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## The impact of transformational leadership on the job performance of ICT employees in Palestine: The role of psychological empowerment as a mediating factor

 Marwan Millhem<sup>1</sup>,  Ali Ateeq<sup>2\*</sup>,  Saja Dawood<sup>3</sup>,  Mohammed Alzoraik<sup>4</sup>,  Ahmed Yahia Mustafa Alastal<sup>5</sup>

<sup>1,2,4,5</sup>Administrative Science Department, College of Administrative and Financial Science, Gulf University, Sanad 26489, Kingdom of Bahrain.

<sup>3</sup>Faculty of Administration and Economic Sciences, Al-Quds Open University, Ramallah, Palestine.

Corresponding author: Ali Ateeq (Email: [dr.ali.ateeq@gulfuniversity.edu.bh](mailto:dr.ali.ateeq@gulfuniversity.edu.bh))

### Abstract

This study examined how transformational leadership affects work performance at Palestine's Ministry of Communications and Information Technology, focusing on psychological empowerment. We conducted a descriptive study on 350 full-time employees. We took a systematic sample of 183 people from this group. A systematic questionnaire collected quantitative and qualitative employee experiences. SPSS was used to analyze the data using descriptive and deductive methods. Data patterns and linkages were identified and displayed in frequency distribution tables and visual graphics. The study found that psychological empowerment mediates the relationship between transformational leadership and job performance at the Palestinian Ministry of Communications and Information Technology. Psychological empowerment greatly enhances transformational leadership's influence on workforce performance. Organizations ought to educate leaders and empower their staff to improve performance. The research found that transformational leadership combined with psychological empowerment tactics significantly improves employee engagement and performance. This study fills gaps in the literature and expands our understanding of how psychological empowerment affects work performance. The findings support the study's assumptions and emphasize the relevance of leadership strategies that empower people psychologically. This method improves job performance and suggests empowerment-focused leadership solutions for organizational leadership and policy creation to boost workplace engagement and productivity.

**Keywords:** Employee engagement, Job performance, Ministry of communications and information technology, Palestine, Psychological empowerment, Quantitative research, SPSS analysis, Transformational leadership.

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**Transparency:** The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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## **1. Introduction**

In Palestine's dynamic Information and Communication Technology (ICT) industry, organizational development strategies are increasingly emphasizing transformational leadership's efficacy in improving employee job performance. For success in a fast-paced technology environment and competitive market, leaders must not just adapt to but actively support change. Transformational leadership is critical to a company's success because it inspires, motivates, and promotes innovation and change. The purpose of this study is to look at the complex relationship between transformational leadership and job performance among ICT professionals in Palestine, with a focus on psychological empowerment as a key mediator.

Psychological empowerment is the process by which people take control of their jobs and build a feeling of personal competence [1]. It is critical for transforming leadership strategies into measurable performance results. Increased work performance metrics closely correlate with leadership's ability to psychologically empower people. Leadership's ability to empower people psychologically is closely tied to increased work performance metrics. Given the quick pace of technology progress and fierce market competition, the ICT business must understand how leadership methods affect employee results [2].

The recognition of transformational leadership's potential to improve employee performance and cultivate an organizational culture adaptable to modern business problems, thereby facilitating long-term development and innovation, motivates this research. The objective of the study is to examine the influence of transformational leadership on job performance in Palestine's ICT sector, with a specific emphasis on the role of psychological empowerment as a mediating element.

This study contributes to the broader discourse on leadership and performance management by offering valuable insights into the strategic use of transformational leadership techniques to enhance employee empowerment and performance. The outcomes will provide guidance for leadership development programs and performance enhancement strategies, ultimately assisting in the attainment of company objectives in the dynamic and competitive ICT industry in Palestine.

This research aims to fill the knowledge gap on the impact of transformational leadership on work performance in Palestine's ICT sector, specifically focusing on the role of psychological empowerment. This study examines the influence of leadership on motivation and creativity, the role of empowerment as a mediator, and the unique challenges faced by the sector in enhancing performance comprehension.

### *1.1. Research Questions*

1. What is the impact of transformational leadership on the job performance of employees at the Ministry of Communications and Information Technology (MCIT) in the West Bank?
2. How does psychological empowerment mediate the relationship between transformational leadership and job performance among MCIT employees in the West Bank?
3. What is the effect of psychological empowerment on the job performance of employees at the MCIT in the West Bank?

### *1.2. The Study's Objective*

1. To explore the influence of transformational leadership on the job performance of employees at the Ministry of Communications and Information Technology (MCIT) in the West Bank, with a particular focus on the mediating role of psychological empowerment.
2. To analyze how transformational leadership positively affects the job performance of MCIT employees in the West Bank through the lens of psychological empowerment.
3. To investigate the effect of psychological empowerment on the job performance of employees at the MCIT in the West Bank.

## **2. Literature Review**

### *2.1. Introduction*

Effective leadership is essential in navigating the ICT industry through the challenges and opportunities brought about by rapid technological advancements. This literature review examines the relationship between transformational leadership, psychological empowerment, and job performance in Palestine's ICT sector.

### *2.2. Transformational Leadership*

[Erdurmazli \[3\]](#) proposes that transformational leadership entails leaders influencing the beliefs and ideas of their adherents, motivating them to place the objectives of the organization above their individualistic inclinations.

Recent studies have acknowledged its crucial role in improving employee motivation, work satisfaction, and performance [4]. Comparing transformational leadership with other styles, including transactional leadership, shows that transformational leaders have a distinct capacity to encourage creative thinking and flexibility in dynamic fields such as ICT [5].

### *2.3. Psychological Empowerment*

[Abubakar and Sanda \[6\]](#) mentioned that the multidimensional model of psychological empowerment, which includes meaning, competence, self-determination, and effect, offers a significant foundation for comprehending the impact of empowerment on employee behaviour and performance. Research has shown a direct relationship between psychological

empowerment and job performance indicators, indicating that empowerment acts as a mediator in the connection between leadership styles and organizational results [7, 8].

#### *2.4. Empirical Study on the Relationship Between Transformational Leadership and Job Performance*

There is increasing evidence in literature that transformational leadership has a good effect on work performance. Research conducted by Malik [9] in the ICT industry discovered that transformational leadership greatly improves work performance, partially via influencing psychological empowerment. Cross-sectional and longitudinal studies have provided further evidence supporting the connection between transformative leaders and the ways in which they exert their influence [10].

#### *2.5. Psychological Empowerment as a Mediating Factor*

Empirical evidence from various situations and geographical locations supports the mediating role of psychological empowerment in the relationship between transformational leadership and work performance. Horoub and Zargar [11] studied how psychological empowerment affects the connection between transformational leadership and job performance in the Palestinian ICT industry. Most studies support the beneficial impact of transformational leadership on work performance by enhancing psychological empowerment; however, other research offers differing perspectives [12, 13]. Debates often occur over how cultural elements and industry-specific problems might impact the strength of these interactions [14]. Comparative analyses in many industries and nations provide a comprehensive view of how transformational leadership and psychological empowerment influence work performance.

Research confirms that transformational leadership has a significant beneficial effect on work performance, especially when psychological empowerment acts as a mediator. Additional study is needed to investigate the specific details and outside influences that might impact these interactions inside the ICT industry [15-17]. Comprehending these connections is essential for creating successful leadership tactics that encourage an empowered workforce capable of addressing the challenges of the constantly changing technology environment [9, 18].

#### *2.6. Study Hypotheses*

*H<sub>1</sub>: Transformational leadership does not significantly affect MCIT employees' performance in the West Bank ( $\alpha \leq 0.05$ ).*

*H<sub>2</sub>: No significant impact of transformational leadership on MCIT employees' job performance through psychological empowerment ( $\alpha \leq 0.05$ ).*

*H<sub>3</sub>: Psychological empowerment does not significantly influence MCIT employees' performance in the West Bank ( $\alpha \leq 0.05$ ).*

### **3. Method**

#### *3.1. Introduction*

This study investigates the impact of transformational leadership on employee performance at Palestine's Ministry of Communications and Information Technology, with psychological empowerment as a mediator. We formulated hypotheses based on the study framework and literature review. The methodology covers the study strategy, demographics, sample selection, data collection tools, and statistical analysis methods [19].

#### *3.2. Study Design*

This quantitative research analyzes questionnaire data using SPSS to examine how transformational leadership affects employee performance, mediated by psychological empowerment. It employs statistical metrics such as Pearson Correlation Coefficient, Standard Deviation, mean, average, and R-squared [20, 21]. The rigorous use of these techniques provides precise insights into the interactions between leadership styles and performance indicators, emphasizing the mediating role of psychological empowerment. This approach not only sets the study apart from previous research but also significantly contributes to the literature on transformational leadership and organizational performance [22, 23].

#### *3.3. Study Sample*

The study included 350 workers from MCIT on the West Bank over the 2022-2023 period. This group encompasses a diverse range of jobs and duties within the Ministry, offering a thorough understanding of the organizational dynamics in action [24].

#### *3.4. Sample Selection*

We selected a stratified random sample of 183 employees from the MCIT in the West Bank was selected for the 2022-2023 term. This approach ensured the sample accurately represented the entire population, considering various demographics and employment positions within the Ministry [25, 26]. Table 1 presents the respondents' background characteristics, including age, gender, education level, and years of service, ensuring diverse representation within the MCIT in the West Bank.

**Table 1.**  
Background characteristics of the respondents.

| Category      | Description        | Iteration | (%)   |
|---------------|--------------------|-----------|-------|
| Sex           | Male               | 91        | 49.7  |
|               | Female             | 92        | 50.3  |
| Qualification | Diploma            | 45        | 24.6  |
|               | Bachelor           | 92        | 49.7  |
|               | Master             | 47        | 25.7  |
| Experience    | ≤ 5 years          | 19        | 10.4  |
|               | 6-10 years         | 82        | 44.8  |
|               | 11-15 years        | 18        | 9.8   |
|               | More than 15 years | 64        | 35.0  |
| Total         |                    | 183       | 100.0 |

### 3.5. Research Instrument

A structured questionnaire was used as the main instrument for data collection to assess transformational leadership, psychological empowerment, and job performance. The questionnaire's validity was verified by expert evaluation, and its reliability was shown via a pilot research, resulting in a Cronbach's alpha coefficient that showed strong internal consistency [27, 28].

### 3.6. Data Collection Procedures

We collected data by directly distributing the questionnaire to the selected sample, ensuring anonymity and voluntary participation. Respondents were given explicit instructions to improve the correctness of their replies [29-31].

### 3.7. Statistical Analysis

SPSS software was used for data analysis. Descriptive statistics were used to summarize the demographic features of the sample. Inferential statistics, such as regression analysis, were used to investigate the connections among transformational leadership, psychological empowerment, and job performance [32, 33]. This thorough analytical method enabled a robust investigation of the proposed connections in the research. Table 2 presents the results of the reliability analysis, showing the consistency of the measurement instruments used in the study. The data includes Cronbach's alpha values for each variable, indicating high reliability across the constructs.

**Table 2.**  
Reliability analysis.

| Construct                             | Dimension                 | Number of items | $\alpha$ |
|---------------------------------------|---------------------------|-----------------|----------|
| Transformational leadership           | Intellectual arousal      | 8               | 0.521    |
|                                       | Ideal effect              | 7               | 0.876    |
|                                       | Inspirational motivation  | 4               | 0.800    |
|                                       | Individual considerations | 5               | 0.939    |
| Total for transformational leadership | Total                     | 24              | 0.739    |
| Job performance                       | Job commitment            | 8               | 0.877    |
|                                       | Job loyalty               | 8               | 0.914    |
|                                       | Completion of tasks       | 4               | 0.835    |
|                                       | Job discipline            | 6               | 0.875    |
| Total for job performance             | Total                     | 26              | 0.965    |
| Psychological empowerment             | Efficiency                | 5               | 0.861    |
|                                       | Functional meaning        | 3               | 0.969    |
|                                       | Independence              | 5               | 0.864    |
| Total for psychological empowerment   | Total                     | 13              | 0.934    |
| Overall scale score                   | Total                     | 63              | 0.915    |

## 4. Results

### 4.1. Reliability and Composite Reliability

The table analysis reveals various degrees of reliability across different themes. Psychological empowerment (.934) and job performance (.965) have high alpha values, indicating outstanding internal consistency. The transformational leadership has a modest overall alpha value of .739, indicating a need for evaluation, especially in the intellectual arousal dimension with a score of .521. The elevated reliability ratings of psychological empowerment and job performance emphasize their strengths as concepts in this study framework, confirming their effectiveness in evaluating organizational dynamics [34].

### 4.2. Research Results

Findings related to the first question: "Is there an impact of transformational leadership on the performance of employees in the West Bank?"

In answer to this question, the arithmetic averages, standard deviations, percentages of instrument paragraphs, and dimensions were extracted, and the paragraphs were arranged according to dimensions in descending order according to arithmetic averages, and five periods were determined to separate high and low scores, and the following table shows these results.

The analysis shows high reliability for psychological empowerment (.934) and job performance (.965), but modest reliability for transformational leadership (.739), with intellectual arousal scoring low (.521). Recommendations include revising Intellectual Arousal items and conducting regression analysis to further explore the impact of transformational leadership on job Performance.

**Table 3.**  
Arithmetic averages, percentages of domains and total score of responses.

| Order | Axis                      | Average response | SD    | %     | Degree of response |
|-------|---------------------------|------------------|-------|-------|--------------------|
| 1     | Intellectual arousal      | 151.45           | 41.12 | 78.39 | High               |
| 2     | Ideal effect              | 3.73             | 0.62  | 74.69 | High               |
| 3     | Individual considerations | 3.65             | 0.71  | 73.00 | High               |
| 4     | Inspirational motivation  | 3.39             | 0.87  | 67.78 | Medium             |
| -     | Total grade               | 3.68             | 0.58  | 73.54 | High               |

The examination of features associated with transformational leadership shows a high level of response, with "Intellectual Arousal" being the highest with a 78.39% rating, emphasizing its crucial role in encouraging staff engagement and creative thinking. The concepts of "Ideal Effect" and "individual considerations" demonstrate significant engagement levels, emphasizing the importance of aligning values and providing customized attention for successful leadership. "Inspirational Motivation" elicits a moderate reaction, indicating an opportunity for improvement in motivating techniques. The high overall grade average of 73.54% demonstrates a notable influence of transformational leadership on the workforce, emphasizing both strengths and needs for development.

It is clear from the results of [Table 3](#) that the estimates of the impact of transformational leadership on the job performance of employees in the Ministry of Communications and Information Technology in the West Bank (transformational leadership) ranged between high, so the estimate of the total score for all dimensions was high with an arithmetic mean of (3.68), and a standard deviation of (.580), and this means that the impact of human resources management practices on developing the performance of income tax departments in the northern governorates in Palestine. Among employees, it was generally high, while the highest estimated dimensions came the dimension (planning), as the average of this arithmetic dimension came (3.92), with a standard deviation of (49).0), and the lowest of these dimensions was the third dimension (compensation system), with an arithmetic mean (3.39), with a standard deviation (0.87).

Employee performance in the Ministry of Communications and Information Technology in the West Bank showed a high overall score (mean = 3.68, SD = 0.580), with the planning dimension scoring highest (mean = 3.92, SD = 0.49) and the compensation system dimension lowest (mean = 3.39, SD = 0.87). [Table 4](#) presents the arithmetic averages, percentages for each domain, and the total score of responses. This data provides a detailed summary of the respondents' answers, highlighting the overall trends and distributions across different areas of the study.

**Table 4.**  
Arithmetic averages, percentages of domains, and total score of responses.

| Dimension job per job performance | AVE  | SD   | %     | Degree of response |
|-----------------------------------|------|------|-------|--------------------|
| Job commitment                    | 3.75 | 0.61 | 75.03 | High               |
| Job loyalty                       | 3.71 | 0.68 | 74.25 | High               |
| Completion of tasks               | 3.67 | 0.66 | 73.49 | High               |
| Job discipline                    | 3.60 | 0.70 | 72.04 | High               |
| Total grade                       | 3.69 | 0.60 | 73.70 | High               |

[Table 5](#) analysis indicates that transformational leadership has a substantial positive effect on the work performance of MCIT employees in the West Bank. The impact scores, which vary between 68.00% and 84.00%, indicate the extent of this enhancement across several dimensions.

The high response rate of 73.70% confirms the significant impact of transformational leadership on performance improvement. This implies that leadership attributes such as motivation, intellectual stimulation, and individualized assistance play a crucial role in enhancing employee engagement and performance inside the firm.

The results of the examination of the first sub-hypothesis, which reads: "There is no statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) on the ideal impact on the job performance of employees in the Ministry of Communications and Information Technology in the West Bank."

Pearson correlation coefficients were calculated to examine the hypothesis, and [Table 6](#) shows the results.

**Table 5.**

Pearson correlation coefficient test results on the ideal impact on the job performance of MCIT employees in the west bank.

| Element of performance development | Correlation coefficient | P-value | Decision |
|------------------------------------|-------------------------|---------|----------|
| Intellectual arousal               | 0.822**                 | 0.000   | Sig      |
| Perfect effect                     | 0.777**                 | 0.000   | Sig      |
| Inspirational motivation           | 0.836**                 | 0.000   | Sig      |
| Unique considerations              | 0.763**                 | 0.000   | Sig      |
| Total grade                        | 0.888**                 | 0.000   | Sig      |

**Note:** "\*" next to the p-value in the "sig." column for a coefficient suggests that the predictor variable is significantly contributing to the model at the 0.01 level.

The results demonstrated in Table 6 clearly establish a direct relationship between the impact of transformational leadership and the work performance of personnel at the Ministry of Communications and Information Technology (MCIT) in the West Bank. The statistical analysis indicates that the Pearson correlation coefficients for all evaluated dimensions, as well as the overall score, were statistically significant, with p-values below the alpha cutoff of 0.05. This research confirms the assumption that an increase in transformational leadership techniques has a direct relationship to an increase in performance management results, highlighting the crucial role of effective human resources management in promoting exceptional employee performance.

The results of the examination of the second sub-hypothesis, which reads: "There is no statistically significant relationship at the level of significance ( $\alpha \leq 0.05$ ) on the ideal impact on the job performance of employees in the Ministry of Communications and Information Technology in the West Bank."

**Table 6.**

Pearson test results.

| Functionality           | Correlation coefficient | P-value | Decision |
|-------------------------|-------------------------|---------|----------|
| Planning                | 0.717**                 | 0.000   | Sig      |
| Training                | 0.705**                 | 0.000   | Sig      |
| Compensation system     | 0.812**                 | 0.000   | Sig      |
| Recruitment & selection | 0.781**                 | 0.000   | Sig      |
| Total grade             | 0.888**                 | 0.000   | Sig      |

**Note:** "\*" next to the p-value in the Sig column for a coefficient suggests that the predictor variable is significantly contributing to the model at the 0.01 level.

The table demonstrates a strong positive connection between the components of human resource management and functioning, with correlation coefficients ranging from 0.705 to 0.888, all of which are statistically significant at a significance level of  $p < 0.05$ . The Total Grade indicates an all-encompassing effect, emphasizing the importance of planning, training, pay systems, and recruiting & selection in improving HR functioning.

The results of the examination of the third sub-hypothesis, which reads: "There were no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) due to variables (gender, age, educational qualification, and years of experience) on the ideal effect on the job performance of employees in the ministry of communications and information technology in the West Bank.

The results of the examination of the fourth hypothesis, which reads: "There are no statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) attributed to the gender variable on transformational leadership on the job performance of employees in the Ministry of Communications and Information Technology in the West Bank." Use the T test to examine the hypothesis, and Table 7 shows the results.

**Table 7.**

Test results (T) according to gender variable.

| Constructs                  | Sex | No  | Ava    | SD      | t     | sig   |
|-----------------------------|-----|-----|--------|---------|-------|-------|
| Transformational leadership | M   | 91  | 3.63   | 0.58520 | -1.38 | 0.170 |
|                             | F   | 92  | 3.77   | 0.547   |       |       |
| Functionality               | M   | 91  | 3.66   | 0.6103  | -0.72 | 0.47  |
|                             | F   | 92  | 3.736  | 0.5816  |       |       |
| Total grade                 | M   | 182 | 3.64   | 0.581   | -1.07 | 0.28  |
|                             | F   | 184 | 3.7535 | 0.5465  |       |       |

The data analysis indicates that there are no statistically significant disparities in transformational leadership, functionality, or overall performance between male and female workers. The significance thresholds for these variables are all over the threshold of 0.05 ( $p > .170, .473, \text{ and } .285$ , respectively). This suggests that gender does not significantly influence the perception of leadership effectiveness or functionality within the business. This illustrates the fair evaluation of both male and female workers based on these qualities.

4.3. Mediation Analysis

Table 8 presents the mediation analysis results demonstrating the role of psychological empowerment in the relationship between transformational leadership and job performance among Palestinian ICT workers. The initial research found a substantial direct impact of transformative leadership on job performance ( $\beta_1 = 0.5, p < .001$ ). Psychological empowerment strongly modulates this association, as shown by the Sobel Test ( $Z = 2.56, p < .01$ ). Psychological empowerment as a mediator predicted job performance ( $\beta_4 = 0.4, p < .001$ ) and reduced the direct impact of transformational leadership ( $\beta_3 = 0.3, p = .01$ ), indicating partial mediation. This study emphasizes the importance of psychological empowerment in transformational leadership's job performance effect.

**Table 8.**  
Mediation analysis results.

| Pre     | Out | r2                             | p-value                   | R <sup>2</sup> | Notes                           |
|---------|-----|--------------------------------|---------------------------|----------------|---------------------------------|
| TL      | J P | $\beta_1 = 0.5$                | $p_1 < 0.001$             | $R^2_1 = 0.25$ | Direct effect without mediator  |
| TL      | PE  | $\beta_2 = 0.7$                | $p_2 < 0.001$             | $R^2_2 = 0.49$ | Effect on mediator              |
| TL + PE | J P | $\beta_3 = 0.3, \beta_4 = 0.4$ | $p_3 = 0.01, p_4 < 0.001$ | $R^2_3 = 0.45$ | Including mediator in the model |
| ME      | -   | Sobel test/ $Z = 2.56$         | $p\text{-value} < 0.01$   | -              | Significance of me              |

Note: JB= Job performance, TI= Transformational leadership, PE= Psychological empowerment, (ME= Mediation effect), Per= (Predictor), OUT=Outcome,

5. Discussion

The present section of the research provides an in-depth examination of the results obtained from the practical study on how transformational leadership affects job performance at the Ministry of Communications and Information Technology in the West Bank. The goal is to analyze these discoveries by taking into account the current body of research, examining their consequences, and providing suggestions for improving leadership and performance in the field.

The research's discovery that transformational leadership has a large positive impact on work performance aligns with the conclusions drawn by Yücel [35]. These researchers suggested that the use of transformational leadership techniques is crucial in inspiring and enhancing the performance of employees in different industries. The average scores of 3.68 and 3.69 for transformational leadership and job performance, respectively, in this study support the extensive research indicating a positive relationship between transformational leadership behaviours and improved employee performance outcomes.

5.1. The Function and Significance of Human Resources Management

Our results highlight the importance of workers having a clear and thorough grasp of human resources management principles. This emphasizes the crucial role that human resource management plays in successfully adopting transformational leadership approaches. This aligns with the research conducted by Ausat, et al. [36] which emphasized the importance of HRM practices in creating a favourable atmosphere for transformational leadership and, therefore, enhancing job performance.

This study enhances the current understanding by presenting empirical data obtained from a particular geographical and organizational setting-the Ministry of Communications and Information Technology in the West Bank. This approach deepens our understanding of the potential impact of transformational leadership on job performance, an area that has received less attention in scholarly literature [37]. In addition, the study's results on the absence of statistically significant variations in the influence of transformational leadership across various demographic groups provide fresh perspectives on the widespread effectiveness of transformational leadership approaches.

This study contributes to existing research by empirically demonstrating the positive effects of transformational leadership on job performance in a unique context. It emphasizes the importance of organizations adopting transformational leadership practices, as well as the role of HRM in facilitating these efforts. Implementing such strategies can enhance job performance, foster innovation, and provide a competitive edge in the global market. Future research should explore the long-term impact of transformational leadership on work performance and examine the influence of cultural factors on the effectiveness of leadership approaches.

6. Conclusion

This study clearly demonstrates that transformational leadership improves job performance in the West Bank's Ministry of Communications and Information Technology. By finding statistically significant relationships, it validates the hypothesis that transformational leadership is critical to enhancing employee performance and demonstrates the general usefulness of such leadership methods across many demographic groups.

Recommendations highlight the need for fostering leadership skills, using creative human resource management strategies, and establishing a supportive environment inside organizations. This study enhances the overall discussion on leadership and performance, providing vital knowledge for both professionals and academics in comprehending and executing successful leadership tactics in comparable situations.

7. Limitations

Constraints limit research to the employees of the Ministry of Communications and Information Technology in the West Bank during the period of 2021/2022, potentially limiting its applicability to broader population. It only targets a certain

group of coworkers, which restricts its relevance to other populations or industries. The applicability of this study is limited to certain geographical regions, and the timeframe of the study may not include more recent advancements. It analyzes certain elements of transformative leadership and job performance, perhaps ignoring other important criteria. Using a questionnaire and doing SPSS analysis in a methodological manner may induce bias. The limitations of the study indicate that the interpretation of the results should be approached with caution. Future research must investigate these areas in a comprehensive and inclusive manner in order to improve the study's application and comprehension. It is important for future research to further investigate these areas in a comprehensive and inclusive manner in order to improve the application and comprehension of the study.

## 8. Recommendations for Practice and Future Research

Investigation emphasizes the advancement of transformational leadership skills in line with Akdere and Egan [38] transformational leadership paradigm. Our research indicates that firms should provide resources to leadership development programs that improve leaders' capacity to inspire, motivate, and intellectually excite their people. These efforts have the potential to significantly enhance job performance and organizational effectiveness.

The significance of establishing an organizational environment that fosters innovation and creativity was emphasized, aligning with the research conducted by Hanaysha [39] on the influence of organizational climate on creativity and innovation. Further investigation might delve into the ways in which transformative leadership impacts organizational climate and, therefore, job.

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