

## TRANSFORMATIVE LEADERSHIP BEHAVIORS AND THEIR IMPACT ON BUILDING RELATIONSHIPS TO ATTRACT AND MANAGE THE BEST COMPETENCIES AND TALENTS IN EDUCATIONAL INSTITUTIONS

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### ABSTRACT

Transformative leadership is a response to the requirements of the academic community. It is a pattern of leadership generated by scientific progress and technical development that is most important for the organization's leadership in the face of modern challenges and developments by following behaviors that influence and motivate subordinates. The study aims to recognize the theoretical framework for transformative leadership and talent management, and demonstrate transformative leadership ethics. (Ideal effect, intellectual excitement, individual considerations, empowerment) on building relationships to attract competencies and manage the best talent at Qadisiyah University Sample study. The problem of the study is whether transformative driving behaviors affect positively and necessarily attract talented staff at Qadisiyah University. The study was applied by obtaining the necessary information by designing a questionnaire that included (50) A paragraph presented on the study sample, by collecting and analysing data and testing hypotheses using the statistical package (SPSS.V.27) And the researcher has reached a set of important conclusions, that the university administration does not develop incentive policies for the continued development of the professional path of talented teaching, Which reflects negatively on attracting and attracting competencies from teaching, The study came out with a set of recommendations and, most importantly, the university administration should support the exercise of each individual's powers. This contributes to attracting competencies from teachers to work at the university. Transformative leadership is a response to the requirements of the academic community. It is a pattern of leadership generated by scientific progress and technical development that is most important for the organization's leadership in the face of modern challenges and developments by following behaviors that influence and motivate subordinates. The study aims to recognize the theoretical framework for transformative leadership and talent management, and demonstrate transformative leadership ethics. (Ideal effect, intellectual excitement, individual considerations, empowerment) on building relationships to attract competencies and manage the best talent at Qadisiyah University Sample Study. The problem of the study is whether transformative driving behaviors affect positively and necessarily attract talented staff at Qadisiyah University. The study was applied by obtaining the necessary information by designing a questionnaire that included The (50) paragraph presented on the study sample, by collecting and analysing data and testing hypotheses using the statistical package (SPSS.V.27) And the researcher has reached a set of important conclusions, that the university administration does not develop incentive policies for the continued development of the

professional path of talented teaching, Which reflects negatively on attracting and attracting competencies from teaching, The study came out with a set of recommendations and, most importantly, the university administration should support the exercise of each individual's powers. This contributes to attracting competencies from teachers to work at the university. Transformative leadership is a response to the requirements of the academic community. It is a pattern of leadership generated by scientific progress and technical development that is most important for the organization's leadership in the face of modern challenges and developments by following behaviors that influence and motivate subordinates. The study aims to recognize the theoretical framework for transformative leadership and talent management, and demonstrate transformative leadership ethics. (Ideal effect, intellectual excitement, individual considerations, empowerment) on building relationships to attract competencies and manage the best talent at Qadisiyah University Sample study. The problem of the study is whether transformative driving behaviors affect positively and necessarily attract talented staff at Qadisiyah University. The study was applied by obtaining the necessary information by designing a questionnaire that included (50) A paragraph presented on the study sample, by collecting and analysing data and testing hypotheses using the statistical package (SPSS.V.27) And the researcher has reached a set of conclusions that are important, that the university administration does not put on (50) A paragraph presented on the study sample, by collecting and analysing data and testing hypotheses using the statistical package (SPSS.V.27) And the researcher has reached a set of important conclusions, that the university administration does not develop incentive policies for the continued development of the professional path of talented teaching, Which reflects negatively on attracting and attracting competencies from teaching, The study came out with a set of recommendations and, most importantly, the university administration should support the exercise of each individual's powers. This contributes to attracting competencies from teachers to work at the university .

**Keywords:** Transformative Leadership, Talent Management.

## INTRODUCTION

Transformative driving is a holistic entrance that can be used to describe a wide range of driving It is a process in which the individual shares with others and has links that raise the level of motivation and morality of both the leader and the subordinate, The transformative leader meets the needs and motivations of others in the organization and tries to help them reach their maximum potential and skills. by pursuing certain behaviors by attempting to change the shared organizational values of his organization to reflect a more humane and fair standard to enable the manager and followers to reach a stronger and higher set of ethical values than previous values that contribute to attracting and retaining highly competent staff, developing their skills and continuously motivating them to improve their performance to achieve the organization's objectives. From this point of view, the transformative leader seeks to raise his subordinates' awareness of their needs, and to turn this awareness into hopes and expectations, They are therefore motivated to satisfy those needs in terms of perception and self-realization in their working lives. Transformative leadership must therefore have a talent management strategy designed according to "To achieve the best results, educational

institutions are required to create talented abilities among their members that help them to keep up with their requirements. But these institutions cannot attract and attract these competencies without following behaviors based on motivation, development and improvement of the performance of these competencies. The task of attracting, developing and maintaining talented human resources poses the most important challenges facing educational institutions. In order to achieve research objectives, the research was divided into four chapters. Chapter I dealt with research methodology and previous studies. The first examined research methodology from the problem, importance, objectives, hypothesis and sample of the study. The second study included some previous studies on this subject. Chapter II addresses the impact of transformative leadership behaviors on building relationships to attract and manage the best competencies and talents. The first research examined the theoretical framework of transformative leadership while the second examined the theoretical framework of talent management. The third research dealt with the impact of transformative leadership behaviors on building relationships to attract and manage the best competencies and talents in educational institutions. Chapter III dealt with analysis of data that is concerned with the details of the implementation of the broadcast methodology. Chapter IV dealt with researchers of the first Summary of conclusions. The second contains the research recommendations .

## PART ONE: THE SCIENTIFIC METHODOLOGY OF STUDY

### **First: The idea and problem of study**

Most organizations strive to improve their leadership by developing innovative capabilities and competitiveness in today's rapidly changing economic environment, and therefore have to focus their attention increasingly on how to manage their intangible assets through transformative leadership management to invest talent management in faculty members at Qadisiyah University. Business organizations should guide their strategies towards achieving a certain type of excellence and organizational success. The problem is limited to trying to answer the following Chairperson's question and the resulting sub-questions: **(Are transformative leadership behaviors affecting positively and necessarily attracting talented staff at Qadisiyah University?)**.

• **The President's question is divided by the following sub-questions:**

- 1) Is there an impact between the ideal effect and the removal of talent management at Qadisiyah University's faculty?
- 2) Is there an impact between intellectual excitement and the removal of talent management at Qadisiyah University's faculty?
- 3) Is there an impact between individual considerations and the removal of talent management at Qadisiyah University's faculty?
- 4) Is there an impact between empowerment and the removal of talent management at Qadisiyah University's faculty?

### **Second: Objectives of study**

When it comes to building an investment portfolio for common shares to avoid financial failure under the Kida model, the company should assess the level of risk associated with such a move.



As with any investment, there are no guarantees of The objectives of this search can be limited to the following points: -

- 1) Measuring the university's interest in the concept of transformative leadership behaviors and talent management.
- 2 Diagnosis of the nature and type of relationship between transformative leadership and talent management at Qadisiyah University.
- 3 Measuring the role played by transformative leadership behaviors and talent management at Qadisiyah University.

### **Third: The importance of study**

The importance of the relationship between transformative leadership and talent management is highlighted by determining the success or failure of the company through leadership, because leaders are responsible for the failure of the work. Conversely, success in leading an organization is someone's success in influencing others to move or operate a vision, as well as good coordination or collaboration between leaders and subordinates. Leadership has a close relationship with motivation because the leader's success in moving others to achieve the set goals depends heavily on their leadership style.

### **Fourth: study hypotheses**

The research is based on a key premise: (transformative leadership behaviors influence relationship building to attract and manage the best competencies and talents of faculty members at Qadisiyah University

(The following sub-hypotheses emerged from this hypothesis)

- .1There is an impact between the ideal effect and the distance of talent management of faculty members at Qadisiyah University.
- .2There is an impact between intellectual excitement and the removal of talent management of faculty members at Qadisiyah University.

-3There is an impact between individual considerations and the distance of talent management of faculty members at Qadisiyah University.

4. There is an impact between empowerment and the removal of talent management of faculty members at Qadisiyah University

### **.Fifth: Population and sample of study**

The target population is determined in study before selecting the sample so that its vocabulary has the same characteristics and study population is determined in the light of what serves the objectives of study, and then decides how to choose the sample from it, and study population is represented in the banking sector, while study sample was represented in the banking sector by (6) banks.

## **PART TWO: THE THEORETICAL SIDE OF STUDY**

### **First ": transformative leadership.**

#### **Transformative leadership : The concept of 1-**

The concept of transformative leadership emerged in 1978, and James McRoger Burns (" Mccroger Burns) is the founder of this kind of leadership, thanks to which it was later

developed by American Bernard Bass (1985), and Burns' theory of leadership is that leaders should work at higher levels than affiliates, and that leaders should expand the functions of their staff so that an employee becomes aware that the interest of the group is more important than his own. Thus, the transformative leader has great influence, the ability to excite his staff and accomplish great works, as well as focusing on their affiliates' strengths and enhancing their managerial abilities, and seeking to develop them and grow by giving them ably. Transformative leadership is the process of radically changing the minds of subordinates, and so they unite to do common goals, and work more than expected of them. The transformative leader encourages commitment, initiative, flexibility and high performance, and the transformative leadership style is more suited to the motivation of knowledge workers and the development of the educated organization. (Huczynski & Buchanan, 2001), the transformative leadership is based on a distinction between leaders who work to build constructive and meaningful relationships with their subordinates to advance each other and reach the highest levels of ethics and motivation and increase their activity towards achieving the goals, and is a modern leadership method that aims to influence ideas, change attitudes and improve positive skills and behaviors through the inspiring influence of

#### **Dimensions of transformative leadership: 2-**

The researchers (Bass and Avolio) have developed four elements or dimensions of transformative leadership, which are:

##### **:Ideal effect 1-**

The ideal effect is the behaviour reflected by charismatic leaders and is a key component of transformative leadership by ideally influencing transformative leaders in ways that allow them to lead by example their subordinates, Where the leader becomes admired, respected and trusted, and perceived as having extraordinary abilities and perseverance, Besides, ideal leadership is essentially the highest level of ethical thinking. They are willing to sacrifice their own gains for the benefit of the Working Group and the Organization. (2002, Avolio, J. & Bass). It is the leader's ability to show extraordinary talents, resorting to risk, so that in subordinates creates sincerity, dedication and sense of common purpose. (Avolio, 2003) It is to demonstrate the feelings of respect for others, and to build mutual trust and confidence in the mission of the organization. The transformative leader can make the workers affected by his practices, when his workers feel their ability to achieve the organization's goals and messages. The leader's experiences and mental ability make him a source of admiration and example, enabling him to influence others (Abbas, 2010), the ideal effect includes methods that instill pride in workers and that these methods have to do with his attractiveness. It builds that the leader's thinking will go beyond the limits of workers' self-interest, to reach the working interest of the group, sacrifice the personal interest of others' blood, And that a transformative leader characterized by ideal influence, would show some kind of strength and self-confidence, He has the power to reassure others that they can overcome the obstacles they face. And he tends to talk at length about the most important values and beliefs that his workers believe in, The importance of trust in each other, which also focuses on collective tasks and stresses the importance of a strong association with the objectives sought, And that the members of

the institution or its team often trace a leader who has a perfect influence. s values and functions (Hughes, 2014, 8)

### **Intellectual excitement 2-**

Intellectual excitement is the transformative leader's mechanism to get his followers to think about solutions to the problems and difficulties that face them creatively and creatively, to address the problems that they have previously encountered in new ways and to constantly seek logical solutions to them, hence prompting them to seek new ideas and encourage them to solve problems in creative ways and means and support new models of work performance. (Al-Zahrani, 2020), is intended to excite workers to make them more aware of the problems in achieving performance that exceeds expectations. The role of the leader is demonstrated by empathizing with others, listening to their thoughts and suggestions and participating in their feelings and feelings. The transformative leader balances workers' values with those of the organization to achieve a kind of personal and organizational value unification (Abbas, 2010), the transformative leader tries to groom a subordinate through sympathy and constant listening to them and their thoughts and suggestions and thus shares in creative change. He encourages them to reconsider their personal ways of thinking and values, and helps them to do so through continuous dialogue based on evidence, evidence and logical arguments. (Al-Zaghibi, 2013), and the motivation of workers to think in new ways of solving problems, and to use logical thinking before engaging in any practice or conduct, where it represents the intellectual and behavioral impact of the transformative leadership's conviction, which continues even after the end of the leadership effect, to stimulate motivations and its orientation towards the repetition of disciplinary behaviour through increased mental awareness and mental cognition towards work (Awad et al., 2013), the transformative leader is expanding the understanding of workers, raising their level of thinking to reach creativity and innovation, by analysing the problems facing them, and to encourage them to come up with more new ideas, which will help them accomplish their tasks.

### **Individual considerations 3-**

Individual considerations are taken into account by the transformative leader's perception of the individual differences between subordinates and thus deal with each of them according to their own circumstances and ensure an effective communication system between them and them. (Shawabaqat, 2018), thus transformative leader works to develop each individual's skills and upgrade his or her performance. Hence, he or she acts as a mentor or coach where each of them shows great interest in their personal affairs, treats them more respectfully and cares to listen to them and gives them more confidence and security. In terms of the transformative leader's strategies with his followers regarding individual aspects, they are flattering and appreciative strategies, opening a line of open and continuous contact with them and giving authority to do important and difficult work for those who deserve to do it without favor. (Hedders, 2019), and considers the relationship between the transformative leader and his employee is not just one of a supervisory authority You always feel that this leader is doing him great favors, He has altruism and sacrifice, where the leader is keen to maintain constant contact with his followers, motivate them and raise their abilities whatever the individual's



job position, NAF never delays giving them different opportunities from providing them with ongoing training and education and focusing on their development. (Masood and Others, 2019), which is the personal leader's interest in his subordinates, responding to them and distributing tasks to them based on their needs and abilities, working to train them, guiding them to achieve further growth and development (Avolio, 2003), appreciating and respecting individuals, paying attention to the problems they face and helping them solve, paying attention to their needs and working to satisfy them, and building a good relationship with them.

#### **Empowerment: 4-**

One dimension added by Afolio and others is the idea of empowerment based on enhancing the independence of the employee's work, achieving job satisfaction, career commitment, organizational effectiveness and crisis management. In this dimension, the leader encourages workers to be held accountable, delegates more powers to them, especially with regard to decision-making, and gives them the freedom to participate in the development of plans and objectives. (Abu Ruman and Alfran, 2019) Empowerment is also seen as accelerating the organization's autonomous leadership. A potential organization has a broad scope of oversight, meaning that the ratio of staff to managers is a high proportion compared to traditional organizations, as well as the granting of powers to lower administrative levels, i.e. the delegation of authority from top to bottom. empowerment increases the leader's capacity and influence in the pillars of the Organization, It can guide its followers by giving them the information and data they need and giving them confidence in themselves by giving them the power to make decisions and do business more independently. This increases their commitment to work, increases their achievement and enhances their performance. (Masood and Others, 2019), that is to say, that the Director gives staff sufficient authority, always involves them in making decisions and taking their opinion and other administrative matters on an appropriate scale, as well as the need to strengthen moral and positive relations between all the institutional community. (Al-Amrani, 2002), that empowerment can accelerate autonomous driving, it is the possible organization that includes a wide range of supervision, meaning that the ratio of staff to managers is high compared to traditional organizations as well as the granting of powers to lower administrative levels, i.e. the delegation of powers from top to bottom (Jalab, Al-Husseini, 2014).

#### **.Second: talent management.**

##### **1-The concept of talent management.**

Talent is an important topic. The age we live in now is an age of amazing knowledge science and development, based on overcoming barriers, changing the habit and always evolving new creativity. This can only be done for developing societies by relying on the role of each of their members in general and the talented in particular. The concept of "talents" in language and terminology is:

Language: Talent has its linguistic meaning, as stated in "Arabic tongue". It is taken from the act of giving something free of charge. So talent is the gift of something for nothing. The word

talented in the language also comes from the original (gift), it is the human being who gives something without compensation.

**Terminology:** talents are distinct and subjective, but characterized by specificity, and talents are different from hobbies. Talents have existed in the individual since his or her inception, but they are crystallized through training and knowledge. The hobby we can earn and generate within the children's souls, but we must take into account the issue of their convergence and proportion to the child's potential and desires. (Al Obaidi, 2017). In today's era, talent management has become imperative. Thus, a struggle has emerged between organizations over talent ownership and recruitment to serve their goals, and they are working to propose mechanisms to provide the appropriate organizational environment for talent growth, making talent management one of the top priorities of many organizations right now. (Makdod, 2015), the intensity of competition and the increasing challenges faced by organizations and the requirements of modern times of quality and excellence, have led these organizations to strive to possess a high and distinct type of talented human resources with high abilities and skills, as a resource capable of creativity, innovation, excellence and organization leadership for success, and this resource requires dealing with it in particular, which has led to the emergence of the concept of talent management (Belgrade, 2018), where creative competencies and talents have become one of the biggest challenges facing enterprises today, due to the rapid development of technology and the crises the world is experiencing, prompting enterprises to change their perception of their human resources as the most important assets and pillars to invest, and come with distinction Institutions of creativity of their employees, management of their distinctive citizens, their strengths and talents, all contemporary institutions, Which has acquired the largest share of the market, and which is able to overcome the period of recession and global recession, has done so through its talents and creative investment of its outstanding human wealth, The new economy or knowledge-based economy has put new pressures and demands on human resources departments. and the need to review their roles in contemporary institutions, Also globalization, liberalization of ideas and practices, privatization of businesses, continuous change in technology and the nature of competition in markets, The change in population characteristics in the labour market, the persistent shortage of oryx and the rapid change in work patterns and forms are major challenges for human resources departments In addition to the requirements of workers in finding a balance between work and life requirements, which has created difficulties in attracting qualified human cadres, That keeps enterprises competitive in markets. (Al Kaabi, 2016). Talent management is one of the key factors through which work can be developed within business

#### **- Deploy talent management: 2-**

Looking at the successive developments in the global economic system, we see that today's competition has intensified among institutions. Even survival and success have become a strategic goal for these organizations, there are institutions that seek to attract talented staff and others that seek to maintain them. and this so-called talent war through investing in human resources and developing a system for managing such talent, In general, the talent management system is summarized in the following dimensions:



**: Attracting talent 1-**

It is imperative for contemporary organizations to consider the process of attraction through a future vision through which the possibilities and developments associated with the labour market are taken into account. This is done by establishing a clear and specific strategy to attract talent based on competencies and expertise. By providing a system of salaries and bonuses associated with performance and a system of physical incentives and compatible with the incentives of competitors in the market, As well as providing training opportunities both within and outside the organization by developing effective training programmes for the development of talented skills and skills, providing opportunities for promotion, growth and career advancement, and providing services related to the social, cultural and health aspects of the organization's talented people. The creation of an appropriate working environment that provides support, encouragement and satisfaction for the needs of talented people, For creativity and innovation, they play an important role in attracting talent for organizations. In addition, the organization's name and reputation make it a place where talents want to work and prefer to belong (Al Furjani, 2014).organizations. Despite the importance of material, technological and informatics inputs, human resources are the most important factors for the development of management work, in light of effective leadership skills (Urban, 2018).

**Retaining talent 2-**

Talent is retained in contemporary organizations through the dissemination of a talent-sponsoring organizational culture that emphasizes the importance of talent in achieving excellence. The organization's competitiveness also corresponds to the salary system and rewards raised by the organization with the salaries of competitors and the market. Providing professional and personal growth opportunities, such as prospects for application, career growth and personal growth within the organization, serves to sustain the organization's talent. As well as providing the right environment for talented people to deliver innovations and creations without traditional constraints (Al-Farjani, 2014) These talented and essential individuals, who lead the organization for future success and who cannot afford to waste them, should be adhered to. The cost of replacing the profitable staff member of the organization who adds value to it is very expensive, and the organization needs to design strategies to retain talents such as the system of reward for high performance and development providers (HQ, 2014 ).

**Talent Development 3-**

Talent is developed by encouraging them to undertake new tasks to acquire new skills as assigning the talent to new tasks that he has never performed acquires new skills allowing him to learn and not be bored. And also develop his talents by giving this talented project management to fully develop his talent for time management and problem solving, Giving talents the opportunity to participate in training programs increases the relevant individual work skills while ensuring that the training provided to talented individuals corresponds to their strategic needs in the organization in addition to providing guidance and recommendation that leads to the assistance and support of gifted development in general both at the personal and professional level and thus providing opportunities for growth and

development. According to the skills needed by development in order to develop personal and technical core competencies, Talent leadership skills must identify skills that need to be developed and identify their strengths and weaknesses. And not only focusing on weaknesses, but paying attention to strengths to make sure they grow in the right direction. (Al Furjani, 2014), talent development is one of the effective methods of maintaining talent within the organization. The organization must give talented individuals the opportunity to develop their areas of excellence and improve their overall performance and thereby strengthen their motivation and develop their functions (2003, Sloan) .

### **Third: The impact of transformative leadership behaviours on building relationships to attract and manage the best competencies and talents in educational institutions.**

Transformative leadership behaviours in educational institutions.

There is a clear impact of transformative leadership in building relationships and attracting competencies in educational institutions, and has summarized

:Leithwood, 1992), this effect is as follows

Developing the university's teaching skills, improving their skills, encouraging collaborative teamwork, reducing their occupational isolation, fostering university cultural changes and establishing a vocational university culture 1-

Encourages teachers to provide creative solutions to educational problems, motivate them to participate in new activities and make additional efforts to achieve the University's mission and objectives 2-

Involve teachers in the development of university goals and vision, and help them adopt creative thinking to find multiple interpretations and alternatives for achieving the goals 3-

.The university community constitutes one team that shares responsibilities and powers, and places in front of the workers broad hopes that can be achieved and establish a collaborative climate that inspires excellence and creativity 4-

Most universities currently operate in a complex, dynamic and highly competitive global environment, in addition to those globalization trends, increasing academic mobility, and attention to academic talent in many disciplines

(2013 Brink, Marian Van Den and Fruytier, ), Iraq's higher education sector is one of the most important. Interest in this sector has increased considerably, with a clear increase in the number of public and private universities, and attracts a large number of faculty with higher degrees, in order to provide high-quality education to students attending these universities. The leadership approach used in universities is one of the most important factors influencing their increased effectiveness in the process of change and improving the quality of their output, and working to choose the best leadership methods, in order to provide the best and finest types of education, and in the same context emphasizes( Waters, 2012) that attention to the topic of university leadership is due to its importance in the survival of universities and their continued achievement of the desired goals. The University drives individuals in its various organs to work and deploy their maximum potential to achieve the goals by raising their morale, and creating all the conditions for everyone to work hard and actively and perform in line with the University's ambition and objectives .

### Methods and ways to attract talent in universities 2-

Increased attention to talent management, planning and adaptation to achieve the goals of organizations, including universities in response to changes in the labour market and the trend towards globalization. The so-called talent war that grew in the twentieth century began to focus on talent. A real battle took place to attract, develop, attract and motivate talents from these organizations, making talent management one of the top priorities of many organizations, bodies and ministries in different communities. (Half, 2008), undoubtedly, talent has become an important commodity for achieving excellence for any institution, including universities and academic institutions, It makes the effective selection and management of talent one of the determining factors in the success of the University and increasing its competitiveness, thereby becoming the high performance quality of faculty and staff of the greatest assets of the University. So universities do everything they can to find and attract talent and give them a reason to stay. Following the comprehensive talent management strategy and employing talent development and development tools in their right places, universities provide great opportunities to acquire the intellectual assets they need and increase the value of the university as a whole and maintain its prestigious position in the scientific community, the local community and the international community. The following are some methods and methods that help educational institutions attract and attract optimal human talent and energy: (asmi Zartaj, 2011)

### PART THREE: THE APPLIED ASPECT OF RESEARCH

**First:** - The researcher on this aspect tested the main and sub-hypotheses of the study, where the acceptance of the study hypotheses was tested through the use of simple regression analysis and mono-variation analysis as follows

**Main hypothesis:**

**)Transformative leadership behaviors affect relationship building to attract and manage the best competencies and talents of faculty members at Qadisiyah University(**

To test this hypothesis, simple regression analysis was used to verify the potential impact of driving behaviors Transformative on talent attraction at Qadisiyah University sample study, as shown in the following table:

**Table( 1) shows the results of the simple regression test of transformative driving behaviors on talent attraction at Qadisi University**

Empowerment	individual considerations	Intellectual excitement	Ideal Effect	talent management	
0.217	0325	0.281	0.278	1,000	talent management
0.408	0.432	0.368	1,000	0.278	Ideal Effect
0.532	0.427	1,000	0.368	0.281	Intellectual excitement
0.624	1,000	0.427	0.432	0.325	individual considerations
1,000	0.624	0.532	0.408	0.217	empowerment
0,001	0,000	0,000	0,000	.	talent management
0,000	0,000	0,000	.	0,000	Ideal Effect



0,000	0,000	.	0,000	0,000	Intellectual excitement	
0,000	0,000	0,000	0,000	0,000	individual considerations	
.	0,000	0,000	0,000	0,001	empowerment	
210	210	210	210	210	talent management	Sample
210	210	210	210	210	Ideal Effect	
210	210	210	210	210	Intellectual excitement	
210	210	210	210	210	individual considerations	
210	210	210	210	210	empowerment	

Source: Prepared by the applicant based on SPSS v27 outputs

Table( 2) shows the relationship between transformative driving behaviours (ideal influence, individual intellectual and legal excitement and empowerment)

coefficient of relationship )( $r^2$	coefficient of relationship )(r	reference	value )(F	reference	value )(T	value (Beta)	Variable dimensions
0.148	0,385	0,000	8.912	.050	10.489	146.	Ideal Effect
				033.	1.969	168.	Intellectual excitement
				005.	2.150	242.	individual considerations
				358.	2.825	083.	empowerment

Source: Prepared by the applicant based on SPSS v27 outputs

Tables 1 and 2 illustrate the relationship between transformative driving behaviors (ideal influence, individual intellectual and legal excitement and empowerment) and talent attraction at Qadisiyah University, which is confirmed by Beta's value for transformative driving behaviors (146., 168., 242., 083.) As confirmed by T (10.489, 1.969, 2.150, 2.825), the calculated value of Fisher's count was (8.912) which is greater than scheduled and morale ratio (sig = 0.00), (i.e., the relationship between transformative leadership behaviors and talent attraction is a positive one), and the model's explanatory ability has reached (Determination coefficient .148 =  $R^2$ ) which means that 14.8%) of changes in talent attraction are explained by changes in transformative driving behaviors and it confirms the morale of this effect resulting from the association between them (coefficient of binding .385), which refers to the strength of the relationship between the two variables, and accordingly we establish the hypothesis that:

There is a statistically significant impact of transformative driving behaviors (ideal influence, individual intellectual and legal excitement, and empowerment) on attracting talent at Qadisiyah University Sample Study. To ensure that each transformative driving behavior

influences talent attraction, the researcher examined subassumptions by using simple regression analysis as follows:

#### Second:- Sub-hypotheses:

.There is an impact between the ideal effect and the distance of talent management of faculty members at Qadisiyah University 1-

Table No. (3) shows the results of the simple linear regression model to correlate the ideal effect on talent attraction

coefficient of relationship )( $r^2$	coefficient of relationship )( $r$	reference	value )( $F$	reference	value )( $T$	value (Beta)	Variable dimensions
.077	.278	.000	17.411	.000	4.173	.278	Ideal Effect

Source: Prepared by the applicant based on SPSS v27 outputs

The results of the simple linear regression model presented in the table indicated (3) To have an effect of (ideal effect) on (talent attraction) where the correlation coefficient was low ( $R = 0.278$ ), moreover, showed a very low level of variation ( $R^2 = 0.7\%$ , as beta coefficient (0.278) indicating that with each increase of (1%) In data clarity, the affiliate variable increases by 278% and the combined results allow for hypothesis support.

The effect was found between intellectual excitement and the removal of talent management of faculty members at Qadisiyah University 2-

Table No. (4) shows the results of the simple linear regression model of the association of intellectual arousal on attracting talent

coefficient of relationship )( $r^2$	coefficient of relationship )( $r$	Reference	value )( $F$	reference	value )( $T$	value (Beta)	Variable dimensions
.079	.281	.000	17.799	.000	4.219	.281	Intellectual excitement

Source: Prepared by the applicant based on SPSS v27 outputs

The results of the simple linear regression model presented in table (4) indicated a significant impact of the (intellectual excitement) on (talent attraction) where the correlation coefficient

was low ( $R = 0.281$ ), moreover, showed a low level of variation ( $R^2 = 7.9\%$ ), and beta coefficient ( $0.281$ ), indicating that with each increase of (1%) In intellectual excitement, the dependent variable increases by 28.1%. Combined results allow hypothesis support.

**There is an impact between individual considerations and the distance of talent management of faculty members at Qadisiyah University 3-**

**Table No. (5) shows the results of the simple linear regression model for the correlation of individual considerations to attract talent**

coefficient of relationship) $(r^2)$	coefficient of relationship) $(r)$	الإشارة	value) $(F)$	الإشارة	value) $(T)$	value (Beta)	Variable dimensions
.105	.325	.000	24.515	.000	4.951	.325	individual considerations

Source: Prepared by the applicant based on SPSS v27 outputs

The results of the simple linear regression model presented in table (5) indicated a significant impact of the (Individual considerations) on (talent attraction) where the correlation coefficient was low ( $R = 0.325$ ), moreover, showed a low level of variation ( $R^2 = 1.5\%$ ), and beta coefficient ( $0.325$ ) indicating that with each increase of 1%) it increases by 32.5%. Combined results allow hypothesis support

**4- There is an impact between empowerment and the removal of talent management of faculty members at Qadisiyah University**

**Table No. (6) shows the results of the simple linear regression model of the empowerment link to attract talent**

coefficient of relationship) $(r^2)$	coefficient of relationship) $(r)$	reference	value) $(F)$	reference	value) $(T)$	value (Beta)	Variable dimensions
.047	.217	.002	10.246	.002	3.201	.217	empowerment

Source: Prepared by the applicant based on SPSS v27 outputs

The results of the simple linear regression model presented in table (6) indicated a significant impact of the (Enabling) on (attracting talent) where the correlation coefficient was low ( $R = 0.217$ ), moreover, showed a low level of variation ( $R^2 = 4.7\%$ ), and the beta coefficient ( $0.217$ ), indicating that with each increase of (1%) it increases by (21.7%). Combined results allow hypothesis support.



## PART FOUR: CONCLUSIONS AND RECOMMENDATIONS

### First: Conclusions

This study addresses the most important findings of the researcher through theoretical study and practical application of research and can be summarized as follows:

The results showed that the university administration has the ability to convince teachers and increase their enthusiasm. 1-

The University Administration has been found to be empowered to teach according to their ability and desire to work 2-

The results showed that the university administration follows a system that can easily contact all leaders at the university 3-

The results showed that the university's management encourages teachers to take responsibility 4-

5-The results demonstrated that the University's management motivated educators to develop their expertise

The results showed that the university administration does not develop a plan for how to attract competencies and talents to work at the university 6-

The results showed that the university administration does not support the exercise of everyone's powers 7-

The results indicated that the university administration does not devote time to training for each individual 8-

The results showed that the university's management is not always careful to evaluate performance and review work with teachers 9-

The results showed that the University's management did not value the achievements made at the University and therefore had a negative impact on building relationships and attracting competencies at the University 10-

11-The results indicated that the University's administration is not developing incentive policies to further develop the career of talented teachers, which has a negative impact on attracting and attracting competencies from teachers.

### Second: Recommendations

The need to continue to run the university by encouraging teachers to take responsibility

1-University.The university administration must develop a plan for how to attract competencies and talents to work in

2- The management of the university should support the exercise of each individual's powers, which contributes to attracting the competencies of teachers to work at the university 3-

4- The university administration must allocate time for training for each individual separately  
The management of the university should ensure that performance is evaluated and the work with teachers is reviewed

5- The university administration should appreciate the achievements made at the university and therefore this is positively reflected in building relationships and attracting competencies at the university 6-

The university administration must develop incentive policies to continue developing the career of talented teachers, which positively reflects on attracting and attracting competencies from teachers 7-

8- The university administration should encourage teachers to continue continuous learning and develop their educational and professional skills. They should also have opportunities for training and continuous development and provide the necessary resources.

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