

The Impact of Transformational Leadership on Quality of Work Life in Royal Jordanian Airlines

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Abstract

The study aimed to identify the impact of transformational leadership on quality of work life in the royal Jordanian airlines. The study adopted the descriptive analytical research method which was appropriate for the purpose of study. The target population consisted all employees in the royal Jordanian airlines who represent (3716). A simple random sampling method was applied for the data collection represent (360) employees. Statistical package for social sciences (SPSS) in conducting descriptive and heuristic analysis and a number of statistical methods that are appropriate to the objectives of the study, including multiple linear regression.

The results of study showed that there is a statistically significant impact of transformational leadership in its dimensions (ideal influence, intellectual stimulation, inspirational motivation, and individual considerations) on quality of work life in royal Jordanian airlines, the results also showed that the in royal Jordanian airlines applies transformational leadership, quality of work life within an average degrees.

Finally the study recommended several recommendations, including the royal Jordanian airlines have to increase the interest in concept of transformational leadership and its main dimensions and to ensure that leaders possess the characteristics of the transformers leaders because of these positive impact in many scopes, which turn increase the effectiveness of the organization and its ability to develop and improve continuously. The study recommended also how necessary for royal Jordanian airlines to reconsider the concepts discussed during the study (transformational leadership and its dimensions, quality of work life and its dimensions) and Intensify efforts and conduct studies related to these concepts to identify and address their weaknesses, as well as develop and improve the strengths as these management concepts and its role on individuals and organizational performance.

Keywords: Transformational Leadership, Quality of Work Life, Royal Jordanian Airline.

1. Introduction

The success of the organizations is mainly related to the roles that leaders play, being the main driver of all administrative activities and practices and is the source of change, improvement and growth, and many modern leadership styles have emerged. The administrative leadership is represented by the

activity of the leader in the field of making and taking decisions and supervising individuals in the organization by using formal methods as well as using the leader's capabilities to influence individuals to reach the goals and aspirations of the organization (Al-Zoubi and Al-Batinah, 2014, 3).

There are a lot of repercussions generated by the organization's management through the method used for leadership, and among the most important methods and leadership styles in recent times is the transformational leadership style which is characterized by the adoption of change and transformation processes for all aspects of the organization in order to achieve its goals, plans and programs and it is mainly based on directing individuals from By instilling sound values and beliefs they have to prioritize the organisation's interest over personal interests.

Business organizations in the current era have gone to adopting modern business management concepts that in turn work to improve and develop the general condition of organizations, and the quality of work life is one of the main criteria and important in improving and developing the career of individuals. It is one of the most important sources for achieving employee satisfaction and evidence of the organizational climate that characterizes business organizations. The improvement in the quality of work life, with its psychological, economic and social dimensions, is a moral responsibility for the organization (Al-Haiti, 2016, 275).

Based on the importance of the human element in the organization, which is the source of creativity and innovation and constitutes a competitive advantage for the organization, attention came to everything related to individuals from material and moral conditions and making organizations seek to use best practices in improving the work environment, preserving distinguished human resources with high competencies and achieving the aspirations of workers alongside The ambitions and aspirations of the organization.

2. Study Problem and Questions

The interest in the quality of work life in any organization is a big factor in achieving the aspirations of working individuals and contributes to creating an organizational environment characterized by success in preparing qualified and trained individuals with capabilities and increases their feeling of satisfaction towards the organization, which raises their level of performance and positively affects the achievement of the goals and strategies of those the organization. In view of the current study community represented by Royal Jordanian Airlines, it is noted that the intensity of competition is high in the business environment of airlines, and this pushes the research organization to focus on the individuals working in it mainly because the human resource is a basic engine to provide the best product to reach customer satisfaction and retain and own a reputation Distinctive attracts more customers and contributes to achieving a competitive advantage, so the focus came on studying the quality of life available for individuals working within the Royal Jordanian Airlines And delve into the standards applied in improving the quality of work life in them and determine whether these standards motivate workers at all levels to meet the aspirations of this organization and highlight obstacles and gaps and put forward solutions and proposals to them and measure the factors affecting the quality of work life. Hence, the problem of the study focuses on whether the transformational leadership style can affect in one way or another the quality of work life, which in turn is represented by the ease of development and change within the researched organization. The study problem will revolve around answering the following questions:

1. Is there an impact of transformational leadership on the quality of work life for the Royal Jordanian Airlines?
2. What is the level of the relative importance of practicing the elements of transformational leadership in the Royal Jordanian Airlines?
3. What is the level of the relative importance of the quality of work life in the Royal Jordanian Airlines?

3. Study Importance

The importance of the study in the field of research stems from the importance of the achieved effect of transformational leadership on the quality of work life in the Royal Jordanian Airlines.

The importance of the study can be summarized in the following:

Theoretical Importance: The study acquires its theoretical importance through the concepts that it discusses, starting with the concept of the quality of work life and the concept of transformational leadership as it will clarify many of the opinions of researchers and scholars and the researcher's viewpoint on these concepts, which will enrich knowledge about these concepts and provide a theoretical framework for researchers and consultants in administrative fields and organizations Business in general and Royal Jordanian Airlines in particular.

Practical Importance: The study will present results and proposals that managers and leaders in the Royal Jordanian Airlines and its subsidiaries can benefit from regarding the main role that human elements play in achieving excellence and creativity if appropriate conditions are provided in the work environment that improves the quality of work life and also proposals on leadership practices Manufacturing and its role in improving the performance of management in Royal Airlines.

The research sector is one of the most and largest sectors at the global level, enjoying high sensitivity in the services provided and is greatly affected by technological revolutions, and there is an acute competitive environment in this field that imposes on the management of Royal Airlines attention to modern administrative concepts and the adoption of everything that can improve the environment Work and improves its performance.

4. Study Objectives

- The main objective of this study is to identify the effect of transformational leadership on the quality of work life for Royal Jordanian Airlines.
- Identify the level of relative importance of transformational leadership in the Royal Jordanian Airlines.
- Knowing the level of the relative importance of the quality of work life in the Royal Jordanian Airlines.

5. Theoretical Framework

5.1. Transformational Leadership

The term transformational leadership appeared by Burns (1985) in his book *Leadership*, which he considered as a basis for distinguishing between management and leadership, as he indicated that transformational leadership seeks to advance the feeling of subordinates through invoking standards and ethical values such as freedom, justice, equality, humanity, and high. The behavior of transformational leadership stems from the personal values and beliefs that the leader holds and not to the exchange of interests with subordinates (Jaradat, Maani and Erekat, 2013, 298). Transformational leadership is a contemporary approach that plays a major role towards organizational changes to reach the desired goal through the ability to persuade working individuals to change and improve, and it works to evaluate the performance of subordinates and motivate individuals to improve performance and meet their needs and desires by notifying them of the importance of their contribution to achieving the goals of the organization (Northouse, 2013, 191). Al-Amri and Al-Ghalabi (2015, 479) indicate that transformational leadership "is the leadership that has a high ability to suggest to subordinates to make the best efforts possible in the interest of the organization to reach and raise the highest levels of performance." Gad El-Rab (2012, 107) presented several concepts of transformational leadership in its general and traditional concept, and it is the administration that motivates and arouses followers' enthusiasm towards achieving desired performance rates. It is the process that leads to creativity in the

work environment through the individuals who are in charge of it, and contributes to creating or creating a relationship of mutual influence between the leader and subordinates towards the achievement of goals, and it can also be considered a special case of mutual and overlapping personal influence that happens for an individual or group towards what he wants That the leader does, and it is the process of presenting an idea or group of ideas and vision and commitment to the values that support it and influencing others towards adopting these values, ideas and vision in their behaviors. Transformational leadership refers to leading individuals with high skill through motivating, encouraging and inspiring them to achieve all the goals of the organization and achieving a high percentage of achievements, and requires the participation of leadership and individuals to manage and manage the information and resources available in the organization in addition to its need for high energies, commitment, communication skills, communication, innovation, creativity and wisdom in the use of authority And the power given to it (Marshall & Broome, 2017, 14). Transformational leadership is a result of the results of environmental changes and is a state of interaction between the president and subordinate and focuses on the transformation of the organization's culture and practices towards facing environmental challenges and changes by influencing the behavior of individuals to give positive outcomes (Al-Zahrani, 2016). Transformational leadership is the process of integrating a leader with other individuals, resulting in relationships that increase the motivation and morale of the leader and individuals (Dora, 2018, 20).

5.2. Transformational Leadership Dimensions

1. **Ideal influence:** Focuses on the personality of the leader so that it is a model imitated by all members of the organization through his behaviors, morals and principles, the transformational leader must imitate the feelings of workers, gain their admiration and confidence, and enhance their spirit of participation, making him an ideal image through which he can influence them to achieve the benefits and interests of the organization (Jaradat et al., 2013) , 298).The ideal influence expresses the behaviors practiced by the leader and strengthens the confidence of the subordinates, and this aspect tends to the moral values and human principles of the leader, which make the subordinates proud of him and want to work with him and his participation, the transformational leader uses his power and capabilities by influencing the subordinates to achieve the goals and aspirations of the organization. A symbol for the organization's individuals in change and creativity (Barhoum, Sheikh and Saeed, 2017).The ideal influence factor as one of the main features of transformational leadership demonstrates the charisma that a leader has in the organization and his ability to influence the individuals who follow to achieve the results he aspires to reach in the field of the organization's work, and thus constitutes a model for subordinate individuals. It communicates the organization's mission and vision for the future (Mittal & Dhar, 2015, 20).
2. **Individual Considerations:** It is for the leader to follow a set of behaviors through which he gives the working individuals more attention, allocate time to approach them, learn about their needs and desires, and consider individual differences among them so that he can deal with each individual separately. This dimension is manifested through the behavior of the leader who pays great attention to the needs and desires of the workers, as well as assessing their accomplishments and adopting their suggestions in addition to believing in the individual differences between individuals and dealing with them on the basis of these differences, a principle that is based on giving the employee attention and personal attention, and treating each individual separately based on his characteristics Personality, leadership and counseling (Robbins & Jugde, 2013, 383). The transformative leader grants personal attention to working individuals, deals with individuals, each individual in a specific way, and trains, teaches, and advises (Harim, 2017, 233). The individual considerations factor expresses the leader's direction towards the dependent individuals, providing advice to them, understanding their needs, working to achieve them, and taking into account the personal differences between each individual and their leadership towards achieving the aspirations of the organization (Sahin, Gurbuz & Sesen, 2017).

3. **Intellectual Stimulation:** It is to motivate workers to make them more aware and aware of the problems and challenges facing the organization and direct them to present proposals and solutions, and the leader's role through this aspect lies in the participation of workers, studying their suggestion and stimulating their emotional aspects to enable them to achieve the desired results and continue to achieve aspirations of outstanding value (Mazhdah and Karzah, 2017). Intellectual arousal means the leader's ability to stimulate the feelings of working individuals to make more efforts, analysis and thinking to push them to creativity and innovation, and the leader works through this aspect to direct individuals to address the problems, obstacles, and challenges facing the organization and the continuous search for appropriate solutions (Jaradat and others, 2013, 299). The leader works on new ideas by knowing and clarifying problems, explaining to subordinates, and encouraging them to present potential solutions to them in creative ways (Al-Azzam and Al-Jadida, 2015). It is through him that intelligence, rationality and problem solving are promoted with great care (Robbins & Jugde, 2013, 383).
4. **Inspirational Stimulation:** This aspect works to encourage the thinking of creativity and innovation among working individuals, as the leader must reach the thought that individuals work in the organization, consolidate the challenges that the organization faces with these individuals, and their participation and support to present new change steps, provided that the leader unleashes individuals to express and make suggestions. At the same time, it shows them the extent of motivation that can be provided to them in such situations, in addition to that transformational leadership focuses on empowering workers, training them and giving them the information necessary to stimulate their creativity (Al-Zubaidi, Al-Zaidi and Abbas, 2016, 291). The transformational leader works to inspire subordinate individuals and enhance their spirit of enthusiasm and challenge, paving the way for them to participate in shaping the organization's vision and mission, and continues to use symbols and slogans expressing this and its expectations for the future of the organization, and focuses on teamwork and directing the efforts of followers towards achievement that exceeds the organization's expectations and continuity. By inspiring them to adhere to the future vision so that it becomes the basis of their work and their orientations during the performance of the tasks entrusted to them and becomes a part of them (Al-Siyada, Musaada and Al-Zaabi, 2015).

6. Quality of Work Life

The term quality of work life came with many components and implications, and researchers' opinions differed on this concept. He (Aswathappa, 2013, 358) believes that the quality of work life differs from one individual to another within the organization. Individuals working in production lines believe that the quality of work life pertains to fair wages. And safe working conditions and dealing with respect between working individuals and management. As for the new employee, for example, the quality of work life is seen as being linked to the future, career advancement, promotion, skill development, safety and job stability. The quality of work life in the organization is one of the most important factors affecting employee satisfaction, and it is one of the factors that make the job environment a place that distinguishes the organization from others. Therefore, the process of improving and developing the quality of work and career life in all its social, psychological and material components is a responsibility that the organization and its management and implementation. These responsibilities by the organization are reflected in the results of its performance, the achievement of its plans and objectives, and the increase of the capabilities of individuals and the launch of their creativity and innovations that ultimately lead to raising efficiency and productivity (Al-Hiti, 2016, 275).

There are two ways of thinking about the concept of quality of work life in organizations, the first way is related to the conditions of the organization and its practices in the field of employee participation, the democratic supervision process, the policies followed with workers and the safe working conditions, and the other way to think about this aspect is about the awareness of workers and their conviction about whether they are working. Within a safe environment and they have satisfaction

with the organization and that they get an appropriate quality of work that allows them to grow and develop and this aspect corresponds with the ability of the organization to achieve their requirements and needs (Cascio, 2016, 23). The quality of work life aspect focuses on the methods and practices used by the management of the organization for the purpose of providing a suitable career for the workers, which contributes to raising the level of the organization's performance and achieves for individuals their aspirations and career and personal goals and satisfies their desires that they aspire to in the organization, and the greater the level of satisfaction among workers about the organization's practices in This field the more they are attracted to work (Al-Blind & Circassian, 2017).

6.1. Quality of Work Life Dimensions

1. Job design: Job design is a way to study individual differences in abilities when performing work, such as age, qualifications, experiences, and behaviors of individuals, and this process is through which the worker and job are reconciled, so it is the first when designing jobs to be alert to the individual characteristics and the characteristics of the job itself. Work Analysis Process (Al-Hayti, 2016, 97). This aspect relates to the process of determining the name of the job, the responsibilities arising from it, the duties, rights and tasks performed by the person who performs the job and the statement of his money in terms of rights, qualifications and experiences that he must possess, as well as showing the wages and salaries set for them in a way that guarantees the individual a statement of how his job is fully tracked (Abu Sheikh, 2018, 65). The process of designing a job or job is related to the responsibilities arising from each job and the mechanism by which these responsibilities are implemented and the job path statement and its connection with other jobs. Or an amendment to tasks and duties, and there are factors that must be taken into account when designing jobs, including determining the main purpose of the job and the duties entailed in it, in addition to the main characteristics of this job (Jawdah, 2015, 94-95).
2. Capacity development: Modern business organizations strive within great efforts to develop the capabilities and skills of their employees through various training and development programs, as many studies have shown that employees who receive high-level training operations are the least employees leaving the organizations in which they work and this reduces the movement of career rotation in the organization, which It causes a lot of losses at times, and the processes of developing the capabilities of workers are reflected in the performance of the organization in general, the main goal of training and development is to teach individuals to move the organization to advanced stages (Lussier & Hendon, 2018, 19). The development of job capabilities expresses the alignment between the interests of individuals and the desires of individuals for career advancement and the future needs of the organization and its opportunities for growth. Development is the development of human resources in a long-term way, which can be provided to any worker or profession to develop his job. The concept of development has become more comprehensive and larger than the training process, as its results appear in the long term and it expresses the acquisition of new skills and capabilities (Al-Taie and Al-Abadi, 2015, 99).
3. Career progression: Career advancement or promotion refers to the transfer of workers from a job to a higher position that bears greater responsibilities and includes greater powers. Career advancement processes are also associated with higher wages and financial benefits, and the worker feels satisfied with the organization as the efforts made by this career progression have been appreciated. Career advancement means that the employee moves from a grade to a higher degree than he is employed (Abu Sheikha, 2018, 209). Opportunities for career advancement are basically a goal of the employees' goals and aspirations in the organization and depend on the extent to which employees have opportunities to advance to higher positions to develop their expertise and skills, and this aspect is reflected in the organization in terms of internal attraction of talents available within it, and this part of the main tasks within the resource management Humanity, which is represented within the planning processes, as it constitutes the progress of the

- employees and meets the needs of the organization at the same time and it expresses the extent of the success of the individual in the organization (Armstrong & Taylor, 2014, 270).
4. **Compensation:** Compensation is what is granted to employees in terms of wages, incentives and bonuses to compensate them for the performance they do within the organization to be able to compete. Incentive systems and programs related to them are used to push and motivate them more towards work, and the compensation system of wages, bonuses and expenses of health insurance is one of the most important aspects. Among employees (Mathis et al., 2014, 9). Compensation carries many forms, including wages, salaries, returns that the administration collects, incentive systems and rewards, and this aspect is related to how the individual who works and strives for the organization is rewarded, and the compensation system is generally reflected in the processes of attracting and retaining working individuals. Take advantage of them and try not to leave the organization and keep them, and this depends heavily on compensation systems (Lussier & Hendon, 2018, 19-20).
 5. **Social integration:** This aspect expresses the social and human relations between workers in the organization, and it is also called labor relations or employee relations. It includes several relationships, which is the relationship of individuals to each other and the relationship of individuals to the management of the organization. It carries out the responsibilities arising from the aspect of social integration and employee relations, managing human resources in the organization, as it entails building good social relations between employees and management, and between the workers themselves, to achieve one of the main requirements for the quality of work life within the organization (Saleh, 2014, 179). Human relations at work are that aspect that aims to integrate individuals in the work environment and motivate them and motivate them to work with high productivity, and at the same time meet their human, natural and psychological needs, and departments always try to find a human link between individuals in the organization to facilitate the ability to deal with them and this leads to the creation An organizational climate that stimulates and encourages workers based on trust and affection (Al-Shomali, 2017, 242).

7. Literature Review

Al-Khshali and Hawamdeh Study (2019) The study aimed to test the effect of knowledge sharing and its dimensions on the quality of work life in Jordanian food industry companies, and to achieve the study goals the researchers used the descriptive analytical approach. The study was conducted on a sample of (207) workers. The study found that knowledge exchange came within the medium level of importance, while social interaction and knowledge transfer achieved a high degree of importance, while capacity development, career advancement and compensation achieved a medium degree of importance, while job design and social integration achieved high levels of importance. And a study found that there is an effect of sharing knowledge on the quality of work life. Boukamcha Study (2019) The study aimed to investigate the impact of transformational leadership on entrepreneurship for small and medium companies in Tunisia, which included the transformational leadership factor, and the study relied on the descriptive analytical approach and a questionnaire was prepared for the purposes of data collection, and the study population is formed of all workers in small and medium companies In Tunisia, where a random sample was chosen within two categories, including (56) leaders within the researched organizations and (230) subordinates. The results of the study showed that transformational leadership has a significant and visible impact in promoting entrepreneurship within small and medium companies in Tunisia, and that working individuals are directed towards innovation and renewal according to the directions of the leader who work with them, and that leaders who have a distinct charisma among workers makes them have a great ability towards renewal and change And the orientation towards entrepreneurship.

Burawat study (2019) The study aimed to discuss the relationship between transformational leadership, sustainable leadership and sustainable performance in light industries within the medium

and small industrial companies in Thailand. Among the senior managers and managers of middle management in all small and medium manufacturing companies in Thailand, and a sample size (598) was taken from the managers of upper and middle management. The results showed that the researched companies that need a great interest in production and manufacturing operations are interested in the transformational leadership model and rely on this pattern to ensure outstanding and sustainable performance of manufacturing operations as the transformative leadership has a significant impact in improving the performance of employees and motivating them and urging them to produce and this is reflected in the performance results Financial for these companies and to enhance operational, financial and social performance. Afsar, Masood and Umrani, (2019) study aimed to determine the effect of transformational leadership on the innovative behavior of employees by creating and designing the jobs in which they work in addition to exploring the intermediate effect of sharing knowledge between transformational leadership and the innovative behavior of workers. The results of the study indicated that the innovative behavior of working individuals is closely related to the use of transformational leadership style among managers and leaders in the organization, and it is one of the most used styles and styles of leadership used by supervisors in hotels in Pakistan. Transformational leadership style in the innovative behavior of employees. Al-Shawabkeh, Al-Shalabi and Al-Khawaldeh study (2018) The study aimed to investigate the effect of transformational leadership by its four dimensions in achieving organizational commitment among employees of the Income and Sales Tax Department in Jordan, and the study used the descriptive analytical approach and design a questionnaire and distributed it to the study sample, the study sample included all workers in Supervisory and leadership positions in the Income and Sales Tax Department, and the sample size was 129. The results of the study showed that the Income and Sales Tax Department uses the transformational leadership method in all its dimensions, and that the employees of the research organization have an organizational commitment to the direction of their work, and the results also showed a statistically significant effect of transformational leadership on the organizational commitment of workers in the Jordanian income and sales tax. Jabeen, Friesen and Ghoudi (2018) study aimed at measuring the quality of work life available to Emirati women and its effect on achieving job satisfaction and on women's tendency to leave work in various public sector institutions in the United Arab Emirates. The researchers used the descriptive and analytical approach. The study was conducted on a sample of (323) individuals. The results of the study showed that the quality of work life has a significant and clear impact in achieving job satisfaction among the study sample members, as it reduces the intention of the Emirati woman and her orientation towards leaving work, as it was found that there is a direct relationship between the quality of work life and the intention of leaving the job for Emirati women. Pio and Tampi Study (2018) The study aimed to identify the impact and role of inspiring leadership on ethical behavior, quality of work life, job satisfaction, organizational commitment, and employee performance, an exploratory study applied to health hospitals in Indonesia. The study sample included all nurses working in three hospitals In Indonesia, the study sample size was (292) individuals. The study showed many results, the most important of which is the presence of a statistically significant effect of inspirational leadership on the quality of work life and job satisfaction, as the results showed a clear impact of the quality of work life on job satisfaction for workers and organizational citizenship behaviors, as it was found that there is a correlation between job satisfaction and organizational citizenship behaviors.

Rastogi, Rangneker and Rastogi Study (2018) This study aimed to test the role that flexibility plays in the workplace and its impact on the quality of work life, and the impact of this on workers because of the importance of the flexibility of the workplace. The researchers collected the study data through a questionnaire that was developed and distributed to the study sample of (380) employees at middle administrative levels in the service sector and the industrial sector in India. The study presented many results, including that flexibility in time and in the workplace has a clear effect on the quality of work life of employees at middle administrative levels, and the flexibility factor in the workplace and in time has a significant impact on improving the quality of life of workers, especially for females, as shown. The

results show that the type of organization and the sector in which the organization operates affects the quality of work life.

8. Hypotheses

The assumptions that will be chosen in this study can be determined:

Ho1: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership with its dimensions (ideal influence, individual considerations, intellectual stimulation and inspirational motivation) on the quality of work life in the Royal Jordanian Airlines.

Ho2: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership on job design in Royal Jordanian Airlines.

Ho3: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership on capacity development in Royal Jordanian Airlines.

Ho4: There was no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership on career progression in Royal Jordanian Airlines.

Ho5: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of transformational leadership on compensation in the Royal Jordanian Airlines.

Ho6: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership on social integration of Royal Jordanian Airlines.

9. Methodology

9.1. Population and Sample

The study population consisted of all workers in Royal Jordanian. The company carries out its work through its employees, who number (3716) workers. (Royal Jordanian Annual Report 2017). The two researchers conducted a procedure in which all individuals in the study population have the same probability of being selected independently within the study sample, by taking a simple random sample from all workers in the Jordanian Royal Commission. In order to reach the appropriate sample size and to be representative of the study community, the researchers resorted to the sample table specified by Sekaran and Bougie (2012, 296), where the appropriate number of the study sample and a representative of the community would be (351) workers, and to increase the accuracy of the results, (400) questionnaires were distributed, and were Retrieving (370) questionnaires, and excluding (10) questionnaires due to incomplete answers, as the questionnaires subject to analysis reached (360) questionnaires, i.e. 90% of the distributor.

10. Study Tool

A questionnaire was developed as a main tool for the study, as it was developed in proportion to the variables of the study, by reviewing previous studies related to the subject of the study. The questionnaire included a set of personal and functional questions, and a set of paragraphs that explain the study variables (transformational leadership, and the quality of work life). The study adopted Likert scale in the questionnaire to give more flexibility to the sample members in choosing where the answer options ranged between Absolutely disagree (1) and totally agree (5).

The number of items in the questionnaire was (60) items. When designing the questionnaire, the researchers took into account the clarity of the paragraphs, their sequence, and the absence of difficulties while filling them out. The following is an explanation of the parts that were included in the questionnaire:

The first part: Questions related to personal and occupational variables represented by gender, age, educational qualification, and number of years of experience.

The second part: the paragraphs related to measuring the study variables and were divided into the following axes:

The first axis: the items related to measuring the independent variable (transformational leadership) represented by the ideal influence, individual considerations, intellectual stimulation, and inspirational motivation. The following studies were used in developing this axis of the questionnaire: (Chen, Lu, Zheng, Wei, Yang, Baiyin, Bai & Shuaijiao, 2016; Chang, Yi-Ying, Chang, Che-Yuan, Chen & Chung-Wen, 2017).

The second axis: the items related to measuring the dependent variable (quality of work life) represented by job design, capacity development, career advancement, compensation, and social integration), and from the studies that have been referred to in the development of this axis (Diop, 2014; Issawi and Tahhan, 2018; Snell, Sok & Danaher, 2015).

11. Reliability

The reliability of the tool used to measure the variables included in the questionnaire was confirmed by calculating the value of the Cronbach's Alpha coefficient, as the result is statistically acceptable if its value is greater than (0.70), and whenever the value is close to (1) one, i.e. 100 %, This indicated higher stability scores for the study tool (Sekaran & Bougie, 2012, 325).

Table 1: Reliability

Variable	Dimension	Items	Alpha
Transformational Leadership	Ideal influence	5	0.859
	Individual considerations	5	0.881
	Intellectual stimulation	5	0.904
	Inspirational motivation	5	0.896
Quality of Work Life	Job design	5	0.889
	Capacity development	5	0.908
	Career progression	5	0.893
	Compensation	5	0.897
	Social integration	5	0.874

Based on the results in Table (1) for the Cronbach Alpha internal consistency coefficient values for the items of the study tool, which ranged between (85.9% -90.8%), which are values greater than (70%), which indicate consistency between the items of the study tool. The study tool can be described as consistency, and that the data obtained through it are suitable for measuring variables, subject to a high degree of reliability, and the possibility of reliance on it to conduct statistical analysis.

12. Data Analysis and Hypothesis Testing

12.1. Sample Characteristics

This part of the study aims to elucidate the frequencies and percentages of personal and functional characteristics of the respondents.

Table 2: Frequencies of the personal and functional characteristics

Variable	Category	Frequency	Percentage
Gender	Male	249	69.2
	Female	111	30.8
Age	Less than 30 years	167	46.4
	30 – less than 40 years	115	31.9
	40– less than 50 years	58	16.1
	50 years or more	20	5.6

Variable	Category	Frequency	Percentage
Education	High School	74	20.6
	Intermediate Diploma	22	6.1
	Bachelor	236	65.6
	High Diploma	8	2.2
	M.A	17	4.7
	PHD	3	0.8
Experience	Less than 5 years	144	40
	5 years –less than 10 years	95	26.4
	10 years – less than 15 years	64	17.8
	15 years or more	57	15.8

The results of Table (2) showed that 69.2% of the study sample individuals are males, and their number is (249), while (30.8%) are females, and their number is (111) individuals, and this is an indication of Royal Airlines's interest in hiring and employing more males than females. The nature of the Royal Airlines business requires great effort and sometimes periods of overtime, especially during the summer holidays and religious holidays, and these jobs are more suitable for males than females.

The results showed that (46.4%) of the study sample individuals are less than (30) years old, and their number is (167), followed by (31.9%) between (30 - less than 40 years old), and their number (115) individuals, followed by (16.1%) whose ages range from (40 - less than 50 years), and their number is (58), distracted (5.6%) are over (50 years old), and their number is (20) individuals, and this is an indication that most of the study sample are from Young groups that carry with them energy, tender and the ability to withstand work pressures. The results showed that (65.6%) of the study sample hold an academic qualification with a bachelor's degree, and their number is (236) individuals, followed by (20.6%) a general secondary school, and their number (74) individuals, followed by (6.1%) an intermediate diploma, and their number is (22) individuals. , Followed by (4.7%) masters, the number (17) individuals, followed by (2.2%) a higher diploma, and the number (8) individuals, while (0.8%) hold a doctorate, and their number (3) individuals, and this is an indication that most of the sample members have University degrees that qualify them to comprehend the subject of study and answer the questions of the study tool with the required competence and accuracy. The results showed that (40%) of the study sample individuals have less than (5) years of experience, and their number is (144) individuals, followed by (26.4%) whose experience ranges between (5) less than 10 years, and their number is (95) individuals, followed by (17.8%) have experience ranging between (10- less than 15 years), and their number is (64) individuals, while (15.8%) their experience is more than (15) years, and their number is (57) individuals, and this is an indication that most of the study sample individuals have experience Therefore, they have good data, and this helps to come up with results or indicators that can be generalized.

12.2. Descriptive Analysis

This part deals with a description of the variables of the study and the items of the study tool, where means and standard deviations of the items were calculated, in order to judge the degree of approval, determine the relative importance of the items, and then the relative importance of the variables, and by making these steps the results came as in Table (3).

Table 3: Mean and standard deviation

Variable	Dimensions	Mean	Std.
Transformational leadership	Ideal Influence	3.60	0.787
	Individual considerations	3.52	0.867
	Intellectual stimulation	3.48	0.948
	Inspirational stimulation	3.51	0.907

Variable	Dimensions	Mean	Std.
Quality of work life	Job design	3.63	0.829
	Capacity development	3.37	0.917
	Career progression	3.30	0.952
	Compensation	3.50	0.897
	Job design	3.30	0.889

It is evident from Table (3) that the values of mean of the independent variable (transformational leadership) with average scores ranged between (3.48-3.60), where the ideal influence obtained the highest, and intellectual stimulation at the lowest, this is clear the level of relative importance of the attitudes of the study sample towards transformational leadership in the researched sector is within the medium level.

The researchers believe that this result may be attributed to the presence of some obstacles related to the leaders' application of the concept of transformational leadership, such as the training and development processes that the company's management practices with leaders or within the regulations, laws and instructions issued by it in how leaders manage individual workers, even though there is an application of the concept of transformational leadership. Its implications are that it is still within a moderate degree of application and this requires the company to enhance the concept of transformational leadership and focus on its main principles.

This part of the study is concerned with describing the dimensions of the dependent variable, the quality of work life, which represents the answer to the second question of the study in the study problem where mean average and standard deviations of the items were calculated, in order to judge the degree of approval, and determine the relative importance of the items. It is evident that the values of mean averages of the dependent variable (quality of work life) have intermediate degrees ranged between (3.30-3.63), where job design got the highest, and career progress at the lowest, thus, it becomes clear that the level of relative importance of the attitudes of the study sample towards quality of work life in the researched sector is within the medium level.

The researchers see through the results contained in the above table, which confirm that the quality of work life dimensions have an average degree, which indicates the existence of obstacles in some characteristics related to the quality of work life, such as career progression processes that obtained the lowest mean averages, as well as the social integration factor, which relates to the system of social relations. Between the individuals working themselves and those working with the leaders in the organization.

12.3. Hypotheses Test

In this part of the study, the hypotheses were tested, where the first hypothesis was subjected to the multiple linear regression test, while (2-6) hypotheses emanating from it would be tested using simple linear regression.

Ho1: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of transformational leadership (ideal influence, individual considerations, intellectual stimulation and inspirational motivation) on the quality of work life at Royal Jordanian Airlines.

Table 4: the impact of transformational leadership on quality of work life

Transformational leadership	T	β	B	Sig.
Ideal Influence	-0.267	-0.013	-0.012	0.789
Individual considerations	6.594	0.359	0.320	0.000
Intellectual stimulation	1.453	0.066	0.054	0.147
Inspirational stimulation	8.70	0.466	0.396	0.000
R	R²		F	Sig.
0.816	0.666		177.285	0.000

Table (4) shows the results of the statistical test of this hypothesis model, which is represented by a set of dimensions of the independent variable, namely: the ideal influence, individual considerations, intellectual stimulation, inspirational motivation and one dependent variable represented in the quality of work life.

It is noticed from the table that the correlation coefficient is ($R=81\%$), which indicates a relationship between transformational leadership and work life quality at Royal Jordanian Airlines.

It is also noticed from the table that there is a statistically significant effect of transformational leadership on the dependent variable, the quality of work life, through the value of (F Sig.) of (0.000) which is less than (0.05) and also through the value of (F) and its value (177.285) which also represents. The significance of this model, and the value of the coefficient of determination ($R^2=0.666$) indicates that the transformational leadership explained (66.6%) of the variance in the quality of work life.

It appears from the results of the coefficient table for this hypothesis that the value of the beta coefficient for the ideal influence came ($\beta=-0.013$) and that the value of (T) (-0.267) was at a significant level (Sig=0.789), which is not significant, while the value of the beta coefficient for individual considerations came ($\beta=0.359$) and that the value of (T) (6.594) was at the level of significance (Sig=0.000), which is significant, and the value of the beta coefficient for intellectual stimulation was ($\beta=0.066$) and the value of (T) (1.453) was at the level of significance (Sig=0.147) and it is not significant, and the value of beta coefficient for the inspirational motivation was ($\beta=0.466$) and the value of (T) (8.707) was at a significant level (Sig=0.000), which is significant.

Ho2: There is no statistically significant effect at ($\alpha \leq 0.05$) for transformational leadership on job design in Royal Jordanian Airlines.

Table 5: impact of transformational leadership on job design

R	R²	B	F	Sig.
0.682	0.465	0.733	311.115	0.000

Table (5) shows the results of the simple regression of the impact of transformational leadership on job design, as it was found that there is a relationship between the two variables, where the value of the correlation coefficient reached ($R=0.682$), while the value of the coefficient of determination was ($R^2=0.465$), which means that the transformational leadership has It interpreted an amount (46.5%) of the variance in job design. The F value was (311.115) at the level of significance (Sig.=0.000). This confirms the significance of the regression at the level of significance ($\alpha \leq 0.05$), indicating the existence of a statistically significant effect of transformational leadership in job design.

Ho3: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for transformational leadership on developing capabilities in Royal Jordanian Airlines.

Table 6: impact of transformational leadership on capacity development

R	R²	B	F	Sig.
0.749	0.562	0.891	158.870	0.000

Table (6) shows the results of the simple regression of transformational leadership on developing capabilities, as it was found that there is a relationship between the two variables, where the value of the correlation coefficient reached ($R=0.749$), while the value of the coefficient of determination was ($R^2=0.562$), which means that the transformational leadership has It interpreted an amount (56.2%) of the variance in capacity development. The F value was (158.870) at the level of significance (Sig.=0.000). This confirms the significance of the regression at the level of significance

($\alpha \leq 0.05$), indicating the existence of a statistically significant effect of transformational leadership in developing capabilities.

Ho4: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for transformational leadership on career progression at Royal Jordanian Airlines.

Table 7: impact of transformational leadership on career progression

R	R ²	B	F	Sig.
0.669	0.447	0.825	289.746	0.000

Table (7) shows the results of the simple regression of transformational leadership on career progression, as it was found that there is a relationship between the two variables, where the value of the correlation coefficient reached (R=0.669), while the value of the coefficient of determination was (R²=0.447), which means that transformational leadership has It interpreted an amount (44.7%) of the variance in career progression. The F value was (289.746) at the level of significance (Sig.=0.000). This confirms the significance of the regression at the level of significance ($\alpha \leq 0.05$), indicating a statistically significant effect of transformational leadership on career progression.

Ho5: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for transformational leadership on compensation in the Royal Jordanian Airlines.

Table 8: impact of transformational leadership on compensation

R	R ²	B	F	Sig.
0.671	0.451	0.781	293.654	0.000

Table (8) shows the results of the simple regression of the impact of transformational leadership on compensation, as it was found that there is a relationship between the two variables, where the value of the correlation coefficient reached (R=0.671), while the value of the coefficient of determination was (R²=0.451), which means that the transformational leadership has It interpreted an amount (45.1%) of the compensation discrepancy. The F value was (293.654) at the level of significance (Sig.=0.000). This confirms the significance of the regression at the level of significance ($\alpha \leq 0.05$), indicating the existence of a statistically significant effect of transformational leadership in compensation.

Ho6: There is no statistically significant effect at ($\alpha \leq 0.05$) for transformational leadership on social integration in the Royal Jordanian Airlines.

Table 9: impact of transformational leadership on social integration

R	R ²	B	F	Sig.
0.626	0.392	0.721	230.458	0.000

Table (9) shows the results of the simple regression of the impact of transformational leadership on social integration, as it was found that there is a relationship between the two variables, where the value of the correlation coefficient reached (R=0.626), while the value of the coefficient of determination was (R²=0.392), which means that the transformational leadership it explained an amount (39.2%) of the variance in social integration. The F value was (230.458) at the level of significance (Sig.=0.000). This confirms the significance of the regression at the level of significance ($\alpha \leq 0.05$), indicating a statistically significant effect of transformational leadership on social integration.

13. Discussion

The results of the descriptive analysis of the study variables and regarding the independent variable represented by transformational leadership and its main dimensions (ideal influence, individual considerations, intellectual stimulation and inspirational motivation) showed a medium level of relative importance from the viewpoint of Royal Airlines employees, where the effect came the ideal influence is of the highest level of relative importance, and an average of medium relative importance, followed by individual considerations, with medium degree of relative importance, while the inspirational motivation came in the third degree with an medium degree of relative importance. The latter obtained after intellectual stimulation with a medium degree of relative importance. These results are consistent with the study of Al-Zahrani (2016) as well as the study of Mittal and Dhar (2015), where the results of these studies indicated that transformational leadership and its dimensions are practiced within a medium level of relative importance within the societies of these studies. The results of the current study differed from a number of previous studies and in a way. Slight, which showed that transformational leadership, in all its dimensions or in a number of its dimensions, has attained a high degree of relative importance, and among these studies is the study of Shawabkeh, Shalabi and Khawaldeh (2018), and there is also a difference in the result of the current study in terms of the relative importance of transformational leadership and its dimensions with a number of studies Foreign study such as Afsar et al. (2019).

The results of the descriptive analysis of the dependent variable within the study, represented by the quality of work life and its main dimensions (job design, capacity development, career progression, compensation, and social integration) showed a medium level of relative importance from the viewpoint of the employees of Royal Jordanian Airlines. Where job design came at the highest level of relative importance with medium relative importance, followed by compensation with moderate degree of relative importance, while capacity development came in the third degree with medium degree of relative importance. In the last place, career progression and social integration got the same degree, with an moderate degree of relative importance. This result is consistent with the results of Al-Khashali and Al-Hawamdeh (2019) study, in part, as its results showed that each of the career advancement, capacity development, and compensation dimensions had obtained medium levels of relative importance, while social integration and job design achieved high levels.

The existence of a statistically significant effect of transformational leadership with its dimensions (individual considerations, inspirational motivation) on the quality of work life in its combined dimensions at the Royal Jordanian Airlines, and this result confirms that transformational leadership and the characteristics it contains are directly related to improving the quality of work life. It was found that individual considerations and inspirational motivation had an impact on the quality of work life within the researched company, while the effect of the ideal and intellectual stimulation did not appear in the quality of work life, and this result may indicate that leaders within the Royal Jordanian Airlines do not invest all the characteristics that leadership possesses Transformational improvement in the functional aspects of employees.

The existence of a statistically significant impact of transformational leadership on job design at Royal Jordanian Airlines, as the transformational leader has the ability to take into account individual differences when designing jobs because of his knowledge of the required qualifications and the effort spent in determining the tasks involved in each job.

The existence of a statistically significant impact of transformational leadership on developing capabilities in Royal Jordanian Airlines, as the transformational leader pays more attention to workers, identifying their needs, and striving to develop their capabilities by providing them with skills, knowledge and positive trends related to their jobs, with the aim of developing their current and future performance.

The existence of a statistically significant impact of transformational leadership on career progression at Royal Jordanian Airlines, it has been shown that transformational leadership and the accompanying motivation, securing the needs of workers and attaching to the personality of the leader

due to the high confidence and the enhancement of the spirit of participation. On the job privileges, and securing access to specific positions in the career path.

The existence of a statistically significant impact of transformational leadership on compensation in the Royal Jordanian Airlines Company. Transformational leadership provides workers with their material and moral rights and urges them to adopt specific values and beliefs, direct them towards distinctive behaviors, and attract them to continue working and not leave work, especially among highly qualified workers. The presence of a statistically significant impact of transformational leadership on social integration in the Royal Jordanian Airlines Company, as the employees' admiration for the transformational leader resulting from their confidence in them and looking at him as a role model, taking into account their feelings and urging them to further analysis, think and participate in addressing the problems in innovative ways leads to this To build positive social relationships and meet their human and psychological needs.

14. Recommendations

According to the findings of the study, a set of the following recommendations can be proposed:

1. The necessity for the management of the Royal Airlines Company to pay attention to the transformational leadership and the dimensions of its president and to ensure that the leaders within the research company possess the characteristics of a transformational leader due to the positive effects that these characteristics achieve in many areas that in turn increase the company's effectiveness and its ability to develop and continuously improve and since the results indicate that the application of transformational leadership and its dimensions have reached medium levels, this indicates the presence of obstacles and problems in the application of transformational leadership and its contents, which calls for the company to study and discuss these obstacles to increase the rate of application of transformational leadership.
2. Emphasizing the enhancement of the importance of the quality of work life and its main dimensions due to its implications for the performance of employees, their satisfaction with the company and their loyalty, and this ultimately reflects on the performance of the company as a whole. Therefore, it is necessary for the Royal Airlines to intensify efforts towards raising the quality of life factor. Work and develop a special strategy for this aspect in order to be able to achieve a suitable environment for workers that contributes to empowering them, increases their capabilities and skills, and opens up the field of creativity and innovation for them, as the presence of a work environment that achieves the best results in the quality of workers' work life is reflected in all their tasks.
3. The Royal Airlines should develop the skills and abilities of its leaders, pay attention to the training aspects, enhance their expertise and direct them towards the application of transformational leadership with all its features and characteristics, as well as inform them of the successful experiences in the field of the application of transformational leadership and focus more on the dimensions of transformational leadership, especially the aspect of ideal influence and intellectual stimulation. Practiced by the transformational leader towards workers.
4. It is necessary for the Royal Airlines Company to review the concepts discussed in the study represented in transformational leadership, its dimensions, the quality of work life and its dimensions, intensify efforts and conduct studies related to these concepts to identify and address their weaknesses, as well as develop and improve the strengths given what these managerial concepts play in terms of performance. For individuals and organizational performance in general, improving the quality of work life and development is one of the contents of transformational leadership that mainly focuses on improving the competitive advantage and competitive capabilities of Royal Airlines, especially in light of the intense

competition in this field that needs to develop superior strategies to obtain a competitive advantage. High.

5. It is important for organizations in general to work diligently in studying and reviewing their strategies in general and setting up measurement indicators for them to show weaknesses and problems that they may face and suggest appropriate solutions for them, as the absence or weakness of applying administrative concepts, especially modern ones, may weaken The performance of the organization and thus may affect its growth, development and continuation, especially in the current business environment that witnesses political, economic, social and cultural disturbances that continuously affect the conditions surrounding the competitive environment.

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