

المعيار

مجلة نصف سنوية متعددة التخصصات
مصنفة " C "



جامعة تيسمسيلت - الجزائر -

شروط النشر وضوابطه

- المعيار مجلة علمية محكمة تنشر البحوث الأكاديمية والدراسات الفكرية والعلمية والأدبية التي لم يسبق نشرها من قبل.
- دورية تصدر مرتين في السنة عن جامعة تيسمسيلت. الجزائر.
- تُقبل البحوث باللغات العربية والفرنسية والانجليزية.
- ضرورة وجود مختصر أو تمهيد للمقال سواء باللغة العربية أو الأجنبية.
- تخضع البحوث والدراسات المقدمة للمجلة للشروط الأكاديمية المتعارف عليها.
- تخضع البحوث للتحكيم من طرف اللجنة العلمية للمجلة.
- تُقدم البحوث والدراسات مكتوبة في ورقة على مقاس (21/29.7) بهامش 1.5 سنتيم عن يمين الصفحة وعن يسارها وهامش 1.5 سنتيم عن أعلى الصفحة وأسفلها.
- تتم الكتابة بخط (Traditional Arabic) حجم (16)، وفي الهامش بالخط نفسه حجم (14).
- تتم كتابة البحوث كاملة أو الفقرات والمصطلحات والكلمات باللغة الأجنبية داخل البحوث المكتوبة باللغة الفرنسية بخط (Times new roman) حجم (12)، وفي الهامش بالخط نفسه حجم (10).
- تكون الهوامش والإحالات في آخر الدراسة ولا يستعمل فيها التهميش الأوتوماتيكي.
- يُقدم البحث في قرص مضغوط ونسخة ورقية مطبوعة.
- لا يقل حجم البحث عن 10 صفحات ولا تتجاوز 15 صفحة.
- الأعمال المقدمة لا تُرَدّ إلى أصحابها سواء نشرت أم لم تنشر.
- المواد المنشورة تعبر عن آراء أصحابها، والمجلة غير مسئولة عن آراء وأحكام الكتاب. كما أن ترتيب البحوث يخضع لاعتبارات تقنية وفنية.

المدير المسئول عن النشر

أ. د. عيساني امحمد.

المعيار

المجلد الثاني عشر العدد 2 ديسمبر 2021

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مصنفة " C "

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كلمة العدد

بعد تصنيفها في صنف "C" تواصل المجلة صدورها لتطل على قراءها الكرام بعدد كبير من المقالات وهذا راجع إلى المشاركات الكثيرة للأساتذة الباحثين دون إقصاء أحدهم وفسح مجال المشاركة والتسهيل للأخوة الأساتذة والباحثين لتسيير مساهمهم العلمي قصد الترقية أو المناقشة في مذكراتهم العلمية.

المدير المسئول عن النشر

فهرس الموضوعات

أ. د. عيساني امحمد :	ص ١٥
- كلمة العدد.	
د. نوبوة مريم:	ص ٥١
- جهود مكى بن أبى طالب القيسى في الصوتيات الفيزيولوجية.	
د. فواتح إبراهيم عبد الرحيم:	ص ٥٩
قراءات ضبطية لبعض القواعد الإملائية والدلالية في اللغة العربية.	
أقضي نوال:	ص ٢٥
- جماليات الصورة الحلم في شعر عز الدين ميهوبي.	
ط. الباحث : بوسنة الطيب / أ. د. قاسم قادة بن الطيب	ص ٣٦
- من جماليات الأسلوبية في متون الأربعين النووية.	
دلال عودة:	ص ٤٥
التدريس بالعصف الذهني ودوره في تنمية المهارات الفكرية.	
ختال بختة/ عمارة كحلي:	ص ٥٤
الدلالة الرمزية لجائحة كورونا من خلال الكاريكاتير والخرافتي (الجزائر وفلسطين أنموذجا).	
مزارى بودريالة/ د. يونسى محمد:	ص ٦٨
اللغة وأشكال التواصل - لغة منصات التواصل الاجتماعي نموذجاً -	
صافي زهرة:	ص ٨٠
التفكير النقوي الناقد في الخطاب اللساني العربي - قراءة في فكر حسن خميس الملخ -	
سلى فطيمة/ د. نور الدين علوى:	ص ٩١
الأنساق المضمرّة في الأمثال الشعبية الجزائرية	
د. بوزيدى محمد:	ص ١٠٩
جمالية التلقى؛ المفاهيم النظرية والإجراءات النقدية	
مهدي صياد:	ص ١١٧
تجليات العجائى في مؤلفى ابن الجوزى "ملتقط الحكايات وعجب الخطب"	
د. بلصايح خالد:	ص ١٣٠
مصطلح الظاهرة القرآنية في الفكر الحدائى.	
د. عطار خالد:	ص ١٤٠
المصطلح النحوى في كتاب: النحو الوائى للدكتور عباس حسن.	
دريسى عائشة/ فارسي عبد الرحمن:	ص ١٤٩
الاقتباس القرآنى في الرسائل الموحدة	
د. فتوح محمود/ د. قردان الميلود:	ص ١٥٩
علاقة البلاغة العربية بالنقد الأدبى في الفكر العربى.	
بن حنيفية فاطيمة:	ص ١٧٠
النقد النفسى بين النظرية والتطبيق في النقد الغربى	
قرفور أحلام:	ص ١٨٢
سياسة التعدد اللغوى ودورها في تعزيز المواطنة اللغوية.	
بوقرية نور الهدى / أ. د. جيلالى بن فريحة:	ص ١٩٢
ملاحم من تعليمية أصوات اللغة العربية بين القلم والحديث	
جغام ليلى:	ص ٢٠٤
حضور المتلقى في نصوص كتاب "البيان والتبيين" للمحافظ	
حبيى خديجة/ أ. د. شريط سنوسى:	ص ٢١٢
إشكالية المنهج السوسيونصى / نقدي بين بير زما وكلود دوشى؛ قراءة تحليلية نقدية في المنهج والمفاهيم والآليات.	

228 ص	حاجي حنان / رواينة الطاهر:.....
	المقامة وفاعلية التأويل عند الناقد عبد الفتاح كيليطو
236 ص	ميمون يوسف / د. طعام شامخة:.....
	سيكولوجية العصبية في الشعر العربي القديم قراءة تحليلية في نماذج شعرية مختارة
248 ص	د. خراب ليندة:.....
	ميثاق التناسق بين رواية نوار اللوز لواسيني الأعرج وسيرة بني هلال
258 ص	شحلاط موسى / د. بوركبة بختة:.....
	تظاهرات التجريب في الرواية النسائية الجزائرية "رواية عازب حي المرجان لريجة جلطى مثلاً"
273 ص	د. شوقي نذير / أ. د. برادي أحمد:.....
	أثر مرض الموت على أصل أحكام الطلاق في الشريعة والقانون الجزائري
282 ص	عبد الكريم باسماعيل:.....
	امتلاك السلاح في العلاقات الدولية: جدلية الحرب والسلام
294 ص	جيري ياسين:.....
	الرسائل المجهولة والتبليغ عن الفساد
310 ص	د. لميز امينة:.....
	مجلس المنافسة بين الاستقلالية والتبعية على ضوء الأمر 03/03 المعدل والمتمم
321 ص	Boumeddane Zaza:.....

Le cadre juridique du mariage et du divorce en Droit turc The legal framework of marriage and divorce in Turkish law

328 ص	بن عمور عائشة:.....
	نطاق الجريمة الإلكترونية من حيث الأشخاص والموضوع
339 ص	وطواط محمد:.....
	الحماية الوقائية للأموال الغاية من الحرائق في التشريع الجزائري
368 ص	د. لرقط عزيزة:.....
	الاعتراض على الأمر الجزائي كضمانة في محاكمة عادية
378 ص	د. قروف جمال:.....
	التزامات الموظف العمومي بحماية المعلومات والوثائق المصنفة المتعلقة بالسلطات العمومية طبقاً للأمر 21-09.
292 ص	ط. د. حجاج خديجة / د. زرقين عبد القادر:.....
	فعالية الضبط الإداري في حماية البيئة من التلوث الهوائي
403 ص	د. بلجدوي بسمة:.....
	النظام القانوني للدفع العقاري في التشريع الجزائري
412 ص	Imen Misraoui:.....

National Security: an eternal "ambiguous symbol

419 ص	قوق علي:.....
	تجارب العدالة الانتقالية في دول ما بعد الصراع
429 ص	محمد فلاح عربي / بن داهة عدة:.....
	الاستغلال الاستعماري لغابات بلوط الفلين بالجزائر ما بين (1830-1930) من خلال المصادر الفرنسية
444 ص	فلاك نور الدين:.....
	انعكاسات إستراتيجية الأمن القومي الأمريكي على القضية الفلسطينية خلال عهد الرئيس دونالد ترامب
464 ص	تسابيت عبد الرحمان / مولاي علي هوارى:.....
	التجربة البريطانية في مجال الشراكة بين القطاع العام والخاص-قطاع الصحة، التعليم والنقل نموذجاً -
477 ص	ضبيان كريمة / محمودي أحمد:.....
	أثر الخداع التسويقي على اتجاهات المستهلك -دراسة حالة الوكالات السياحية الحج والعمرة-
477 ص	طوير امباركة:.....

- دور التشخيص الاستراتيجي في تطوير أداء المنظمات دراسة ميدانية مؤسسة كوندور إلكترونيك
د.قوادري رشيد:..... ص 506
- دراسة ميدانية على المؤسسة العمومية للمباني الصناعية والنحاس "باتيسيك غرب" عين الدفلى -
ط.د. سلطاني عادل:..... ص 521
- أثر الاقتصاد الموازي على النمو الاقتصادي في الجزائر دراسة قياسية للفترة 1990-2019
ط.د. مغراوي ميلود/ د.يوني محمد:..... ص 534
- أثر تقلبات سعر الصرف على ميزان المدفوعات الجزائري (دراسة قياسية خلال الفترة 1990-2019)
شداد ناصر:..... ص 550
- دور برامج التدريب في تطوير الكفاءات المحورية للمؤسسات - دراسة تحليلية -
وهاب سمير / حمدي معمر:..... ص 563
- تقييم الملاءة المالية في شركات التأمين الجزائرية دراسة حالة الشركة الوطنية للتأمين SAA
د. لحمر حكيمة:..... ص 576
- العلامة التجارية وأثر إبعادها على المستهلك: دراسة ميدانية على عينة من مستهلكي أجهزة الحاسوب المحمول بولاية سكيكدة
بوسهوه نذير/ بن حوة أمينة:..... ص 592
- أثر العقوبات الاقتصادية الدولية على الحق في التنمية
ط.د. مغربي السعيد/ أ.د. العيداني إلياس:..... ص 607
- أثر الإبداع الإداري في تحسين الأداء الوظيفي
نجاح عائشة/ بوقادير ربيعة:..... ص 627
- دور تحسين أداء رجل البيع في تقوية الموقع التنافسي للمؤسسة الجزائرية للمنسوجات لولاية تيسمسيلت
Ramdane MEHIRI/ Arbia SABBABI:..... ص 646
- Managing University Large Classes: A descriptive study
ط.د. بن حامد كمال/ د.العقاب محمد:..... ص 663
- أثر الصدمات الهيكلية على العلاقة بين التضخم وبعض المتغيرات النقدية:الجزائر أمودجاً
ط.د. قاسي يسمينة/ د. بولصنام محمد:..... ص 678
- دور صناعة التكنولوجيا المالية في تعزيز الشمول المالي في الدول العربية
d. zaaf nacera:..... ص 692
- The contribution oftransformational leadership to achieving organizational excellence at the Faculty of Economic, Commercial and Management Sciences
medea
ط. د . سواعديه براهيم/ د . بوزكري جيلالي:..... ص 711
- دور التوظيف الإلكتروني في استقطاب المواهب لدى صندوق الضمان الاجتماعي بالجلفة
زيتوني هوارية / زكرياء مسعودي:..... ص 726
- أثر القروض الموجهة للقطاع الخاص على التشغيل في الجزائر - دراسة قياسية للفترة (1980-2017) -
ط/د: زيار محمد/ د. طالم صالح:..... ص 743
- أثر الالتزام بأبعاد المسؤولية الاجتماعية على تعزيز ولاء الزبائن (دراسة عينة من زبائن مؤسسة اتصالات الجزائر)
بن لوصيف حنان/ بولحية سليم:..... ص 760
- الاستثمار في المجال الرقمي خيار التحول لتسويق الخدمات البنكية في الوطن العربي
Rakhrour Youssef/ Benilles Billel:..... ص 775
- L'impact de l'intermédiation financière sur la croissance économique en Algérie : Analyse par l'approche ARDL (1990-2020) The impact of financial
intermediation on economic growth in Algeria: Analysis by the ARDL approach (1990-2020)
د.بن عدة القادر:..... ص 788
- التكامل الاقتصادي العربي كآلية لتفعيل الشراكة العربية الأوروبية-دراسة تحليلية مقارنة-
د. قرقور محمد/ بوحاج سباع:..... ص 804
- تأثير استخدام برنامج تعليمي وفق التغذية الراجعة الخارجية في تعلم مهارة الإرسال البسيط في كرة الطائرة في ظل التدريس بالجيل الثاني لدى تلاميذ الطور المتوسط.
بونشادة ياسين:..... ص 820
- فعالية برنامج تدريبي لتحسين السباحة الحرة لدى سباحي فئة الناشئين من 09-12 سنة

- د.لخضاري عبد القادر: ص 831
برنامج تعليمي مقترح باستخدام بعض ألعاب الكيدس اتلتيك في تعلم تقنيات دفع الكرة لدى تلاميذ الطور المتوسط
- بن ديدة مصطفى/ ربيع صالح: ص 843
بناء مستويات معيارية من خلال بطارية اختبارات بدنية في رياضة الكرة الطائرة
- زموالي لحسن / مكران إسماعيل: ص 862
أثر الطريقة الفترية في تنمية صفة المداومة العامة وبعض المتغيرات الفسيولوجية لدى أصاغر ألعاب القوى (14-15 سنة)
- ط.د بلوناس نور الدين / أ.د واضح أحمد الأمين: ص 875
دراسة مقارنة لمدى استخدام مدربي كرة اليد الجزائريين لتدريبات القوة والتدريب بالألعاب المصغرة في تطوير القدرة على تكرار السرعات (RSA).
- بومعزة محمد لمين: ص 894
دراسة أثر كل من أساليب التدريس التبادلي والتدريبي على بعض المهارات الأساسية في كرة اليد (التمرير، التنطيط والتصويب) لدى تلاميذ المرحلة الثانوية
- Kharoubi Mohamed Fayçal: ص 908
L'impact de l'entraînement par l'intervalle des sprints sur l'amélioration des facteurs de la santé Impact Sprint Interval Training on improving health factors
- مقدم أمال/ مصباح فوزية: ص 918
مدى مساهمة الرعاية الأسرية في الحد من مخاطر فيروس كورونا في المجتمع الجزائري
- لحسن براهيم: ص 932
صلات العرب القدماء في جنوب وشمال شبه الجزيرة العربية بالحضارات القديمة من ق.م إلى ق.م 02
- مضوي زاهية: ص 944
دور المضاهرة السياسية في توطيد العلاقات بين بلاد المغرب القديم وبلدان الحوض المتوسطي قديما (ق.م-ق.م 4)
- Djaaraoui Elhadj /Khalki Smaine: ص 958
The Colonial Ethnic Legacy of French "Divide and Rule" Policy in Post Independent Algeria
- د. بوسنة فطيمة: ص 969
القدرة التنبؤية لأبعاد رأس المال النفسي الإيجابي بمستوى الضغط المهني لدى المرأة المتزوجة العاملة في ظل جائحة كورونا
- رحموني مريم/ حدي محمد: ص 982
أثر التكفل المعرفي السلوكي في تعديل الوضعيات الضاغطة لدى المسجون. دراسة حالة
- معاشو نصرالدين / أ.شريف رضا: ص 1000
البعد الاستيمولوجي في قراءة التراث الإسلامي في فكر محمد أركون
- ط/د الباحث: نغاز عبد الحق: ص 1014
القيم الإنسانية في الفلسفة المعاصرة -برتراند راسل نموذجاً -
- بحوش فوزية / بن دودة مليكة: ص 1034
نحو مفهوم أرندتي للمواطنة
- عمارة الناصر: ص 1043
الكوجيتو الهرمينوطيقي لدى ريكور: تشييد الذات حتى الموت
- عمران سميرة/ داود خل: ص 1055
مفهوم الحرية في الفكر الفلسفي: طرح كرونولوجي
- نجاري فضيلة/ دهم عبد المجيد: ص 1064
النص القرآني والوحي في مشروع نصر حامد أبو زيد
- د. بوهالي حفيظة: ص 1073
الشائعات وتأثيرها على مستخدمي مواقع التواصل الاجتماعي بالجزائر في ظل جائحة كورونا -دراسة مسحية على ضوء نظرية الشخص الثالث-
- شعلال مختار/ د بن دريس أحمد: ص 1073
الخصوصية الرقمية لمستخدمي مواقع التواصل الاجتماعي بين الحماية والانتهاك

- د. سليمان فيسة نورة د. عبد اللاوي صبيحة: ص 1096
- العوامل المؤدية لعمالة الأطفال في الجزائر وآثارها
- د. عدة بشير / قشوط بن عودة: ص 1115
- التربية الإعلامية الأسرية على الإعلام الحديث في الجزائر دراسة ميدانية على عينة من الأسر الجزائرية
- حمدوش زهير: ص 1127
- الشمسيات في العمارة بالجزائر خلال الفترة العثمانية
- حاج علي حكيمة/ حماش الحسين: ص 1140
- الضغط النفسي وعلاقته بالرضا الوظيفي لدى عينة من النساء العاملات في القطاع الصحي لولاية تيزي وزو وبومرداس.
- د/ بررد رتيبة: ص 1158
- الصعود السلمى الصينى والتوقع الاستراتيجي في النظام العالمي
- فقيه تقي الدين / ربيعي محمد: ص 1173
- المرونة النفسية وعلاقتها بالاتجاه نحو السلوك الصحي لدى تلاميذ السنة الرابعة متوسط بمؤسسة كمال زمولين المدينة
- الوافي آسيا / يحشاشي رايح: ص 1187
- أهمية الذكاء الاقتصادي لحماية المصارف الإسلامية
- برويي جهيدة/ دادون مسعود: ص 1200
- الذكاء الاصطناعي في تعلم وتعليم اللغات الأجنبية؛ تعلم اللغة العربية للناطقين بغيرها على دوولينجو أنموذجا
- عبد الحميد فضيلة: ص 1217
- أثر إجراءات التسويق الداخلي في تعزيز الولاء التنظيمي للعاملين في بنك السلام الجزائر
- حاج سعيد يوسف / رايحي بوعبد الله: ص 1230
- التحفيزات الجبائية كآلية لدعم المؤسسات الناشئة في الجزائر

The contribution of transformational leadership to achieving organizational excellence at the Faculty of Economic, Commercial and Management Sciences medea

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Abstract	Article info
<p>The study aimed to identify the role of transformational leadership in its dimensions, in achieving organizational excellence in the Faculty of Economics, Commercial Sciences and Management Sciences, University of Medea, where the descriptive analytical approach was used, and the study population was chosen., and the questionnaire was relied on as a tool for data collection, and the study concluded that there is an acceptable level for the availability of transformational leadership dimensions in the college at the significance level of 0.05, in addition to an acceptable level for the availability of organizational excellence in the college at the significance level of 0.05.</p>	<p>Received:27/09/2021 Accepted:22/10/2021</p> <p>Keyword: transformational leadership organizational excellence individual legality</p>

1. Introduction

With the intensification of competition in the competitive business environment, the need for organizations to achieve organizational excellence has become an urgent and important requirement to enter global competition, by defining their activities, developing their programs and efforts, investing the capabilities of their members, exploiting critical opportunities, and ensuring good performance, in order to come up with solutions for continuous improvement .And to move towards excellence, and to achieve all this, it has become imperative for organizations to search for a conscious management, characterized by the ability to adapt to the nature of the times and its changes, with the need to abandon traditional leadership, and strive to find a new leadership style capable of anticipating future prospects, and transforming this vision into a tangible reality that pays Towards excellence and competition, this style is the transformational leadership style.

The transformational leadership style shifts the interest of individuals from simply responding to personal interests, to excite them and push them to exert maximum effort to achieve the goals of the organization, motivate them to come up with new and creative ideas, raise levels of motivation and ethics and improve their performance.

Based on the foregoing, this study came in order to try to delve deeper into the study of organizational excellence, and to identify the role of transformational leadership in achieving it. Accordingly, the following problem can be posed:

To what extent does transformational leadership contribute to achieving organizational excellence at the Faculty of Economics, Commercial Sciences and Management Sciences at the University of Medea?

This study aims to clarify the role of transformational leadership in achieving organizational excellence in the Faculty of Economics, Commercial Sciences and Management Sciences at the University of Medea, through:

- Highlight the contribution of transformational leadership as a modern management concept for organizations to achieve their organizational excellence.
- Clarify whether there is a relationship between the dimensions of transformational leadership (ideal influence, intellectual arousal, individual consideration, inspirational motivation and empowerment), and organizational excellence.
- Presenting some suggestions and recommendations in light of the results of the study to help organizations adopt the transformational leadership style that encourages and supports organizational excellence.

The analytical descriptive approach was relied upon in order to analyze the theoretical background of the study variables represented in transformational leadership and organizational excellence, because this approach is based on the description and analysis of a particular phenomenon, and all this is based on a set of references and studies related to the subject, including specialized books, magazines, research and studies.

As for the practical side, it was relied on a case study method, which was conducted at the Faculty of Economics, Commercial Sciences and Management Sciences at the University of Medea .NST for the professor and administrative staff of the college, which is analyzed using Statistical Package for Social Sciences , better known as spss.

2. General concepts about Transformational leadership in organizations:

In order for the organization to be steadfast and keep pace with the rapid changes it faces, it must search for good leadership, enabling it to stand and be steadfast in the face of renewed challenges. And The accelerating, which obstructs its way to success and achieving goals, as the issue of leadership is one of the important and very old topics as old as humanity, We will try to get to know more about this term through the following:

2.1 Definition of Transformational Leadership:

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Before addressing the concept of transformational leadership, we must first review the concept of leadership, which is pointed she has:

Muhammad Ali Mansour, through his book: "Principles of Management", states that leadership is "the art of influencing subordinates to accomplish the tasks assigned to them with enthusiasm and sincerity." (صياحي، 2019/2018، صفحة 27)

- As Leonardo White defines it as: Directing, controlling and arousing the behavior and tendencies of individuals, by instilling the spirit of creativity and joint work, and instilling enthusiasm and activity in them to achieve collective goals. (مراد، 2017، صفحة 74)

Muhammad Qassim al-Qaryouti went on defining leadership by saying that it is: "The ability of a person to influence others, making them accept his leadership voluntarily and without legal obligation, due to their automatic recognition of the leader's value in achieving their goals, and being an expression of their hopes and ambitions, which allows him to be able to lead their collective in the form who wants it." (صياحي، 2019/2018، صفحة 27)

From the previous definitions, the procedural definition of leadership can be reached: "Leadership is the ability to influence others to direct their efforts in order to achieve desired goals, whether it is related to the organization, the leader himself, or the subordinates."

As for Transformational Leadership It is considered One of the approaches that have recently emerged, and its first appearance was in 1978 by "Burns", where it is based on bringing about radical changes in the organization, by raising the levels of motivation and morality of the followers, Persuading them to change their culture and beliefs, in line with the vision and mission, and to achieve the organization's goals.

Transformational leadership is a continuous process through which the leader changes the current values and motives of subordinates and transforms them for the general good of the organization, by formulating a future vision that supports the organization's future position. (الرقب، 2010، صفحة 16)

Leadership that focuses on long-term goals with an emphasis on building a clear vision, motivating and encouraging employees to implement that vision, and working at the same time to change and modify existing systems to suit this vision. (خيرى، 2013، صفحة 95)

- and seen (conger) for transformational leadership as: that leadership that goes beyond incentives in exchange for desired performance, to develop and encourage subordinates intellectually and creatively and transform their self-interests to be an essential part of the organization's higher mission. (الغزالي، 2012، صفحة 25)

Through all of the above definitions, a procedural definition of transformational leadership can be set: "Transformational leadership is that leadership that enjoys a high level of moral behavior and noble values, as it depends on a combination of personal attractiveness (charisma), and the ability to inspire, motivate and motivate others. And enabling them to achieve performance rates that exceed normal rates.

2.2 Dimensions of transformational leadership:

Transformational leadership, like other leadership styles, depends on Dimensions through which its features and characteristics can be determined, They mainly consist of:

2-2-1- charisma or ideal effect (Charisma or Indedized Influence): It is defined as: "showing feelings of respect for others, building mutual trust and confidence in the organization's mission, where a transformational leader can make workers affected by his practice, when he Poetry Those who work with him are able to achieve the goals and mission of the organization. (العطوي، 2010، p. 37)

That is, this dimension appears through respecting others and building their confidence and trust in the organization as a whole. Transformational leaders are more able to develop subordinates, gather their forces, and influence them, especially when subordinates see that their leaders achieve the desired results, so they become more enthusiastic to work with them and consider them ideals in values, trends and behaviors. (المراد، 2015، صفحة 222)

2-2-2- motivation or inspiration (Inspiration and Motivation): It is defined as: "The leader's ability to communicate his high expectations to others, and to use the verbal method, symbols, slogans and body language, to focus efforts, and express important goals in simple ways, that is, accomplish many things by increasing the effort." (المراد، 2015، صفحة 224)

Motivational methods include continuous communication and communication, tolerance in cases of failure or failure, and this is a way to learn and listen to employees, pay attention to their desires and encourage them to innovate, create, diversify and continuously develop, and recognize and praise their outstanding achievements. (الغزالي، 2012، صفحة 30)

2.2.3 Intellectual arousal or creative encouragement (intellectual stimulation): This dimension refers to the transformational leader's innovation of new ideas that provoke followers to know problems and encourage them to provide potential solutions to them in creative ways, and support new and creative models for work performance. Quality and implemented with full commitment by affiliates. (الرقب، 2010، صفحة 17)

Hence, intellectual arousal is a tool for creativity that is frequently used in organizations to find solutions to problems, develop a new product, internal reorganization, or form a brand. It is considered a way to find new ideas, especially in an environment characterized by freedom and the absence of a ceiling for proposed solutions. (صياحي، 2019/2018، صفحة 75)

2.2.4 Individual corporate (Individualized Consideration): Individual consideration, or concern for individuals, is the set of behaviors through which the leader can give personal attention to each subordinate, by identifying the level of needs and desires of each subordinate, and taking into account the individual differences between subordinates when satisfying these needs. (الرقب، 2010، صفحة 18)

I have confirmed (Bass & Steidlmeir 1999) That attention to individuals is a service, sacrifice, and altruism of the transformational leadership so that it is not merely a supervisory authority over these individuals, and that this leadership works to excite them and communicate with them on a permanent basis, and it is responsible for providing training and continuing education for them and giving them various opportunities. Develop their subordinates with their attitudes to be transformative as well, emphasizing also the common goals that can be achieved. (الرقب، 2010، صفحة 18)

Individual legitimacy is demonstrated through the style of a leader who listens gently and pays special attention to the needs of subordinates, as well as their accomplishments through the adoption of strategies of appreciation and praise. (خيرى، 2013، صفحة 96)

2.2.5 Empowerment (Empowerment): It can be defined as: "An organizational process, based on spreading the idea of management democracy by giving individuals more power and freedom in performing work, by increasing the scope of delegation of authority" and increasing participation in decision-making and providing an organizational environment that helps in developing personality and reviving the spirit of imitation and simulation. And the development of creative behavior among employees. (مراد، 2017، صفحة 106) Empowerment is one of the core dimensions of transformational leadership he added (Avolio 1999) The main

assumption in the idea of empowerment is that the decision-making authority is supposed to be delegated to employees in the front lines so that they can be empowered to respond directly to customer requests, problems and needs, and it becomes clear that the idea of empowerment requires abandoning the traditional model that focuses on heading to a leadership that believes in participation and consultation. (العطوي، 2010، صفحة 41)

3. General concepts about organizational excellence: Organizational excellence has become of interest to many researchers and writers, because it is considered as a comprehensive approach that brings together the elements and components of building organizations on the basis of The Excellence, which achieves have abilities High In facing the obstacles and external variables surrounding it, and ensuring it achieve interdependence and complete competition between its components and its own components, and the optimal investment of its pivotal capabilities and thus excel in the markets What do we mean by organizational excellence? And what are its requirements?

3.1 Define organizational excellence: There are many definitions provided for organizational excellence. Among the most important of these definitions, we find:

It is: a state of creativity and organizational excellence, which achieves extraordinary levels of performance and implementation of production, marketing, financial and other processes in the organization, resulting in achievements that surpass those achieved by competitors and satisfy customers and all stakeholders in the organization. (الهلال، 2014، صفحة 25)

(Ghazi): Organizational excellence is represented in the organization's ability to make a developmental point and a leap in organizational performance that helps leaders to gain ambitions to achieve efficiency and excellence in performance to reach the required level, which leads to raising the spirit of competition between various fields and work activities within the organization. (الكنج، 2020، صفحة 58)

The National Training Institute defines organizational excellence as: "The method of work adopted by the organization to balance its results between the satisfaction of stakeholders and increase the possibility of long-term success of the work, so that it is better than competitors in one or more of the strategic performance criteria linked, for example, to innovation, Quality, cost, reliability, flexibility and more. (ليليا، 2017، صفحة 13)

Based on the foregoing, a procedural definition of organizational excellence can be presented: "Organizational excellence is an administrative and functional distinction in the organization, achieved through continuous growth and development in all organizational aspects, and coordinating efforts, activities and actions for that, This contributes to the organization achieving its goals.

3.2 Organizational Excellence Requirements: Achieving organizational excellence requires several things that require availability in organizations, the most important of which are: (السلي، 2002، الصفحات 26-27)

- An integrated strategic building that expresses the main directions of the organization and its future outlook and includes the following elements: (the organization's mission, future vision, strategic goals, and the mechanism for preparing strategic plans).
- An integrated system of policies that govern and organize the work of the organization, and guide those in charge of performance responsibilities to the rules and foundations of decision-making.
- Flexible organizational structures, proportional to performance requirements and adjustable, and adapting to internal and external variables.
- An advanced system for total quality assurance, which defines the mechanisms of process analysis, the foundations for determining quality specifications and conditions, their tolerance rates, mechanisms for quality control oversight, and the entrances to correcting quality deviations.
- An integrated information system that includes mechanisms for monitoring the required information, identifying its sources, means of collection, rules for processing, handling, archiving and retrieval, and mechanisms of employing them to support decision-making.
- An advanced system for managing human resources between the rules and mechanisms for planning, attracting, forming, developing, and directing human resources.

- A performance management system that includes rules and mechanisms for defining the jobs and functions required to implement the organization's operations, the foundations of planning target performance and determining its rates and levels, and rules for directing and following up performance and evaluating results and achievements.
- An effective leadership that lays down the foundations and standards and provides the ingredients for the proper implementation of plans and programs, and that confirms the organization's opportunities to achieve organizational excellence.

4 The relationship of transformational leadership to organizational excellence:

The relationship between transformational leadership through its dimensions and organizational excellence can be demonstrated through the following: (صياحي، 2019/2018، الصفحات 142-148)

Transformational leadership through the dimension of ideal influence seeks to possess the skill of influencing subordinates and motivating them to achieve leadership and excellence in performance, in order to achieve the desired vision and message, in a manner that serves the strategic objectives of the organization and its policy, and raises the competencies and capabilities of subordinates, developing a sense of human resource towards everything. It is positive, instills in them a spirit of pride and motivates them towards achieving success and excellence, using advanced unconventional methods to move towards achieving the vision. It depicts that the current situation is intolerable and must be changed and that his vision is a viable and successful alternative.

- Achieving organizational excellence is linked to a strong relationship with transformational leadership, through the motivational behavior that creates a culture of tolerance in cases of failure or negligence, and considering this as a means of learning, listening to employees, paying attention to their desires and encouraging them to innovate, creativity, diversity, continuous development, recognition and praise of their achievements, in order to raise performance levels. Allowing everyone to participate creates great flexibility in communication between the parts of the organization and a great speed in implementing strategies, using clear language that affects the relationship between leaders and subordinates and raises the ceiling of ambition and expectations of subordinates to the highest levels.

- Intellectual counseling has a major role in achieving organizational excellence, through teamwork between leaders and subordinates to produce and generate ideas and solutions to the problem or situation at hand, by consulting subordinates to work hard to be creative in their ideas and exploding their energies in identifying problems and difficulties, and finding appropriate solutions to them because access to success Excellence can only be achieved by encouraging creative energies, and the use of methods that encourage the generation of ideas, such as proposal systems, and brainstorming sessions, contribute significantly to creating a culture within the organization that contributes significantly to its access to organizational excellence.

- The transformational leader pays special attention to the dimension of individuality, as he sees that subordinates yRon in their latent powers towards high levels of achievement and in a manner consistent with the individual legality of each of them, the role that the transformational leader must play goes beyond being a mere supervisory authority over these subordinates to the coach and advisor to them within the organization and takes into account their feelings and rights, and thus he tries hard to convey to them good commitment and loyalty To reach organizational excellence.

- Empowerment is one of the most important dimensions of transformational leadership that increases the effectiveness of the organization. It includes granting greater powers and broader authority to the lower administrative levels in the organization and delegating powers from

leadership to subordinates. The goal of the empowerment process is to create a workforce that has the ability to produce, creativity and innovation. From strict control, rigid instructions, and gives freedom to assume responsibility for actions and actions, facilitates the flow and flow of information, reduces reliability among team members, and increases levels of improvement of creativity, loyalty and belonging to the organization. Achieving and achieving organizational excellence.

5 Field study of the Faculty of Economic, Commercial and Management Sciences of the University of Medea:

from for study problem and dimensional analysis Hypothesis testing is based on the descriptive analytical method. and he A method that researchers rely on to obtain adequate and accurate data, to visualize The social reality and access to accurate and detailed knowledge about the problem, and to achieve a better and more accurate understanding of the phenomena related to it, and because it is appropriate to describe the phenomenon under study represented in describing the contribution and importance of the role played by transformational leadership in achieving organizational excellence.

5.1 Community The study sample: Community Our study is represented in the administrative staff and professors at the Faculty of Economics, Commercial and Management Sciences, and a sample of 65 individuals from the study community was selected randomly, and after distributing the questionnaires, all the questionnaires were retrieved and no questionnaires were excluded, which are the questionnaires subject to analysis.

5.2 tools studying: It was completed Preparing a questionnaire specifically designed for the purpose of data collection, and distributed to the study population. Done The results of this questionnaire were analyzed using the statistical program spss, and the questionnaire was divided into two parts as follows:

Section the first: make up from the personal and functional data of the study sample in terms of: gender, age, educational level, years of experience.

Section The second: Discusses the role of transformational leadership in achieving organizational excellence, and it was divided into two axes as follows:

the hub the first: Discusses the Transformational Leadership Its five dimensions (ideal influence, inspirational stimulation, intellectual arousal, individual consideration, empowerment).

the hub The second: Discusses the organizational excellence.

It was completed The reliance in this study on the five-point Likert scale to measure the study variables, where the degrees of the study scale were given, which are shown in the following table:

Table 1: Grades of the five-point Likert scale.

Strongly Agree	OK	Neutral	not agree	Strongly Disagree	Response
5	4	3	2	1	Class

Source: Prepared by researcher.

and out From these scores and to calculate the upper and lower limits for each of the five Likert categories, the range $5-1 = 4$ was calculated, and then the range was divided by the number of categories $4/5 = 0.8$, and then we gradually added the number 0.8 in each category starting from the first category, and it was The results are as follows:

Table 2: Estimated Scale of Likert Five-Scale:

general direction	weighted average
strongly disagree	[1.00 - 1.80]
not agree	[1.80 - 2.60]
Neutral	[2.60 - 3.40]
Ok	[3.40 - 4.20]
strongly agree	[4.20 - 5.00]

Source: Prepared by researcher Based on previous studies

5.3 Validity of the study tool:

5.3.1 Questionnaire stability:

In order to test the reliability and reliability of the answers of the respondents to the questionnaire questions, we have used the Cronbach's alpha coefficient, where the value of this coefficient ranges between one (01) and zero (0). The coefficient is towards zero the more the validity and reliability of the questionnaire decrease.

The following table shows the results of measuring the reliability and validity of the questionnaire:

Table 3: Measuring the stability of the questionnaire tool

Source: prepared by researcher Depending on the program spss.

Through the results of the table, it is clear to us that the statements of the first axis, transformational leadership, enjoy high stability, as the stability coefficient reached Cronbach's

Cronbach's alpha coefficient	number of phrases	Axis address	Axle arrangement
0,952	20	Transformational Leadership	1
0.876	10	organizational excellence	2
0,955	30	All questionnaire topics	

alpha for this axis. 0.952, which is a very high value. The second axis: organizational excellence, its stability coefficient reached 0.876, a value that indicates the strength of the credibility of its statements.

The total value of the reliability coefficient for the questionnaire as a whole was 0.955, which is a value that exceeds 60% and is very close to one, and this indicates that the questionnaire has a high degree of stability and credibility, and its expressions measure what has been set for.

5.3.2 The internal consistency of the questionnaire's axes:

We relied on Spearman's coefficient, in order to measure the degree of correlation between each axis and the statements it contains.

- **Transformational Leadership** :Table (3-8) shows the internal consistency of the phrases of the transformational leadership axis, which contains 20 phrases.

Table 4: Internal consistency of transformational leadership axis phrases

morale levelsig	correlation coefficient	Ferries	the number
-	1	Transformational Leadership	-
0.000	0,583**	Your direct supervisor has great self-	1

		confidence	
0.000	0.475**	Your direct supervisor has a high level of ethical behavior	2
0.000	0,627**	Your direct supervisor deals with you in a good manner, which makes you take it as a role model	3
0.000	0.712**	Your direct supervisor accepts criticism and suggestions	4
0.000	0,780**	Your direct supervisor is concerned with motivating employees morally to achieve the goals of the college	5
0.000	0.754**	Your direct supervisor works to raise the spirit of challenge, competition, and search for ways to develop	6
0.000	0,707**	Your direct supervisor instills in you a spirit of confidence and optimism to accomplish tasks and achieve goals	7
0.000	0,656**	Your direct supervisor tolerates you in cases of failure and motivates you to start over	8
0.000	0.817**	Your line manager encourages employees to come up with new ideas and intellectual initiatives	9
0.000	0,827**	Your line manager helps employees address and solve problems in creative ways	10
0.000	0,829**	Your line manager proposes new and innovative ways to perform the required tasks	11
0.000	0.794**	Your line manager instills enthusiasm, commitment and confidence in employees	12
0.000	0,624**	Your direct supervisor cares and is keen to meet the needs and requirements of employees	13
0.000	0.701**	Your direct supervisor is keen to provide employees with all their information	14
0.000	0.697**	Your line manager expresses appreciation to employees for the good work they do	15th
0.000	0.697**	Your direct supervisor is committed to fairness and equity in his dealings with all employees	16
0.000	0.798**	Your direct supervisor delegates	17

The contribution of transformational leadership to achieving organizational excellence at the Faculty of Economic, Commercial and Management Sciences medea

		some of his powers to employees	
0.000	0,525**	Your line manager encourages employees to take responsibility	18
0.000	0,503**	Your direct supervisor engages employees in making changes aimed at development	19
0.000	0.758**	Your direct supervisor engages employees in problem-solving and decision-making	20

Source: Prepared by researcher Depending on the program spss.

Through the results of the table, it is clear to us that the Spearman correlation coefficient is confined between:

[0.829 - 0.475], which means that there is a positive direct correlation between the transformational leadership axis and the phrases it contains, at a level of significance less than 0.01 (sig = 0.000), which is a very strong statistical sign indicating the validity and consistency of these phrases.

Organizational Excellence: Table 4 shows the internal consistency of the terms of the organizational excellence axis, which contains 10 phrases.

Table 5: Internal consistency of organizational excellence axis phrases

probability value	correlation coefficient	Ferries	the number
-	1	organizational excellence	-
0.000	0,423**	Your direct supervisor motivates and encourages employees to develop and directs them towards excellence	1
0.000	0.686**	Your direct supervisor is keen to introduce the goals set by the college and encourage their achievement	2
0.000	0,577**	The staff is adroit in finding the best solutions to the problems facing the college	3
0.000	0,603**	Employees have the skills to carry out their duties	4
0.000	0.711**	The college's strategy is consistent with the goals it seeks to achieve	5
0.000	0,700**	The college's strategy includes alternative plans to confront changes such as the (Corona epidemic)	6
0.000	0.738**	Organizational processes are running in an orderly and smooth manner, away from randomness	7
0.000	0.738**	The organizational structure provides opportunities to enhance communication for the exchange of knowledge among employees	8
0.000	0.825**	College culture directs employee behavior towards high performance	9

0.000	0.677**	Staff feel a sense of belonging to the college through the prevailing organizational climate	10
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Source: Prepared by researcher Depending on the program spss.

Through the results of the table, it is clear to us that the Spearman correlation coefficient is confined between:

[0.825 - 0.423], which means that there is a positive direct correlation between the axis of organizational excellence and the phrases it contains, at a level of significance less than 0.01 (sig = 0.000), which is a very strong statistical indication that indicates the validity and consistency of these phrases.

5.3.3 Structural consistency validity: It shows the extent to which each field of the questionnaire is related and the total score of the questionnaire.

Table 6: Internal consistency of the transformational leadership axis and dimensions.

probability value sig	correlation coefficient	Statement
-	1	The overall score of the questionnaire
0.000	0,952**	Transformational Leadership Axis
0.000	0,656**	After the perfect effect
0.000	0.787**	After inspiration
0.000	0.896**	After intellectual arousal
0.000	0,851**	After the individual legality
0.000	0.812**	After enabling
0.000	0,819**	The focus of organizational excellence

Source: Prepared by researcher Depending on the program spss.

From the results of the table, we note that Spearman's correlation coefficient spearman for the axes of the study transformational leadership and organizational excellence, as well as all dimensions of these axes were close to one and at a level of significance of 0.000 (sig.<0.05), which indicates the sincerity of the consistency of the expressions in the total score of the questionnaire and measures what it was designed for.

5.4 Analyzing the results of the answers of the sample members related to the axes of the questionnaire:

We have extracted the arithmetic averages, standard deviations and general trends of the individuals' answers on all the questions of the questionnaire axes, in order to measure the degree of agreement around each axis, taking into account that the degree of 3 is the boundary between approval and disapproval, according to the five-point Likert scale.

5.4.1 The results of the responses of the sample members related to the transformational leadership axis:

The following table shows the results obtained about the questions of the first axis of the questionnaire related to transformational leadership at Yahya Fares University in Medea.

Table 7: Professors' opinions and attitudes about transformational leadership:

general direction	Ranking	standard deviation	Average Arithmetic	Ferries
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The contribution of transformational leadership to achieving organizational excellence at the Faculty of Economic, Commercial and Management Sciences medea

OK	01	0.783	3,66	After the perfect effect
OK	02	1,027	3,71	Your direct supervisor has great self-confidence.
OK	01	0,843	3,91	Your direct supervisor has a high level of ethical behavior
OK	03	0,949	3,60	Your direct supervisor deals with you in a good manner, which makes you take it as a role model
OK	06	0,998	3,42	Your direct supervisor accepts criticism and suggestions
neutral	03	0,869	3,17	After inspiration
neutral	12	1,079	3,15	Your direct supervisor is concerned with motivating employees morally to achieve the goals of the college
neutral	16	0,909	3,05	Your direct supervisor works to raise the spirit of challenge, competition, and search for ways to develop
neutral	11	0,971	3,20	Your direct supervisor instills in you a spirit of confidence and optimism to accomplish tasks and achieve goals.
neutral	08	1,083	3,28	Your direct supervisor tolerates you in cases of failure and excites you forever and again
neutral	05	0,921	3,05	After an intellectual consultation
neutral	18	1,068	2,98	Your line manager encourages employees to come up with new ideas and intellectual initiatives
neutral	17	1,008	3,02	Your line manager helps employees address and solve problems in creative ways
neutral	15th	1,042	3,09	Your line manager proposes new and

				innovative ways to perform the required tasks
neutral	14	1,053	3,12	Your line manager instills enthusiasm, commitment and confidence in employees
neutral	02	0.813	3,35	After the individual legality
neutral	07	0,975	3,35	Your direct supervisor cares and is keen to meet the needs and requirements of employees
OK	04	0,880	3,60	Your direct supervisor is keen to provide employees with all their information
neutral	09	1,012	3,23	Your line manager expresses appreciation to employees for the good work they do
neutral	10	1,093	3,20	Your direct supervisor is committed to fairness and equity in his dealings with all employees
neutral	04	0,803	3,10	After enabling
neutral	13	0,916	3,14	Your direct supervisor delegates some of his powers to employees
OK	05	1,031	3,45	Your line manager encourages employees to take responsibility
neutral	19	0,924	2,92	Your direct supervisor engages employees in making changes aimed at development
neutral	20	0,998	2,86	Your direct supervisor engages employees in problem-solving and decision-making
Neutral		0,719	3,26	The arithmetic mean and standard deviation of the transformational leadership axis

Source: Prepared by researcher Depending on the program spss.

Through the results of the table, it becomes clear to us that the arithmetic averages of the paragraphs of the transformational leadership axis are confined between [2,86 - 3.91] and the standard deviations are limited between: [1,093 - 0.843] We also note that the statement 02,

which is represented in "Your direct supervisor has a high level of ethical behavior" came first in the general ranking of the axis phrases with an arithmetic average of 3,91 and standard deviation 0,843, followed by the phrase 01, which is represented in "Your direct supervisor has great self-confidence" in the second place with an arithmetic average 3,91 and standard deviation 1,027, while statement 20 represented in "your direct supervisor engages employees in solving problems and making decisions" came in the last place with an arithmetic mean 2,86 and standard deviation 0.998.

While the arithmetic average for the transformational leadership axis as a whole 3,26 In a general, neutral direction, which means that the respondents believe that the college administration applies the principles and methods of transformational leadership to some extent, and the total standard deviation of the axis is 0,719Its value is less than one, which indicates that there is no significant dispersion between the answers of the sample members.

5.4.2 The results of the answers of the sample members related to the axis of organizational excellence:

Table 8: Professors' opinions and attitudes about the axis of organizational excellence

general direction	Ranking	standard deviation	Average Arithmetic	Ferries
neutral	08	0,852	3,15	Your direct supervisor motivates and encourages employees to develop It guides them towards excellence
OK	02	0.885	3.43	Your direct supervisor is keen to introduce the goals set by the college and encourage their achievement
OK	04	0.883	3.43	The staff is adroit in finding the best solutions to the problems facing the college
OK	01	0.952	3.55	Employees have the skills to carry out their duties
neutral	07	0,879	3,29	The college's strategy is consistent with the goals it seeks to achieve
OK	03	0.867	3,46	The college's strategy includes alternative plans to confront changes such as the (Corona epidemic)
OK	05	0.968	3.43	Organizational processes are running in an orderly and smooth manner, away from randomness
neutral	06	0.945	3.37	The organizational structure provides opportunities to enhance communication for the exchange of knowledge among employees
neutral	10	0.959	3.05	College culture directs employee behavior towards high performance
neutral	09	1.068	3.12	Staff feel a sense of belonging to the college through the prevailing organizational climate
Neutral		0.925	3,34	The arithmetic mean and standard

			deviation of the organizational excellence axis
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Source: prepared by researcher Depending on the program spss.

Through the results of the table, it appears that the arithmetic averages of the paragraphs of the axis of organizational excellence are confined between [3.55 - 3.05] and the standard deviations are between: [1.068 - 0.852] We also note that statement 04 of "the employees possess the skills necessary to carry out their tasks" came first in the general arrangement of the axis phrases and was characterized by the approval of the respondents with an arithmetic mean capacity 3.55 and standard deviation 0.952 followed by the phrase 02 represented in "Your direct supervisor is keen to introduce the goals set by the college and encourage their achievement" in the second place also in an agreeable direction with an arithmetic average 3.54 and standard deviation 0.885 And the phrase came 10 represented in "employees feel belonging to the college through the prevailing organizational climate" in the penultimate rank and it was with neutral opinions with an arithmetic average 3.12 and standard deviation 1.068, while statement 09 represented in "the college culture directs the employees' behavior towards high performance" at the end of the order in a neutral direction with a mean of 3.05 with a standard deviation of 0.959.

While the arithmetic average for the axis of organizational excellence as a whole 3.34 In a general, neutral trend, which means that the respondents believe that the elements of organizational excellence in the college are available at a rate that exceeds the average, and the total standard deviation of the axis is 0.925 Its value is less than one, which indicates that there is no significant dispersion between the answers of the sample members on this axis.

So we can say that:

The college has a group of employees who are skilled, acumen and a sense of responsibility that contribute to achieving its goals.

The college administration supports its employees, encourages them and directs them towards achieving excellence through a set of circumstances and factors that provide an appropriate organizational climate.

5.5 Test hypotheses of the study (the role of transformational leadership in achieving organizational excellence.):

The relationship of each dimension of transformational leadership to organizational excellence will be tested

5.5.1 Relationship of the ideal effect, inspirational motivation, the intellectual consultation, the individual legal, the empowerment dimensions to organizational excellence:

The test will be done through the following hypotheses:

H0 There is no statistically significant effect of the ideal effect, inspirational motivation, the intellectual consultation, the individual legal, the empowerment dimensions in achieving organizational excellence in the college at the level of statistical significance 0.05.

H1 There is a statistically significant effect of the ideal effect, inspirational motivation, the intellectual consultation, the individual legal, the empowerment dimensions in achieving organizational excellence in the college at the level of statistical significance 0.05.

The results are shown in the following table as follows:

Table 9: Relationship of the ideal effect, inspirational motivation, the intellectual consultation, the individual legal, the empowerment dimensions to organizational excellence

Empowerment		Individual legal		Intellectual advice		inspirational motivation		Perfect effect		Statement
Sig	R	Sig	R	Sig	R	Sig	R	Sig	R	organization

The contribution of transformational leadership to achieving organizational excellence at the Faculty of Economic, Commercial and Management Sciences medea

0.00 0	0.679 4	0.000	0.64 2	0.00 0	0.60 8	0.00 0	0.46 0	0.00 1	0.40 5	al excellence
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Source: Prepared by researcher Depending on the program spss.

Through the results of the table, we note that the correlation coefficient reached $R=0.405$ i.e. ($1 > R > 0$), which indicates that there is a positive direct relationship between ideal influence and organizational excellence.

Significance level value reached sig=0,001 (sig<0.05).

Through the results of the table, we note that the correlation coefficient reached $R=0,460$ ie ($1 < R < 0$), which indicates a positive direct relationship between inspirational motivation and organizational excellence.

Significance level value reached sig=0.000 (sig<0.05).

Through the results of the table, we note that the correlation coefficient reached $R=0.608$ ie ($1 < R < 0$), which indicates the existence of a positive direct relationship between intellectual advice and organizational excellence.

Significance level value reached sig=0.000 (sig<0.05).

Through the results of the table, we note that the correlation coefficient reached $R=0.642$ ie ($1 < R < 0$), which indicates the existence of a positive direct relationship between individual corporate identity and organizational excellence.

Significance level value reached sig=0.000 (sig<0.05).

Through the results of the table, we note that the correlation coefficient reached $R=0,679$ ie ($1 < R < 0$), which indicates a positive direct relationship between empowerment and organizational excellence.

Significance level value reached sig=0.000 (sig<0.05).

Therefore, we reject the null hypothesis and accept the alternative hypothesis that says:

" There is a statistically significant effect of the ideal effect, inspirational motivation, the intellectual consultation, the individual legal, the empowerment dimensions in achieving organizational excellence in the college at a statistical significance level of 0.05.

5.5.6 (General Hypothesis) The relationship of transformational leadership in achieving organizational excellence.

To find out the role that transformational leadership plays in achieving organizational excellence, we formulated the following hypothesis:

H0There is no statistically significant relationship to the role of transformational leadership in achieving organizational excellence at the level of statistical significance 0.05.

H1 There is a statistically significant relationship to the role of transformational leadership in achieving organizational excellence at the level of statistical significance 0.05.

To study the validity of this hypothesis and measure the relationship between transformational leadership and organizational excellence, we used one of the statistical methods represented by simple linear regression, the results of which are evident in the following table:

Table 13: The relationship between transformational leadership and organizational excellence.

Transformational Leadership						Statement
Sig morale level	T calculated	\propto Constant	β regression coefficient	R ² The coefficient of determination	R link	organizational excellence

<u>0.000</u>	6,811	1,454	0,578	0,424	0,651	
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Source: Prepared by researcher Depending on the program spss
From the results of the table, we conclude the following:

(Sig < 0,05)

Based on the results of the linear regression, and since the level of significance is significant, we reject the null hypothesis and accept the alternative hypothesis which states: “There is a statistically significant relationship to the role of transformational leadership in achieving organizational excellence at the level of statistical significance.”

(Sig = 0,000 < 0,05)0.05".

Accordingly, the simple linear regression equation for the role of transformational leadership in achieving organizational excellence is as follows:

$$y = 0,578x + 1,454$$

where:

Y Organizational Excellence (Dependent Variable)

X Transformational leadership (the independent variable)

from Through the obtained simple linear regression model, we notice that the trend coefficient of the independent variable (transformational leadership) has a positive sign, and therefore it can be said that there is a positive effect of transformational leadership factors in achieving organizational excellence.

6. Conclusion:

Through our research paper, we concluded the following:

The concept of transformational leadership is of great importance to organizations, for his contribution improving its performance and then directing it towards growth and development, and stimulating the efforts of individuals to achieve the goals of the organization.

Transformational leadership expands and activates followers' interests, deepens their level of awareness and acceptance of the group's vision and goals, and broadens their perceptions to look beyond his interests NS personal for the common good.

The transformational leader works on encouraging individuals, instilling in them a spirit of enthusiasm and responsibility, and seeks to develop their skills, motivate their efforts and motivate them to work.

Organizational excellence is the achievement of continuous growth and development, by coordinating various efforts and exploiting the various available opportunities that will lead to success and achieve excellence for the organization.

Organizational excellence is extremely important in understanding the nature of the problems faced by organizations and solving them in a scientific and rational manner.

The importance of organizational excellence enables organizations to achieve unlimited competition, preserve organizational space and prestige, grow a sense of quality and achieve creativity and excellence.

The presence of an acceptable level of availability of dimensions of transformational leadership in the Faculty of Economics, Commercial Sciences and Management Sciences at the University of Medea.

The presence of an acceptable level of organizational excellence in the Faculty of Economics, Commercial Sciences and Management Sciences at the University of Medea.

There is a statistically significant impact of the dimensions of transformational leadership (ideal influence, intellectual arousal, individual legality, inspirational motivation, empowerment) in achieving organizational excellence at the Faculty of Economics, Commercial Sciences and Management Sciences at the University of Medea.

Thus, in the end, we concluded that there is a statistically significant relationship to the role of transformational leadership in achieving organizational excellence at a statistical significance level of 0.05.

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