3.627	Take into account the individual differences between workers in the ministry.	1
Agreed	7	22.266	0.786	3.530	It is keen to train and develop the capabilities of employees on an ongoing basis.	2
Agreed	5	21.537	0.768	3.566	Staff participation in the change process is important	3
Agreed	4	21.521	0.778	3.615	It gives attention to workers who have abilities that distinguish them from others.	4
Agreed	6	21.844	0.808	3.699	She is keen to set business goals according to the capabilities of employees.	5
Agreed	1	18.351	0.661	3.602	Treat the staff with respect to our Ministry.	6
Agreed	2	19.337	0.706	3.651	She expresses her appreciation to workers when they do a job well.	7
			0.524	3.613	The general mean	

Source : Prepared by the researcher that depending on the outputs of the program SPSS V.25

4. After the inspirations

The results of the **inspirational motives dimension** shown in Table (8) showed that the highest value was at Paragraph (1), which reads) **encourages workers to carry the vision of change**(With an arithmetic mean (3,687), a good level, and a standard deviation (0.562) , as its **coefficient of variation** reached ,(15,243) as this paragraph came at the first level in terms of relative importance . This indicates that senior management always seeks to encourage employees to carry a vision of change. As for the lowest value, it came in paragraph (6), which reads (**positive results of the efforts of workers are announced and incentives are given to those who are distinguished by work**), with an arithmetic mean (3.410), with a medium level and a standard deviation (0.681), as **the difference coefficient for it** reached ,(19.971) as this paragraph came at the level Third in terms of materiality . This indicates that the higher management announces the positive results of the efforts of the employees and gives incentives to the distinguished ones to work. Overall, it achieved **some inspirational motives** with a mean of (3.564) and a good level with a standard deviation (0.481) . This indicates that the higher management is keen to accomplish the tasks in a team spirit and team work, and is interested in motivating workers to achieve the goals and future vision of the ministry. The higher management adopts the principle of transparency as it announces the positive results of the efforts of the workers and gives incentives to the distinguished among them at work.

Table (8) the arithmetic mean and standard deviation of the research sample answers about the inspirational motives dimension					
The direction of the answer	Relative importance	Coefficient of variation	STANDARD DEVIATION	ARITHMETIC MEAN	THE PARAGRAPHS Is that top management
Agreed	1	15.243	0.562	3.687	Encourages employees to carry a vision of change. 1
Agreed	4	20.268	0.740	3.651	She is keen to stimulate workers' motivation for change in a way that makes them think optimistically and that they can succeed. 2
Agreed	2	19.943	0.704	3.530	She is keen to accomplish tasks in a team spirit and teamwork. 3
Agreed	5	20.593	0.722	3.506	Interested in motivating workers to achieve the goals and vision of the future ministry 4
Agreed	6	22.515	0.811	3.602	Encourages employees to achieve more than they expected. 5
Agreed	3	19.971	0.681	3.410	It announces the positive results of the efforts of the employees and gives incentives for the distinguished ones to work. 6
			0.481	3.564	The general mean

As for the total, **the transformational leadership** variable achieved an arithmetic mean (3.624) with a good level and a standard deviation (0.464), which indicates the lack of dispersion of the sample answers and their assertion that the

leadership cares about the needs of subordinates and seeks to satisfy them. It also sets a clear vision for the future and works to motivate the subordinates and prepare all the requirements Required to achieve this vision. In order to arrange the importance of the dimensions of the transformational leadership variable, the coefficient of variation was used by relying on the arithmetic mean and the deviation of a standard and as shown in Table (9) as it is clear that the) **inspirational motives (dimension** came in the first order in terms of the dimensions of **the transformational leadership** variable, as most of the sample responses were in agreement about this dimension in relation to the dimensions. The other and this indicates that the leader's behaviors are what motivate the subordinates to work with enthusiasm and challenge in order to achieve the best. As an inspiring leader to his subordinates, he encourages them to rush and draw inspiration from him through his personal positions.

Arrangement of variables	CV Coefficient of variation	standard deviation	Arithmetic mean	Dimensions of the transformational driving variable	T
3	14.942	0.556	3.721	Perfect effect	1
4	15,370	0.553	3.598	Intellectual arousal	2
2	14.503	0.524	3.613	Individual considerations	3
1	13.496	0.481	3.564	Inspirations	4

Source : Preparation of the researcher based on program outputsSPSS V.25

2- Strategic replenishment variable

1. After resuscitation

According to the **hypothetical** research model, the **resuscitation** dimension was adopted as one of the dimensions of **the strategic renewal variable** , as Table (10) shows the arithmetic mean, standard deviation, coefficient of variation, the order of relative importance of the paragraphs and the level of response to the opinions of the researched sample, as the results showed that the highest value was at Paragraph (5), which Its text) **It activates employee skills and innovation in its entirety**(With an arithmetic mean (3.807), a good level, and a standard deviation (0.756), as the **coefficient of variation for** it reached ,(19,858) as this paragraph came to the second level in terms of relative importance. This indicates that the senior management activates the skills of employees and innovations in the entirety of its products in a manner commensurate with the capabilities of its employees. The lowest value came at paragraph (4) which reads (**young new employees engage in meetings and discussions task**) and mean (3.482) and a good level and standard deviation (0.722), as was the **coefficient of variation** with (20.735) as this paragraph level of the fifth came from Where the relative importance and this result reflects the tendency of the higher management to involve young employees in important meetings and discussions to gain them self-confidence and skills and mechanisms for speaking and proposing ideas in important meetings. As for the overall level, **after recovery**, it achieved an arithmetic mean of (3.665) with a good level and a standard deviation (0.554). This indicates that the higher management in the Ministry of Education cares about new employees and gives them an opportunity to express their opinions and implement their ideas and provide them with the necessary knowledge and skills when representing the Ministry in seminars or external meetings, and always strive to employ the enthusiasm of new employees and their positive behaviors to serve the educational process and depend on a large amount of information that It is collected from feedback from lower departments.

Table (10) the arithmetic mean and standard deviation of the sample answers researched about the after resuscitation						
The direction of the answer	Relative importance	Coefficient of variation	STANDARD DEVIATION	ARITHMETIC MEAN	THE PARAGRAPHS	
Agreed	4	20.390	0.742	3.639	It takes care of the new employees and gives them an opportunity to express their opinions and implement their ideas.	1
Agreed	5	22.070	0.819	3.711	Employ the enthusiasm and positive behaviors of the new employees to serve the educational process.	2
Agreed	1	18.416	0.679	3.687	It relies on a large amount of information that is gathered from feedback from lower departments.	3
Agreed	5	20.735	0.722	3.482	Involves junior new employees in important meetings and discussions.	4
Agreed	2	19.858	0.756	3.807	It activates employee skills and innovation in all of its products.	5
			0.554	3.665	The middle of the year	

2. After rejuvenation

The results related to the **rejuvenation dimension** shown in Table (11) showed that the highest value was in Paragraph (4), which states) **All processes are continuously monitored and performance improvements are made in general.**(With an arithmetic mean (3.663) and a good level with a standard deviation (0.770) , as its **coefficient of variation** reached (21.021) as this paragraph came at the first level in terms of relative importance . This indicates that the higher management monitors all operations continuously and makes improvements to performance in general. As for the lowest value, it came in paragraph (3), which reads (**constantly replacing old methods with modern ones in all operations**) and with an arithmetic mean (3.458) at a good level and with a standard deviation (0.704), as the **coefficient of variation** reached ,(20.359) as this paragraph came to the fourth level in terms of relative importance . This indicates that the senior management is constantly replacing the outdated methods with modern ones in all operations. As for the total, it achieved **after rejuvenation in the middle** of my account (3.571) and at a good level with a standard deviation (0.532). This indicates that the higher management approves the changes required by the environmental conditions surrounding the ministry and according to the requirements of the public interest, as changes are made in the structure to suit its strategies and constantly replace the obsolete methods with new ones in all operations.

Table (11) the arithmetic mean and standard deviation of the answers of the researched sample on after rejuvenation						
The direction of the answer	Relative importance	Coefficient of variation	STANDARD DEVIATION	ARITHMETIC MEAN	THE PARAGRAPHS	
Agreed	3	20.418	0.733	3.590	Changes are being made in the structure to suit its strategies	1

Agreed	1	18.261	0.649	3.554	Interested in making radical changes in it to maintain its leadership position.	2
Agreed	2	20.359	0.704	3.458	The outdated methods are constantly being replaced by modern ones in all operations.	3
Agreed	4	21.021	0.770	3.663	All processes are continuously monitored and performance improvements are made in general.	4
Agreed	5	22.618	0.812	3.590	It approves the changes required by the environmental conditions surrounding the ministry.	5
			0.532	3.571	The general mean	

As for the total, the strategic renewal variable achieved in my account (3.618) at a good level and with a standard deviation (0.512). This indicates the lack of dispersion of the sample answers and their assertion that there is an interest in **strategic renewal** for all dimensions without exception. To order of importance to the dimensions of a variable **renewal strategic**, was used Amaamlalachtlav Balaatmadely arithmetic mean, standard deviation, as shown in the table (12) as it is clear that after (the youth renewal came) first in terms of the dimensions of the order of **strategic renewal**, as were most of the answers to the sample agree on this analogy dimension dimensions The other.

Table (12 The order of importance according to the coefficient of variation for the dimensions of the strategic renewal variable

Arrangement of variables	CV Coefficient of variation	standard deviation	Arithmetic mean	Dimensions of the strategic renewal variable	T
2	15.116	0.554	3.665	resuscitation	1
1	14.898	0.532	3.571	Rejuvenation	2

In order to arrange the importance of the research variables in general, the coefficient of variation was used depending on the arithmetic mean and the standard deviation, and as shown in Table (13) as it becomes clear that (**transformational leadership came**) in the first order in terms of the research variables as most of the sample responses were in agreement about this variable compared to the **regeneration** variable. **Strategic**

Table (13) the order of importance according to the coefficient of variation for the research variables

Arrangement of variables	CV Coefficient of variation	standard deviation	Arithmetic mean	Search variables	T
1	12.790	0.464	3.624	Transformational Leadership	1
2	14.140	0.512	3.618	Strategic renewal	2

Second: Analyzing the correlation relationship between the research variables

Deals with this e paragraph test the relationship between the link variable independent transformational leadership deportation the ideal effect, intellectual stimulation, individual considerations, motivations

Inspiring) and the dependent variable renewal strategic for its removal (recovery, rejuvenation).

As the aim of the correlation study is to reveal the strength or degree of the relationship between two or more variables, as the correlation coefficient will be used to discover the strength of the relationship between the

variables and their direction, and the positive correlation between two variables represents that the increase in one variable is matched by an increase in the other variable, while the negative correlation indicates An increase in one variable is offset by a decrease in the other variable. The correlation is strong positive when it is (+0.3 to +0.7). Positive is acceptable when it is (1 to +0.3), while the correlation is negative when it is (-0.3 to -0.7), and negative is weak when it is (-0.3 to 0), but if the correlation coefficient is, (1+) this indicates Indicates an exact positive correlation, (-1) indicates an exact negative correlation, and (0) indicates no, and the value of (tTo test the significance of the correlation coefficient, and the results of the correlation analysis, as shown in Table (, (14 are as follows:

1- Test the main research hypothesis (the first), which states (**there is a significant significant correlation between transformational leadership and strategic renewal**)

The correlation coefficient between **transformational leadership and strategic renewal** was. (** 0.780) (At the level of significance (0.000) which is less than the level of significance (0.05), this means we accept the hypothesis which states (**there is a significant correlation relationship between transformational leadership and strategic renewal**) (and this indicates the existence of a positive and significant positive correlation between **Transformational leadership and strategic renewal** at a strong level.

1. Test the first sub-hypothesis, which states (**there is a significant correlation relationship between the ideal effect and strategic renewal**)

The correlation coefficient between **the ideal effect dimension and the strategic renewal** reached 0.632) (**at the level of significance (0.000), which is less than the significance level (0.05), and this means accepting the hypothesis which states (**there is a significant correlation relationship between the ideal effect dimension and Strategic renewal**), which indicates the existence of a significant and significant correlation between the ideal effect and the strategic renewal.

2. Test the second sub-hypothesis, which states (**There is a significant correlation between the intellectual arousal dimension and strategic renewal**) (The correlation coefficient between the **intellectual arousal dimension and the strategic renewal** reached (0.661 **) at the level of significance (0.000), which is less than the significance level (0.05), and this means we

accept the hypothesis which states (**There is a significant correlation relationship between the dimension of intellectual stimulation and renewal Strategic**). (This indicates the existence of a significant and significant correlation between intellectual arousal and strategic renewal, at a medium level

3. Test the third sub-hypothesis, which states (**There is a significant correlation relationship between the individual considerations and strategic renewal**)

The correlation coefficient between the **individual considerations dimension and the strategic renewal** reached (0.716 **) at the level of significance (0.000), which is less than the significance level (0.05), which means accepting the hypothesis which states (**there is a significant correlation relationship between the individual considerations dimension and the renewal Strategic**). This indicates the existence of a significant and significant correlation between **individual considerations and strategic renewal** at a strong level

4- Examining the fourth sub-hypothesis, which states (**there is a significant correlation relationship between the inspirational motives dimension and the strategic renewal**)

The correlation coefficient between the **inspirational motives dimension and the strategic renewal** reached (** 0.734) at the significance level (0.000), which is less than the significance level (0.05), which means accepting the hypothesis that states (**There is a significant correlation relationship between the inspirational dimension and the Strategic renewal**). This indicates the existence of a significant correlation between inspirational motives and strategic renewal at a strong level.

Test hypotheses of sub-correlation between variable dimensions (transformational leadership) and variable dimensions (strategic renewal), as shown in Table (14)

1. hit The value of relationships of the correlation between the **variable) transformational leadership (and dimensions) strategic renewal** (as it is in the table (14) and respectively (0.728 **, 0.740 **) , all of which indicate a correlation relationships positive significant and a positive, as it stood at the link between the coefficient of **transformational leadership After resuscitation**, its value is (0.740 **). (It indicates the existence of a positive direct relationship At a strong level, as for the correlation between **transformational**

leadership and after rejuvenation, the value of the correlation between them was (0.728 **), which is positively positive and at a strong level. Thus, this indicates that **transformational leadership** has an overall impact on **strategic renewal** as well as on all its dimensions.

.2It reached Values Relationships of the correlation between the **distance) ideal effect (and dimensions) strategic renewal** (as it is in the table (14) and respectively (0.601 **, 0.590 **), all of which indicate the existence of relations of correlation positive significant and a positive, as it reached a correlation coefficient between after the **ideal effect And after Refreshment** value (0.590 **) (According to the existence of a positive relationship is positive and the average level, the correlation between **after the ideal effect after the renewal of youth** has reached its value (0.601 **) They denote values There is a correlation between the ideal effect and the moderate level after **rejuvenation**.

3. It reached Values Relationships of the correlation between the **distance) exhibitionism intellectual (and dimensions) strategic renewal**) as it is in the table ((14 and respectively (0.630 **, 0.615 **) , all of which indicate a correlation relationships positive significant and a positive as it reached a correlation coefficient between after **intellectual stimulation after Refreshment** value (0.615 **) (And it indicates the existence of a positive direct relationship with a medium level, while the correlation coefficient between the **intellectual arousal dimension and after the rejuvenation of youth** was (0.630 **)At the level of (0.000), which is smaller than the level of significance of (0.05), it indicates the existence of a direct correlation

between the **intellectual arousal dimension and the post rejuvenation** and at an average level.

.4It reached Values Relationships of the correlation between the **post) individual considerations (and dimensions) strategic renewal** (as it is in the table (14) and respectively (0.682 **, 0.666 **) , all of which indicate a correlation relationships positive significant and a positive, as it was a correlation between after **individual considerations After resuscitation** , its value was (0.666 **), which is a positive direct relationship with an average level. As for the correlation relationship between the dimension of **individual considerations and after rejuvenation** , its value reached (0.682 **), as its significance level reached (0.000), which is smaller than the level of significance (0.05) and the value indicates that there is a correlation between the **dimensions of individual considerations, after rejuvenation, and at a moderate level**

.5Hit Values Relationships of the correlation between the **post) motivation Inspiring (and dimensions) strategic renewal** (as it is in the table ((14 and respectively (0.644 **, 0.737 **) , all of which indicate a correlation relationships positive significant and proportional, reaching correlation coefficient between after **Inspiring motives After resuscitation** , its value is (0.737 **). (It indicates the existence of a positive direct relationship with a strong level. As for the correlation relationship between the **inspirational motives dimension and after the rejuvenation**, it amounted to (0.644 **) and it is a positive positive relationship with a medium level , and therefore this indicates the importance of **inspirational motives in positive interaction with all dimensions Strategic renewal**.

Table (14) values of the correlation between the dimensions of transformational leadership and the dimensions of strategic renewal					
Dimensions of the transformational driving variable	Correlation value And the level of significance	Dimensions of strategic renewal		Number of accepted hypotheses	percentage
		resuscitation	Rejuvenation		
Perfect effect	Correlation value	0.590 **	0.601 **	2	%100
	Sig	0.000	0.000		
Intellectual arousal	Correlation value	0.615 **	0.630 **	2	%100

	Sig	0.000	0.000		
Individual considerations	Correlation value	0.666 **	0.682 **	2	%100
	Sig	0.000	0.000		
Inspirations	Correlation value	0.737 **	0.644 **	2	%100
	Sig	0.000	0.000		
Transformational Leadership	Correlation value	0.740 **	0.728 **	2	%100
	Sig	0.000	0.000		
.**Correlation is significant at the 0.01 level (2-tailed).					

Source : Prepared by the researcher that depending on the outputs of the program SPSS V.25

Third : The second main hypothesis test

And to test the hypothesis that stated the following (**there is a significant influence between the transformational leadership in the strategic renewal**), as the analysis will be done according to the simple linear regression model as it is evident in Table (15) that:

$$Y = 0.499 + 0.861 (X)$$

Reached the value of (F) Calculated among **the transformational leadership in strategic renewal** (.125,566) It is greater than the value (F) Tabular amount (3.96) at a significant level)0.05)Based on this, we accept the hypothesis that (**there is a significant influence between the transformational leadership in strategic renewal**) at a significant level.5) %I.e., with a degree of confidence)95 .(%This indicates that there is a significant influence **between the transformational leadership in the strategic renewal** . And by the value of the coefficient of determination (²RThe amount of (0.608) is evident that **transformational leadership** explains 60% of the variables that occur in **strategic renewal**, while the remaining 40% is due to other variables that are not included in the research model. And it is evident by the value of the marginal slope coefficient (β Of (0.861), that increasing **the transformational leadership** by one unit will lead to an increase in **strategic renewal** by (86%). The constant value (α (In equation (0.499), meaning when **transformational leadership** is equal to zero, **the strategic renewal** will not be less than this value.

Table (15) analysis Transformational Leadership in Strategic Renewal								
indication	Sig	Values (t) Calculated	Values (F) Calculated	The coefficient of determination (R ²)	The value of marginal slope coefficient (β)	Fixed Limit Value (α)	Dependent variable	Transformational Leadership
moral	0.000	11.206	125,566	0.608	0.861	0.499	Strategic renewal	

t Tabular = 1.664

1. Test the first sub-hypothesis

To test the hypothesis that stated the following (**there is an effect of significant significance for the ideal impact dimension in the strategic renewal**), as the analysis will be done according to the simple linear regression model as it is evident in Table (16) that:

$$Y = 1.454 + 0.582 (X)$$

Reached the value of (F) Calculated between **the ideal effect dimension in strategic renewal** (.53,830) It is greater than the value (F) Tabular amount (3.96) at a significant level)0.05)Based on this, we accept the hypothesis which states) **there**

is a significant effect of significant significance for the ideal effect dimension in strategic renewal (at a significant level) 5) %I.e., with a degree of confidence)95%.This indicates the existence of a significant effect of the ideal impact dimension in the strategic renewal , and through the value of the coefficient of determination (R^2 The amount (0.399) is clear that after the ideal effect, it explains (39%) of the variables that occur in the strategic renewal, while the remaining percentage (61%) refers to other variables that are not included in the research model. And it is evident by the value of the marginal slope coefficient (β It is reported (0.582) that an increase of the ideal effect by one unit will lead to an increase in strategic renewal by (58%). The constant value (α (In equation (1.454), meaning when the ideal effect dimension is equal to zero, the strategic renewal will not be less than this value.

Table (16 analysis After the perfect impact on strategic renewal								
indication	Sig	Values (t) Calculated	Values (F) Calculated	The coefficient of determination (R^2)	The value of marginal slope coefficient (β)	Fixed Limit Value (α)	Dependent variable	Perfect effect
moral	0.000	7.337	53.830	0.399	0.582	1.454	Strategic renewal	

t Tabular = 1.664

2 . The second sub-hypothesis test

To test the hypothesis that stated the following (there is a significant influence of the intellectual arousal dimension in the strategic renewal), as the analysis will be done according to the simple linear regression model as it is evident from Table (17) the following:

$$Y = 1.416 + 0.612 (X)$$

Reached the value of (FCalculated between the intellectual arousal dimension in the strategic renewal .(62.950) It is greater than the value (F)Tabular amount (3.96) at a significant level)0.05Based on this, we accept the hypothesis which states that (there is a significant influence on the intellectual arousal dimension in the strategic renewal (at a significant level)5) %I.e., with a degree of confidence)95%.This indicates that the intellectual arousal dimension has an effective and good effect on strategic renewal . And by the value of the coefficient of determination (R^2 The amount (0.437) is evident that the intellectual arousal dimension explains (43%) of the variables that occur to the strategic renewal, while the remaining (57%) is due to other variables that are not included in the research model. And it is evident by the value of the marginal slope coefficient (β The report (0.612) states that an increase in the intellectual arousal dimension by one unit will lead to an increase in strategic renewal by (61%). The constant value (α (In equation (1.416), meaning when the intellectual stimulation dimension is equal to zero, the strategic renewal will not be less than this value.

Table (17) Post Analysis Intellectual excitement in strategic renewal								
indicat ion	Sig	Values (t) Calc ulated	Values (F) C alculated	The coefficient of determination (R^2)	The value of marginal slope coefficient (β)	Fixed Limit Value (α)	Dependent variable	Intellec tual arousal
moral	0.000	7.934	62.950	0.437	0.612	1.416	Strategic renewal	

t Tabular = 1.664

.3The third sub-hypothesis test

To test the hypothesis that stated the following (**there is a significant effect of significant significance for the individual considerations in strategic renewal**), as the analysis will be done according to the simple linear regression model as it is evident in Table (18 that:

$$Y = 1.095 + 0.698 (X)$$

Reached the value of (F) Calculated between the **individual considerations in strategic renewal** .(85.201) It is greater than the value (F) Tabular amount (3.96) at a significant level)0.05) Accordingly, we accept the hypothesis which states (**there is a significant impact of moral significance for the dimension of individual considerations in strategic renewal** (at a significant level)5) %I.e., with a degree of confidence)95(%). This indicates that there is an effective and influential role **for the individual considerations in the strategic renewal** . And through the value of the coefficient of determination (²R) The amount (0.513) is evident that **after individual considerations** explain (51%) of the variables that occur to **strategic renewal** , while the remaining percentage (49%) refers to other variables that are not included in the research model. And it is evident by the value of the marginal slope coefficient (β) Of (0.698) that an increase **in the individual considerations** by one unit will lead to an increase in **strategic renewal** by (69%). The constant value (α) In equation (1.095), that is, when the **individual considerations are equal to zero, the strategic renewal** will not be less than this value.

Table (18) analysis After individual considerations in strategic renewal								
indication	Sig	Values (t) Calculated	Values (F) Calculated	The coefficient of determination (R ²)	The value of marginal slope coefficient (β)	Fixed Limit Value (α)	Dependent variable	Individual considerations
moral	0.000	9.230	85.201	0.513	0.698	1.095	Strategic renewal	

t Tabular = 1.664

4. The fourth sub-hypothesis test

To test the hypothesis that stated the following: (**There is a significant influence of the inspirational motives dimension in the strategic renewal**), as the analysis will be done according to the simple linear regression model, as it is evident from Table (19) the following:

$$Y = 0.837 + 0.780 (X)$$

Reached the value of (F) The computed among the **inspirational motives dimension in the strategic renewal** .(94,656) It is greater than the value (F) Tabular amount (3.96) at a significant level)0.05) Accordingly, we accept the hypothesis that (**there is a significant influence in moral terms of the inspirational motives dimension in the strategic renewal**) at a significant level.5) %I.e., with a degree of confidence)95(%). This indicates that the **inspirational motives dimension has no significant effect on the strategic renewal**. Through the value of the coefficient of determination (²R) The amount (0.539) is clear that the **inspirational motives account** explains 53% of the variables that occur in **the strategic renewal** , while the remaining 47% refer to other variables that are not included in the research model. It is indicated by the value of the marginal slope coefficient (β) The report (0.780) **states** that an increase **of the inspirational motives dimension** by one unit will increase **the strategic renewal** by (78%). The constant value (α) In equation (0.837), meaning when the **inspirational motives dimension is equal to zero, the strategic renewal** will not be less than this value.

Table (19) Z post analysis Inspirational motives in strategic renewal								
indication	Sig	Values (t) Calculated	Values (F) Calculated	The coefficient of determination (R ²)	The value of marginal slope	Fixed Limit Value (α)	Dependent variable	Inspirations

					coefficient (β)			
moral	0.000	9.729	94.656	0.539	0.780	0.837	Strategic renewal	

t Tabular = 1.664

The main hypothesis (third) which states (**There is a significant effect between dimensions Transformational Leadership Together in the strategic renewal** (and as shown in Figure (16):

As Table (38) shows the statistical indicators between the dimensions of **transformational leadership in strategic renewal and** can be expressed in the following equation:

$$= Y \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

$$0.340 = Y + 0.211X_1 - 0.084X_2 + 0.190X_3 + 0.425X_4$$

It is clear from Table ((20 that:

-The value of (F) calculated for the estimated model was (34.092). It is greater than the tabular (F) value of (2.48) at the level of significance (0.05) Accordingly, we accept the hypothesis, which means) **there is a significant influence between the dimensions of transformational leadership together in the strategic renewal** (at a significance level) 5% (i.e. a degree of confidence)95 (%And this indicates that the dimensions of **the transformational leadership** have an effective and essential effect on **the strategic renewal**.

-Through the value of the coefficient of determination (R²) of (0.636) it becomes clear that the **dimensions of the transformational leadership together** are able to explain what percentage (63%) of the changes that occur to) **strategic renewal**), while the remaining percentage (37%) is related to other variables that are not included. In the search form.

Using the method (Stepwise) Concerning testing the variables, and after removing the non-significant variables, it is clear that the model in the final form depends on two dimensions(**The ideal effect, inspirational motives**) when it reached a value)FCalculated for the new model (65.361), which is greater than the value F)(The tabular data, amounting to (3.11), at a level of significance (0.05), i.e. with a degree of confidence (95%). The model can be expressed in the final form as follows:

$$= Y \alpha + \beta_1 X_1 + \beta_4 X_4$$

$$= Y 0.361 + 0.337X_1 + 0.555 X_4$$

-Through the value of the coefficient of determination (R²) of (0.620) it becomes clear that two dimensions are

(**ideal effect, inspirational motives**) He is able to explain about 62% of the changes that occur to) **strategic renewal**), while the rest (38%) is dependent on other variables that are not included in the research model.

-It is evident through the value of the marginal slope coefficient of **the ideal effect** dimension of (0.337) that an increase of **the ideal effect** dimension by one unit will lead to an increase in (**strategic renewal** (by (33%).

-It is **evident** from the value of the marginal propensity coefficient of **the inspirational** dimension of (0.555) that an increase of **the inspirational dimension** by one unit will lead to an increase in (**strategic renewal** (by (55%).

To test the sub-hypotheses between the transformational leadership dimensions in the dimensions of strategic renewal, it is evident in Table ((20 that:

.1Test the first sub-hypothesis, which states (There is a significant effect of significant significance for the dimensions of the transformational leadership in the recovery dimension)

As it is evident from Table ((20 that there is a significant effect between the (**inspirational motives** (dimension in the (**revival**) dimension, as it appears through the critical value.CRThe amount (4.818) is **greater** than the standard critical value of (1.96) at the level of significance (0.05), which means **that there** is a significant **effect** between the (**inspirational motives** (dimension in the) **revitalization** (dimension as for the remaining dimensions represented by (**ideal effect, intellectual arousal, Individual considerations**) **The results indicated that there was no effect between them on the resuscitation dimension**

.2The second sub-hypothesis test, which states (there is a significant effect of significant significance for the transformational leadership dimensions in the rejuvenation post)

As it is evident from Table (20 that there is a significant influence between the two dimensions (**individual considerations , inspirational motives** (in the (**rejuvenation**) dimension, which is evident through the critical valueCR Adult (1.994, ,(2.269respectively , it is **larger** than the standard value of the critical amount of (1.96) at the level (0.05) and this means that **there is the effect** is significant moral between

distant (**individual considerations , motives Inspiring** (in after) **youth renewal** (The dimensions of the remaining represented by) **the ideal effect Intellectual arousal**) **The results showed that there is no effect between them in the rejuvenation dimension.**

Table (20) The Impact of Transformational Leadership Dimensions on Strategic Renewal Dimensions

percen tage	Number of accepted hypotheses	indication	P	CR Critical standard score	CR Standa rd score	SE	Regression weights	Dimensions of Transformati onal Leadership	Track	Dimension s of strategic renewal
%25	1	Immoral	.073	1.96	1.795	120	.215	Perfect effect	<---	resuscitati on
		Immoral	.753		315	132	.042	Intellectual arousal	<---	
		Immoral	.480		706	134	.095	Individual considerations	<---	
		moral	***		4.818	126	.608	Inspirations	<---	
%50	2	Immoral	.162		1.400	123	.173	Perfect effect	<---	Rejuvenati on
		Immoral	.405		.833	136	.113	Intellectual arousal	<---	
		moral	.046		1.994	138	.276	Individual considerations	<---	
		moral	.023		2.269	130	.295	Inspirations	<---	

Source : Prepared by the researcher that depending on the outputs of the programAMOS V.25

FOURTH AXIS: CONCLUSIONS AND RECOMMENDATIONS

First: the conclusions

- 1- Transformational leadership is one of the most important drivers of positive strategic renewal in educational organizations, especially in the manner of dealing with workers by encouraging them and giving them job opportunities to raise the level of educational organizations in all areas of their work.
- 2- The strategic renewal is an imperative that all organizations must undertake to face the rapid changes that characterize the internal and external environment of the organization.
- 3- The ideal influence dimension came in order of importance in the first sequence in relation to the dimensions of the transformational leadership variable,

- 4- which means that leaders in the Ministry of Education possess charisma that enables them to influence workers.
- 4- It was found that the directors of the Ministry of Education were able to use their capabilities that they possess in creating a set of capabilities to exploit the opportunities that are available to them, whether from the ministry’s external environment or its internal environment, in enhancing the chances of renewing the ministry through revitalization and rejuvenation.
- 5- Managers of senior management enable the ministry to employ the positive and good changes brought about by the environment in an acceptable manner for the purpose of bringing about those changes through the work of its directorates and divisions, thus contributing to the renewal of its future strategy.
- 6- The higher management faces difficult situations in a positive and acceptable manner, in addition to having

the ability to convince employees of the importance of change and increase their enthusiasm for work.

7- The administration in the ministry is keen to listen to the employees' suggestions and ideas on topics that would develop work and introduce innovative and good methods to raise their high performance and reflect on the work in the ministry in general.

8- The higher management seeks and its keenness to continuously train and develop the capabilities of workers, in addition to its continuous keenness to involve employees in training courses to develop their capabilities, and it also gives attention to workers who have capabilities that distinguish them from others and is interested in developing their capabilities and employing them in a correct manner.

9- The higher management is keen to accomplish the tasks in a team spirit and teamwork, and is concerned with motivating workers to achieve the goals and future vision of the ministry.

10- There is a tendency for senior management to involve new employees in important meetings and discussions to gain them self-confidence and skills and mechanisms for speaking and putting forward ideas in important meetings.

11- The higher management approves the changes required by the environmental conditions surrounding the ministry and according to the requirements of the public interest. Changes are made in the structure to suit its strategies, as well as constantly replacing the obsolete methods with new ones in all operations.

Second: Recommendations

1- The higher management of the ministry should strive to replace the obsolete methods with modern ones in all its operations by making changes in the organizational structure in a manner commensurate with the modern strategies, in addition to undertaking operations to improve the general performance of the ministry.

2- The higher management of the Ministry of Education must take care of the new employees and give them an opportunity to express their opinions, implement their ideas, and provide them with the necessary knowledge and skills when representing the ministry in seminars or external meetings.

3- The necessity of the administration's continuous endeavor to employ the enthusiasm of the new

employees and their positive behaviors in the service of the educational process.

4- The researcher recommends that the Ministry's management adopt the principle of transparency, as well as announce the positive results of the efforts of workers and grant incentives and rewards to the distinguished among them.

5- The administration must be keen to develop an action plan commensurate with the capabilities of its employees in order to achieve the Ministry's objectives.

6- Allowing subordinates to present their suggestions regarding the problems they encounter, in addition to presenting their ideas about the future of the ministry in the sense that they are closer to the practical reality, which makes them more ready to generate renewed ideas in the appropriate time.

7- Work to raise the level of participation of individuals working at the Ministry of Education through their participation in important meetings and discussions to gain them more confidence, as well as the need to pay attention to their opinions and ideas in a way that reflects positively on the work.

8- The necessity of adapting to the external environment, given that the strategic renewal appeared as a result of environmental development by making inverse comparisons (feedback) to ensure the success of the renewal process.

9- The need for senior leaders in the ministry to adopt strategic renewal processes, as it represents an administrative and knowledge framework for organizations wishing to grow and renew through the following:

- a. Giving employees, especially new ones, the opportunity to express their opinions.
- b. Employ the capabilities and skills of employees to serve the educational process.
- c. Searching for pioneering leaders and investing their orientations to achieve strategic renewal.
- d. Attempting to reconcile the environment of the Ministry of Interior and its external environment.

10- Attention to attracting promising youth capabilities and capabilities that can be relied upon to paint a picture of future success.

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