

The impact of transformational leadership on the organizational culture in the Yemeni telecommunications sector

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Abstract

This research Work aimed to investigate the impact of transformational leadership in its dimensions (ideal influence, inspirational motivation, intellectual stimulation, individual considerations, empowerment) on the organizational culture in the Yemeni telecommunications sector. The research used the descriptive analytical method and to collect field data, he relied on the questionnaire tool The size of the study population was (452) male and female workers and sample (287) male and female workers. The level of availability of transformational leadership in the communications sector understudy is high all dimensions. The level of availability of Organizational Culture in the communications sector understudy is high all dimensions. and there is an statistically significant impact of transformational leadership (**Idealized Influence, motivation Inspirational, Individualized consideration, stimulation Intellectual, Empowerme**) on organizational culture in the Yemeni telecommunications sector.

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INTRODUCTION

Global and local organizations face many changes and challenges, whether private or public organizations. These challenges have led to the emergence of new concepts in the management of organizations that seek to achieve the goal of survival, continuity and excellence in the world of competition, by changing their traditional methods that are not consistent with the challenges faced by organizations, and adopting modern management methods, including effective administrative leadership, which enables the organization to deal with and overcome the challenges it faces to achieve the best performance level.

These challenges, developments and changes facing today's organizations have made the traditional leaders that they manage unable to meet the challenges and developments required by the stage, and therefore it has become necessary to have a leadership capable of facing these challenges, as I mentioned (Al-Zoman, 2018, 9) that the importance of having an administrative leadership capable of changing the culture of immediate and reactive actions to the culture of entrepreneurship and innovation towards making its future. The leadership style is one of the most important tools that help the organization to achieve its vision and mission through its ability to influence and flexibility. As he pointed out (Reid, 2005, 21) that leadership is and has always been related to the responsibility to transform future visions into a better reality than the current reality, through the work of strategic thinking, and through the development and coordination of individuals' skills. The essence of leadership is about advocating the definition and clarification of a vision and inspiring others enthusiastically to share responsibility for implementing the strategies necessary to achieve it.

The challenges, developments and changes facing modern organizations led to the emergence of the transformational leadership model in the last years of the twentieth century. It was proposed by a number of prominent leadership researchers such as (Bass) (Tichy and Devanna) (Burns) (Enshey) (Robbins) (Babaker, 2015). They stressed that the process is the exchange between the leader and subordinates towards achieving the desired goals of the institution, and the impact of the transformational leader through the positive change process and the importance, intelligence, thinking, future visions and its ability to deal with crises and work to achieve extraordinary levels of achievement and excellence (Abbas and Ali, 2016, 81). Transformational leadership supports change to keep pace with progress and helps to shift from certain work methods to new methods.

The study problem and its questions:

The telecommunications sector is one of the organizations that face many challenges and obstacles as a result of the rapid technological and digital progress witnessed by the telecommunications market. The telecommunications sector is an organization that has components, systems and objectives that it seeks to achieve through a leadership and cultural system that guides the course of its employees, and determines the pattern of the relationship with customers and partners. As a result of the nature of the work of the telecommunications sector, which provides services characterized by rapid changes and keeping pace with everything new in a competitive environment, which made the sector fall under great societal pressure and levels of accountability from the higher supervisory authorities and demanding advanced levels of excellence and high performance, so that it can meet the challenges and survive and even excel at the local level. As a result, the telecommunications sector fell under continuous pressure in order to achieve a high level of performance and productivity to achieve the desired goals. From this standpoint, the need for non-traditional leadership styles that contribute to achieving the goals and visions that the telecommunications sector seeks to achieve.

Given the importance of the impact of organizational culture in achieving performance excellence, theories of organizational culture, including the theory of "strong culture", which indicated that strong organizations with better performance than other organizations are due to the existence of a culture of consensus on the values that lead the organization and are known to all employees, including individuals who are outside it, and are characterized by their spread and help to achieve high performance because of their compatibility with common goals, as they create a strong motivation to work because of the prevailing common values (Al-Azzawi, 2009, 92).

Through review and research, the researcher found that the transformational leadership style is one of the most important methods that affect the organizational culture, as there is a close and significant correlation between transformational leadership and organizational culture, as confirmed by a study (Tawaf,2009) that there is a clear and obvious relationship between both leadership and organizational culture and organizational performance, as organizational culture is an important and modern variable in the science of modern management and one of the factors affecting the business environment, where theories of distinguished performance, including(Deal and Kennedy theory, Gallag Herex theory, Stamm theory) focused on the vital impact of organizational culture, as they assumed that organizational culture affects everything that can be achieved, and therefore it is necessary to focus on managing this culture in order to achieve success and excellence in performance.

Based on the above, and in view of the importance of transformational leadership in making real and sustainable change at the level of the telecommunications sector, and its impact on changing the values, beliefs and customs held by workers in the telecommunications sector and exercising their duties accordingly, and the future expectations that are determined, in addition to the absence of a local study - within the limits of the researcher's knowledge - that dealt with transformational leadership and its impact on the organizational culture at the level of the telecommunications sector in the Republic of Yemen as a leading trend for the development, strengthening and development of the organizational culture.

Accordingly, the problem of the study can be clarified through the following main question

What is the impact of transformational leadership on the organizational culture in the Yemeni telecommunications sector?

The following sub-questions are derived from the main question:

1. What is the level of practice of transformational leadership dimensions from the point of view of workers in the Yemeni telecommunications sector?
2. What is the reality of the organizational culture from the point of view of workers in the Yemeni telecommunications sector?

Study Model

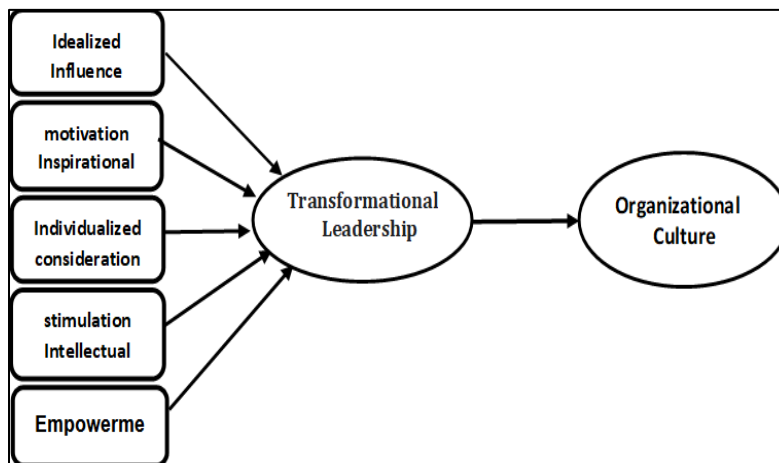


Figure No. (1) Cognitive study model

Hypotheses of the Study

Through the problem, questions and objectives of the study, and after reviewing the theoretical foundations of the relevant research variables, the linking relationship between the study variables and their hypotheses was determined as the initial solution to the study problem, which will be tested and confirmed for validity using different methods as shown.

The Main Hypothesis: Transformational leadership has a statistically significant impact on the organizational culture in the Yemeni telecommunications sector

From the main hypothesis, the following sub-hypotheses branch out:

- The **first sub-hypothesis**: The ideal effect has a statistically significant effect on the organizational culture in the Yemeni telecommunications sector.
- **Second sub-hypothesis: Inspirational** motivation has a statistically significant impact on the organizational culture in the Yemeni telecommunications sector.
- The **third sub-hypothesis**: Intellectual stimulation has a statistically significant impact on the organizational culture in the Yemeni telecommunications sector.
- The **fourth sub-hypothesis**: Individual considerations have a statistically significant impact on the organizational culture in the Yemeni telecommunications sector.

The fifth sub-hypothesis: Empowerment has a statistically significant impact on the organizational culture in the Yemeni telecommunications sector.

The importance of the Study:

The importance of the Study Lies in the following

Scientific (the oretical) importance

- This study derives in its scientific importance because it will cover an important aspect of the lack of previous studies, which indicate the absence of a local study linking the variables of the study to transformational leadership, organizational culture and distinguished performance. Therefore, this study is a modest attempt to develop a model that links the transformational leadership style, organizational culture and distinguished performance, which can have an impact on the excellence of the telecommunications sector in Yemen.

Practical (applied) importance:

- Attempting to enhance the awareness of management leaders in the telecommunications sector of the importance of enhancing the attributes and characteristics of transformational leadership as an effective method for developing organizational culture.

- Provide a frame of reference and practical steps for the extent to which transformational leadership attributes are applied in the telecommunications sector in Yemen, and their impact on strengthening the organizational culture
- Highlight the importance of transformational leadership and organizational culture as effective variables in achieving outstanding performance.
- Knowing the level of practice of transformational leadership and the prevailing organizational culture will contribute to making the necessary recommendations to the telecommunications sector and to other companies and institutions.
- The results of the study can help leaders in the Yemeni telecommunications sector to develop training plans and programs that ensure the adoption and dissemination of a culture that contributes to the importance of adopting this type of leadership in order to achieve performance improvement and development.

Study methodology and procedures

The study relied on the descriptive analytical approach to determine the impact of transformational leadership as an independent variable on the organizational culture as a dependent variable in order to verify that the results of this impact support the theoretical expectations in the relationship between the variables of the study and to reach a better understanding of the impact between these variables and the extent of analysis, linkage and interpretation among them to reach conclusions that can be built upon with recommendations and proposals for the Yemeni telecommunications sector.

Study population:

Based on the problem of the study and its objectives, the unit of analysis in this study is the Yemeni telecommunications sector, including (General Telecommunications Corporation, Yemen Mobile Company, TeleYemen International Telecommunications Company), the field of study, and the unit of inspection of administrative leaders in the main centers (head of department, director of department, general manager, head of sector - assistant executive director, executive director), which number (452) individuals.

Table (1) Number of workers in the Yemeni telecommunications sector under study at each administrative level

Administrative level	TeleYemen	Yemen Telecom	Yemen Mobile	Total
Executive Director	1	1	1	3
Deputy Executive Director Sector Head	3	4	4	11
General managers	0	21	0	21
Director of the Department	15	83	17	115
Head of Department	62	195	45	302
The Total	81	304	67	452

The Study sample

The sample was selected by the non-relativistic stratified random sample method to quantify the opinion of the study sample, and referring to the Krejcie & Morgan table, where the sample size was determined at (210) individuals, which is the lowest percentage that can be accepted. The study worked to increase the sample size in order to provide a higher representation of the characteristics of the community, and therefore the generalization is truer for the results reached, as (325). In Table (2), an explanation of the number of questionnaires distributed to each sector's entity, and what was retrieved

Table (2) Distribution, retrieval and analysis of questionnaires

Company Name	Distributed: questionnaires	Lost	Retrieved questionnaires	DAMAGED questionnaires	Analyzed questionnaires
Tele Yemen	205	1	204	9	195
Yemen Telecom	60	10	50	7	43
Yemen Mobile	60	6	54	5	49
The Total	325	17	308	21	287

Study results and discussion:

The following is a presentation of the results of the study: To answer the main question of the study: What is the impact of transformational leadership on the organizational culture in the Yemeni telecommunications sector? The following questions branch out:

First: Presenting the results of the first question: What is the level of availability of dimensions of transformational leadership from the point of view of workers in the Yemeni telecommunications sector? To answer this question, the researcher presented the results at the level of each dimension separately and according to its paragraphs to determine the level of availability of transformational leadership dimensions, where the arithmetic averages and standard deviations were extracted as follows:

Table (3) Arithmetic means and standard deviations of the average responses of study sample members on the dimensions of the first axis (Transformational Leadership) and the overall average of the axis

Dimensional arrangement	The dimension	SMA	standard Deviation	Percentage	Availability level
1	Idealized Influence	3.93	785.	78.6%	High
4	inspirational motivation	3.64	822.	72.8%	High
2	intellectual stimulation	3.67	792	73 5	High
5	Individualized consideration	3.60	0.750	72.1%	High
3	Empowerment	3.64	0.784	72.8%	High
Overall average of dimensions (Transformational Leadership)		370	0.786	74 %	High

We extract from the data of Table No. (3) some analytical indicators, which we summarize as follows:

1. The analysis showed that the representation of leaders and direct supervisors in the telecommunications sector in Yemen for transformational leadership received a high degree of achievement

with an arithmetic average of **(3.70)**; and with a standard deviation **(0.786)**, which shows that there is harmony among the sample members and an agreement towards the high level of representation of transformational leadership among the leaders and direct heads in the telecommunications sector in Yemen, and a percentage weight **(74%)**, and the arithmetic mean is higher than the hypothetical mean on the test scale area of **(3.00)**, which is relied upon to examine the levels of response of the sample members, which is explained by the availability and practice of transformational leadership among the leaders in the telecommunications sector under study. Based on the above, it was found that the leaders enjoy the dimensions of transformational leadership represented by the ideal influence and example in guiding effective behavior and performing tasks with a high level of productivity as a result of the encouragement given to employees, as well as their ownership of the persuasion feature and their ability to change the convictions of their subordinates, in addition to their influence in encouraging and motivating employees to adopt creative ideas and solve problems by stimulating ideas, taking into account some individual differences, providing them with some powers and delegating them to perform tasks in a way that enhances their capabilities and develops their skills.

The high level of achievement of transformational leadership among the leaders and direct heads in the telecommunications sector in Yemen, locally, is consistent with the study of Al-Azani, (2018), which reached a high level in the representation of leaders in Yemen Mobile for the dimensions of transformational leadership, and also agrees with the study of both (Ayed and Al-Qahfa, 2020, Basin, 2020, Al-Nashmi and Farhan, 2017), and agrees in the Arab world with the study of both Suleiman and Al-Saed (2022), which reached a high level of transformational leadership among workers in the Zain Group for Iraqi Communications, and also agrees with the study of (Al-Zeyoud, Al-Omari, 2022, Al-Shammari, 2017).

2. When looking at the ranking of the dimensions of transformational leadership in the companies under study according to the level of availability and verification, it graduated downward starting with the ideal effect, where it obtained the highest percentage weight of capacity **(78.6%)**, and secondly after intellectual stimulation with a percentage weight of capacity **(73.5%)** and thirdly after empowerment with a percentage weight of capacity **(72.8%)**, and fourthly after inspirational stimulation with a percentage weight of capacity **(72.8%)**, and finally after individual considerations with a percentage weight of capacity **(72.1%)**, and in light of the above, it can be said that there is a high achievement of all dimensions of transformational leadership among the leaders and direct heads in the telecommunications sector in Yemen.

Second: Presenting the results of the second question: What is the level of availability of the dimensions of the organizational culture from the point of view of workers in the Yemeni telecommunications sector?

To answer this question, the researcher presented the results at the level of each dimension separately and according to its paragraphs to determine the level of availability of organizational culture dimensions, where the arithmetic averages and standard deviations were extracted as follows:

Table (4) Arithmetic means and standard deviations of the average responses of study sample members on the dimensions of the first axis (Organizational culture) and the overall average of the axis

Dimensional arrangement	The dimension	SMA	standard Deviation	Percentage	Availability level
1	Organizational Values	3.76	716	75.2%	High
2	Organizational Beliefs	3.73	0.752	74.6%	High
3	Organizational Norms	3.71	798.	74-2	High
4	Organizational Expectations	3.58	.804	71.5%	High
Overall average of dimensions (Organizational culture)		3.70	767	73.8%	High

We extract from the data of Table No. (4) some analytical indicators, which we summarize as follows:

1. The analysis showed that there is a representation of the organizational culture among the leaders and direct heads in the telecommunications sector in Yemen with a high degree of achievement with an arithmetic average of **(3.70)**, with a standard deviation(**0.767**), which shows that there is harmony among the respondents and an agreement towards a high level of representation of the organizational culture among the leaders and direct heads in the telecommunications sector in Yemen, and a percentage weight **(73%).8)**, and the arithmetic mean is higher than the hypothetical mean on the area of the test scale of **(3.00)**, which is relied upon to examine the levels of response of the sample members, which is explained by the availability and practice of the organizational culture among the leaders in the telecommunications sector under study. Based on the above, it was found that there is an availability of the dimensions of the organizational culture adopted by the leaders and direct heads in the telecommunications sector in Yemen that can contribute to pushing towards achieving the goals and raising the levels of performance through the sharing of knowledge and enhancing the bonds of cooperation and harmony between all cadres and

workers through an increase in the process of administrative coordination between the various levels, all of which is due to the adoption of the organizational culture by the leaders, which contributes to enhancing performance and achieving continuous successes.

The researcher explains the direction of various modern institutions, including the telecommunications sector, towards achieving a strong organizational culture, as the organizational culture is what enhances the company's excellence in the eyes of all parties, whether internal or external customers, through what reflects the values, customs, expectations and beliefs about the organization. It is one of the important factors in its sustainability, continuity and ability to keep pace with the changes taking place in the internal and external environment of the company. There is also a positive impact of the organizational culture on the performance of human resources, due to the vital impact of the characteristics and elements of the organizational culture and its effective impact on the embodiment and development of modern administrative thought that contributes to raising the level of performance and constitutes a motivation for achievement through teamwork, exchange of ideas, participation and cooperation. This is explained by the (Z) theory of organizational culture, which addresses the most prominent features that led to the success of the Japanese model through many features such as the sense of participation and cooperation between managers and workers within the organization, the involvement of working individuals in discussing problems and working to generate innovative ideas, and working to mix the collective decision with the organizational culture in which certain values and beliefs are common, such as the sanctification of work and mutual respect among members.

The high level of compliance of the leaders and direct superiors in the telecommunications sector in Yemen with the organizational culture locally is consistent with the study of Al-Salawi, (2021, 140), which reached a high level in the organizational culture of Yemen Mobile, and also agrees with the study of (Abdo , 2017, Al-Janai, and Saleh, 2018), and agrees in the Arab world with the results of the study of Dudin, Afnan Talal(2021, 60), which reached a high level in the organizational culture of the Palestinian telecommunications companies, and also agrees with the study of (Balkasim, 2022, Mohawbi, et al., 2021, Al-Fawayer,2020, 2015, and Tawti 2021).

2. When looking at the order of the dimensions of the organizational culture in the companies under study according to the level of availability and verification, it has graduated downward, starting with the organizational values, where it obtained the highest percentage weight of capacity (75.2%), and the second organizational beliefs with a percentage weight of capacity (74.6%), and the third organizational norms

with a percentage weight of capacity (74.2%), and finally the organizational expectations with a percentage weight of capacity (71.5%), and in light of the above, it can be said that there is high achievement and compliance with all dimensions of the organizational culture among the leaders and direct heads in the telecommunications sector in Yemen.

Second: Testing the validity of hypotheses for a study

First: Testing the validity of the main hypothesis:

Transformational leadership has a statistically significant impact on the organizational culture in the Yemeni telecommunications sector

To test the validity of the hypothesis, the path analysis method was used as follows:

Table (5): Path coefficients for the impact of transformational leadership on the organizational culture of the telecommunications sector in Yemen

a path	R ²	Estimate	S.E	C.R	P	Result
Transformational Leadership -----> Organizational culture	0.815	0.903	0.041	25.382	**	Supported

Table (5), which shows the values of the path coefficients of the main hypothesis, shows the following:

- The value of (R²) for the path of the second main hypothesis was (**0.815**), which indicates that transformational leadership explains (81.15%) of the change or variation in the organizational culture in the telecommunications sector, and that (**18.5%**) of the variation is explained by other variables that were not included in the study model, which is a high explanatory power, and means that the model has a good ability to explain the phenomenon under study, and the standard error of the model of (**0.041**), a value that expresses high accuracy, enhances this.
- The value of beta reached (**0.903**), which indicates a statistically significant positive impact of transformational leadership on the organizational culture in the telecommunications sector. Assuming that any change in transformational leadership by one unit can have an impact on the organizational culture by (**90%**) and the value of beta (903.0) indicates **a strong relationship between transformational leadership and organizational culture in the telecommunications sector in Yemen.**
- The calculated value was (**38225.**), a value of more than (2), which enhances the beta value of accepting the hypothesis
- The value of the estimation coefficient (P-value) appeared with an error rate of less than (0.001), which is an additional value that enhances the validity of the hypothesis

Thus, it can be said that there is a statistically significant positive impact of transformational leadership on the organizational culture of the telecommunications sector in Yemen, and therefore the second main hypothesis is accepted: " There is a statistically significant positive impact of transformational leadership on the organizational culture of the telecommunications sector in Yemen.

Figure No. (2) shows the path of relationship and influence between transformational leadership and organizational culture:

Testing the branching hypotheses of the main hypothesis:

Table (6): Path coefficients for sub-hypotheses

a path	Estimate	S.E	C.R	P	Result
Idealized Influence -----> Organizational culture	0.246	0.043	452.3	**	Supported
motivation Inspirational -----> Organizational culture	0.242	0.058	3.233	**	Supported
stimulation Intellectual -----> Organizational culture	0.041	0.054	0.782	0.434	Not Supported
Individualized consideration-----> Organizational culture	0.200	0.048	3.138	**	Supported
Empowerment -----> Organizational culture	0.232	0.049	3.844	**	Supported

Testing the first sub-hypothesis: which states that: "There is a statistically significant effect at a significance level (0.05) for the ideal effect in the organizational culture of the telecommunications sector in Yemen."

Based on the data of Table (6), which shows the values of the path coefficients of the first sub-hypothesis, where the value of the beta coefficient reached (0.246), which indicates that there is a statistically significant effect of the ideal effect in the organizational culture of the telecommunications sector in Yemen , assuming that the impact of any other variables that have not been studied will lead to an increase in the level of ideal effect in the telecommunications sector under study by one degree to an increase of (24.6%) in the organizational culture of the telecommunications sector in Yemen, and the value of (T) was an additional moral value, as it reached (452.3), which is a value that exceeds (2), which allows the acceptance of the hypothesis, which is a value that enhances the value of beta in terms of acceptance of the hypothesis. Thus, we accept the first sub-hypothesis of thesecond main hypothesis. The value of the sample estimation

coefficient (P-value) showed an error rate of less than (0.001), which is a high value that enhances the previous values in terms of accepting the hypothesis.

Based on the above, it can be concluded that there is a statistically significant effect of the ideal effect on the organizational culture in the telecommunications sector in Yemen, and therefore the first sub-hypothesis is accepted.

Testing the second sub-hypothesis: which states that: “There is a statistically significant effect of inspirational motivation in the organizational culture of the telecommunications sector in Yemen.

From the above table, which shows the values of the path coefficients of the second sub-hypothesis, where the value of the beta coefficient reached (0.242), which indicates that there is a statistically significant effect of the inspirational stimulus in the organizational culture of the telecommunications sector in Yemen , assuming that the impact of any other variables that have not been studied will lead to an increase in the level of inspirational stimulus in the telecommunications sector under study by one degree to an increase of (24.2%) in the organizational culture of the telecommunications sector in Yemen, and the value of (T) was an additional moral value, as it reached (3.233), which is more than (2), which is the value that allows the acceptance of the hypothesis, which is a value that enhances the value of beta in terms of acceptance of the hypothesis. Thus, **we accept** the second sub-hypothesis, as the value of the sample estimation coefficient (P-value) showed an error rate of less than (0.001), which is a high value that enhances the previous values in terms of accepting the hypothesis.

Based on the above, it can be concluded that there is a statistically significant effect of inspirational motivation on the organizational culture in the telecommunications sector in Yemen, and therefore the second sub-hypothesis is accepted.

The third sub-hypothesis test: “There is a statistically significant effect of intellectual stimulation in the organizational culture of the telecommunications sector in Yemen.

From the previous table, which shows the values of the path coefficients of the third sub-hypothesis of the second main hypothesis, where the value of the beta coefficient reached (0.041), which indicates that there is no statistically significant effect of intellectual stimulation in the organizational culture of the telecommunications sector in Yemen , and the value of (T) was an additional significant value, as it reached (0.782), which is less than (2), which is a value that does not allow accepting the hypothesis, which is a value that weakens the value of beta in terms of rejecting the hypothesis. The third sub-hypothesis is thus **rejected**.

The fourth sub-hypothesis test: Which states that: "There is a statistically significant effect of individual considerations in the organizational culture of the telecommunications sector in Yemen, and from the

previous table that shows the values of the path coefficients of the fourth sub-hypothesis, where the value of the beta coefficient was (0.200), which indicates that there is an effect and statistical significance of individual considerations in the organizational culture of the telecommunications sector in Yemen , assuming that the impact of any other variables that have not been studied will lead to an increase in the level of individual considerations in the telecommunications sector under study by one degree to an increase of (20%) in the organizational culture of the telecommunications sector in Yemen, and the value of (T) was an additional moral value, as it reached (3.138), which is a value that exceeds (2), which allows the hypothesis to be accepted, which is a value that enhances the value of beta in terms of accepting the hypothesis. Thus, the fourth sub-hypothesis **is accepted**, and the value of the sample estimation coefficient (P-value) showed an error rate of less than (0.001), which is a high value that enhances the previous values in terms of accepting the hypothesis.

The **fifth sub-hypothesis test**: Which states that: "There is a statistically significant effect) of empowerment in the organizational culture of the telecommunications sector in Yemen, from Table (28.4), which shows the values of the path coefficients of the fifth sub-hypothesis, where the value of the beta coefficient reached (0.232), which indicates that there is an effect and a statistical significance of individual considerations in the outstanding performance of the telecommunications sector in Yemen , assuming that the impact of any other variables that were not studied will lead to an increase in the level of empowerment in the telecommunications sector under study to an increase of (23).2%) in the organizational culture of the telecommunications sector in Yemen, and the value of (T) was an additional moral value, reaching (3.844), a value that exceeds (2), a value that allows the acceptance of the hypothesis, a value that enhances the value of beta in terms of acceptance of the hypothesis. Thus, the fifth sub-hypothesis **is accepted**, and the value of the sample estimation coefficient (P-value) showed an error rate of less than (0.001), which is a high value that enhances the previous values in terms of accepting the hypothesis.

COMPETING INTERESTS

The authors have no competing interest to declare.

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