

The Influence of Transformational Leadership on Human Resource's Flexibility in the Context of Development: A case study of the cement plant SCAEK Aïn El Kebira SÉTIF

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Abstract:

This research aimed to examine the influence of Transformational Leadership on Human Resource's Flexibility. The hypotheses proposed here are tested on a sample of 400 individuals, questionnaires were distributed among workers in SCAEK Aïn El Kebira cement plant (SÉTIF), administrates to technicians. However, only 261 responded back and 228 responses were valid using structural equation modelling as a statistical technique of the multiple linear regression. Our findings showed that Transformational Leadership has only a partial positive effect on Human Resources Flexibility.

Keywords: Transformational Leadership, Transformational Leader, Human Resources Flexibility, Development

(JEL) Classification: M12, O15.

1. Introduction:

As the global economy continues to develop and integrates, the frontiers of market rivalry are broadening, and organizational competition has moved to encompass (Ahmed Mohammed Sayed Mostafa, 2015, p. 747); HR are the fundamental resource that any organization relies on, with that said, it could be assured that the success of the organization depends on its resources, which initially depends on the way that a behavior leads. Burns (1978), subsequently introduced the concept of TL in his leadership theory. Bass's work, which describes how TL may be measured and how it influences employee's enthusiasm, behaviour, and performance, expanded the notion to give details into Burns's theory. The Leadership Model, which Bass & Avolio (2000) created, incorporated TL that explained how leaders influence and drive their subordinates and organizations by pushing them and applying a transformative impact on their attitude (Kaluku Suratno, 2018, p. 1417). Furthermore, it's taken into consideration the increasing interest in how TL affects creativity and innovation. Whereas, "widespread rising social tendency" has emerged from genuine (Matej Groselj, 2020, p. 01); having a creative spirit means the individual is capable of thinking outside the box, adapt to change and work with/out it. It empowers the individual to have the chance to explore his choices and have the ability to adjust his behavior with circumstances, which generates initially the innovativeness of employees and encourage their positive attitude towards their teams and organization; one of the biggest issues that managements in organizations have had to deal with in recent years is the requirement for HRF. The need for new technologies and a focus on improving product quality arises from the existence of significant changes, flexibility makes it simpler for

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individuals to adapt to future changes and gives people the power to make the necessary internal modifications to function in alignment with externally implemented changes in working processes (Dr. swati ashthana, 2017, p. 79). Employee performance maybe positively impacted by the adaptation of organizational culture (Rahmat Sabuhari, 2021, p. 133), having that said it is more accurate to cite that transformative behavior is one to moderate the flexibility (behavioral/skills/functional) of an individual, a team or on an organizational level.

1.1. Research Problematic:

One way to organizational success is having the encouraging opportunities to develop and exploit HRF; Job rotation, training, a secure workspace, interactions within work groups, and the guideline of exchange between a leader and a subordinate all significantly influence how employees perceive the organizational climate factors that are thought to foster creative activities. Innovative behavior is related to the relationship between a supervisor and a subordinate. Trust and transparency, challenge and participation, discussion, risk-taking, and tolerance for variation among organizational members (Hülya Gündüz Çekmecelioğlua, 2016, p. 244) reflection TL may in one way or another to promote the Flexibility in Human Resources. Thus, does TL affects HRF in Algerian organizations?

1.2. Research Aims:

This study aims to examine the influence of TL on HRF in the context of development. Moreover, to determine how TL affects HRF by describing the influence of the four TL levels and providing guidance on the dimensions of HRF. Additionally, it highlights the relevance of these variables in the Algerian organization.

2. Literature Review:

2.1. Previous Studies:

A. The research of (Rahmat Sabuhari A. , 2020) about the effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance, the study examines the effect of HRF, employee competencies, and job satisfaction on employee performance. 105 employees of PT Pos Indonesia were selected as the sample to test the hypotheses. The study finds that organizational culture adaptation did not have any significant effect on employee performance. However, job satisfaction partially mediates the effects of employee competency on performance.

B. The study of (Birasnav Ma, 2010) about TL, interim leadership, and employee human capital benefits: An empirical study, organizations realize the importance of developing transformational leaders. This paper explores how employees' perceptions on leaders' transformational style and employees' interim leadership simultaneously and positively affect their human capital benefits. It analyzes the existence of the differences between private and public Indian manufacturing industries on these relationships. Results show that such direct and significant relationships are widely observed among private sector employees.

C The study of (Luu, 2019) about linking authentic leadership to salespeople's service performance : The roles of job creating and HRF, to build the sustainable service excellence, organizations should fuel sales employees' drive to serve customers and recover service failures to their utmost satisfaction. The aim of our study is to delve into the role of authentic leadership in fostering customer-oriented organizational citizenship behavior (OCB) and service recovery performance among sales employees. Human resource (HR) flexibility was found to play a moderating role for the effect of authentic leadership on job constructing among sales staff.

2.2. Transformational Leadership:

One of the most common and known theories of leadership is the full-range theory, which includes transactional, transformational, and laissez-faire leadership styles. Research has shown that transformational leadership is highly relevant for flexible human resources.

The idealized influence (II). With a high standard for moral and ethical conduct and a reputation for doing the right thing, the leader is hailed as an example. In which Applies to leaders who, by virtue of their great talent and high moral and ethical standards, serve as powerful role models for their employees. They provide a vision and place their subordinates' demands above their own (Edin Strukan, 2017, p. 436).

Leaders who are able to motivate flexible behaviour to be devoted and to support a common vision within the organization, were referred to as having inspirational motivation (IM) to embrace transformation and development and adapt to it. Which translates to a leader's ability to inspire and motivate their employees to achieve lofty goals and have a positive outlook on the future (Choi Sang Long, 2014).

Intellectual Stimulation (IS) is the term that refers to encouraging subordinates to be innovative and inventive as well as encouraging their own views in both morals and organizational principles. In other words, the leader pushes them to look for new ways to deal with circumstances, and solutions to challenging situations (Sabine Boerner, 2007, pp. 16-17).

The term Individualized Consideration (IC) refers to a leader who employs delegation and advice-giving to assist subordinates in overcoming their own obstacles (Kaluku Suratno, 2018, p. 1417) and improvise onto the situation and its outcomes. Describes a leader who takes into account how each person may and reach their greatest potential. The employees receive individualized socio-emotional support from leaders as they develop and transform their performance to achieve the organization's objectives (Ayman H. Metwally, 2014, p. 34).

The basis of flexible HR in organizations can be influenced by the interaction between leaders and subordinates, TL can foster positive exchange relationship with subordinates by openly demonstrating concern, trust, and support. Thus, they will develop a notion of concern and be more devoted to the organization out of a sense of reciprocity. As a result, they will be more willing to volunteer to adopt good habits out of duty, subordinates imitate and pick up positive moral habits from their superiors, which raises their moral awareness and leads to a variety of constructive behaviors (Lingyun Mi, 2019, p. 03); Value exchange, mutual progress, and mutually beneficial goals all aspects of TL to enable both members of a team and their leader to share the same visions and values, having the sight on the organization's goals and purposes; working and believing that the common benefit is the only way to fulfil personal benefits.

2.2.1 Transformational Leader:

Transformational leaders encourage their subordinates to evaluate the situations and question their own values and ideas in order to produce fresh approaches to enduring issues. Taking risks by implementing newer work practices and altering current procedures and systems for long-term gains. They create a compelling vision, act as role models, emphasize innovation, and speak directly to each individual (Samuel Aryee, 2012, p. 02). They can be more effective if more flexible and resilient to face the unexpected or unfamiliar situations, the belonging to a team therefore the organization is and it can be

increased by a leader which also inspires the future and fosters ties between leaders and subordinates in exchange for experience, knowledge, competences and developing a shared vision. A crucial part of engaging and updating pertinent organizational goals, progress, and results is played by transformational leaders (Umer Zaman, 2019, p. 04), it is up to them to penetrate the idea of putting the organization goals and purposes before the personal benefit. The more the Team interaction tends to be positive the more the flexible are the members and their leader, it is a fondamentale feature for a transformational leader to promote flexibility as he is looked at as a role model (D.A.Aga, 2016, p. 807), Involvement and coordination that implement flexibility amongst team members and their leader as a turning point for the organization's success, that should infuse subordinates with their vision in such a manner that they are both inspired by strong, moral and ethical principles (Sohmen, 2013, p. 06).

2.3. Human Resources Flexibility:

The concept of "Human Resource Flexibility" is the ability of an organization to adjust effectively and promptly to changing or diversified demands from either its internal/external environment. Balancing employee skills, knowledge, and capabilities with the shifting environment is key to ensuring a flexible workforce. Organizations with high HR flexibility may act on and adapt to dynamic changes and uncertainties. When building HR flexibility, the following three dimensions are recognized, Functional flexibility refers to an employee's capacity to complete a wide range of diverse tasks; skill flexibility, which measures how quickly employees can learn unfamiliar skills; and behaviour flexibility, which is shown by the existence of a range of behavioural repertoires that can be used in various situations (Xifang Ma, 2019, p. 05).

The variety of potential applications for an employee's knowledge and abilities is referred to as Skill Flexibility. When mobilized to execute new duties, a flexible employee may do so at a minimal expense and in a brief period of time. This person can work on a variety of jobs and under a variety of conditions. The Ability of employees to later acquire a wide range of skills is also connected to skill flexibility (Mercedes Úbeda-García, 2017, p. 398).

Behaviour flexibility is the level to which employees are open to changing their behaviour in situations by altering their routines as opposed to merely following standard operating procedures. Due to the fact that solid organizational role leaders promote competitiveness and enables the organization to cope with a variety of demanding, dynamic, and challenging situations (Tyse Adwoa Asantewaa Acquah, 2021, p. 97).

Functional flexibility in employees attests to their capacity to carry out different jobs and take on obligations aside from their regular assignments. These individual-level abilities enable workers to adjust to shifting circumstances in accordance with the needs. It is a crucial technique for completing a variety of jobs and employees' creative levels increase when they are group oriented (Junaid Waheed, 2021, p. 05).

3. Hypothesis Development:

As an organizational requirement, HR flexibility is seen as the degree to which HR have a range of skills and a repertoire of distinctive and adaptable behaviours, as well as the degree to which the HR function effectively are used to develop organizational flexibility, responsiveness, agility, and success in a dynamic environment. HRF consists of three parts functional flexibility that support the adaptation of employees to changing job positions; employee skills and behaviours flexibility that encourage the

development and recognition of such transformation and adaptation, Furthermore, flexibility in HRs refers to an organization's ability to quickly acquire and use the resources it needs to execute its strategic objectives, empowering the employees to exploit their behaviours, skills and attitude by being and using flexibility.

Fixating on employee development is a key component of transformational leadership. Despite the theory's, basic idea that transformational leaders should help employees reach their full potential (TALY DVIR, 2002, p. 736), it is obvious that employees are to imprint on their leader's behaviour and imitate it due the charismatic features and the ideal influence that a transformational leader possess and show to his team members or an organization's employees, charisma pushes the employee to transform and develop his behaviour to be more like his ideal member of the group(leader), in order to achieve such purpose, an employee has to have the flexibility to transform his skills and behaviours and also have the capability to add more tasks to his job description which is demonstrated as functional flexibility.

H₁: The ideal influence has a positive impact on human resource's flexibility.

The ability of leaders to motivate their subordinates, by articulating an intriguing and ambitious vision, creating a psychologically safe environment, where employees are encouraged to take interpersonal risks (Hülya Gündüz Çekmecelioğlu, 2016, p. 245); inspirational motivation gives employees the space to be their own decision maker, in which that pushes to develop a certain flexibility to adapt and develop their skills and behaviours as required to get their jobs done properly; leaders motivate their subordinates to reframe difficulties, see them as chances, and adopt new perspectives and strategies that might result in innovative solutions for issues that arise during their work; adding more tasks and shores to their main jobs.

H₂: The inspirational motivation has a positive impact on human resource's flexibility through interaction and encouragement to recognize issues and find answers, intellectual stimulation supports employee's empowerment and promotes the development of employee flexibility. This, in turn, has repercussions for the organization's capability to accomplish objectives based on the development and resilience of employees (Orabi., 2016, p. 93); Leaders set up their employees for a certain level of stimulation to reflect their abilities on their behaviours, skills and their functional attitude, this is what gives them the chance to explore their minds by the effect of the intellectual stimulation exerted by the leader on their flexibility to develop and transform their reflexes.

H₃: The intellectual stimulation has a positive impact on human resource's flexibility transformational leaders' distinct focus to every single individual's needs for fulfilment and development by claiming a set of responsibilities, employees and co-workers experience industrialization, so they can progressively achieve higher levels of potential. Individualized consideration is put into practice when additional opportunities are created in a supportive atmosphere. The leader's behaviours demonstrate that they are aware of individual variances (Choi Sang Long W. M., 2014, p. 119); these variances are adopted and explored which will give the capability to enrich employee's flexibility.

H₄: The individualized consideration has a positive impact on human resource's flexibility

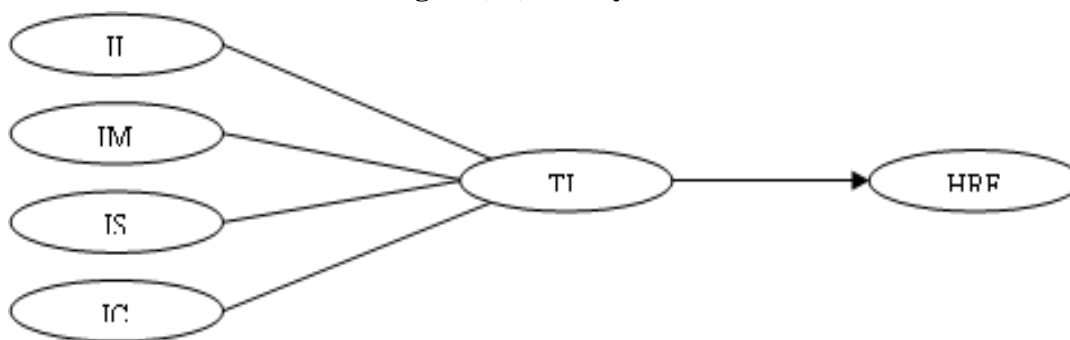
Having that said, both organization and employees may view HRF as a resource they can be used to diversify the skill sets. As was already said, TL is an instrument that empowers and assists workers in generating their jobs (Tuan, 2017, pp. 04-05). Henceforth, it was suggested that HRF and TL are likely to act as contextual resources that may complement one another since they are both forms of resources for

employees' performance. This theory has been used to illuminate the interaction effect of TL on workers' skill and behavioural responses; subsequently, it can offer a helpful framework for comprehending the impact of TL on HR flexibility (Luu, 2019, p. 05).

3. Research Design:

3.1 Study Diagram:

Figure(01): Study model



Source: Made by the researchers

3.2. Method:

This study is straightforward exploratory, focused on the influence of TL has on HRF for the development of skills and competencies and the organization's performance, it was conducted utilizing an empirical survey, using the SPSS application and the multiple linear regression approach, the hypothesis was tested. In order to evaluate the constructs of TL and HRF. Testing was carried out utilizing a measurement model. By considering the indicators build the construct by considering the parameters obtained from the hypothesis testing

3.2.1 Sample:

This study focused on the industrial sector; 400 questionnaires were handed out to SCAEK Aïn El Kebira cement plant (SÉTIF) employees, from the administrative staff to technicians, but only 261 handed back their sheets (response rate = 65.25%). 33 questionnaires were discovered to be incomplete and were thus removed from the analysis (effective response rate: 57%). According to their age range, education level, and employment, respondents were assessed.

3.2.2 Measures :

From a conceptual standpoint, this research's first part of the questionnaire was guided by, (Bruce J. Avolio, 2003), based on his research with (Bernard M. Bass, 2003), built the fourfold scale of TL, which is the main reference for several studies of TL in organizations, where they developed and identified the four dimensions of the scale. to be measured along with HRF. thereby avoiding decoupling; it was considered the most used scale for the HRF, relying on and taken as a reference (Bhattacharya, 2005); although these are not the first to study these variables and develop their scale, it was found most suitable to sustain in this current research. Where it will be interpreted that TL is indeed a process rather than a set of features, and how organizations with flexible HR can adapt and develop achieving its pretensions.

The following indicators are included in the measuring of HRF:

- a. The ability of the individual to fit new job opportunities and rotate between work stations;

- b. The willingness of employees to develop and thrive their skills and knowledge;
- c. Flexibly adapt to new behaviors necessitated by new tasks or work conditions.

The following indicators are included in the measuring of TL

- a. The leader's ability to generate a desire among team members to imitate his positive behaviors;
- b. Motivation to take the concerns and perspectives of others into account.
- c. Encouraging creative and innovative thinking with unconventional problems;
- d. Putting an emphasis on helping people grow so that their visions are aligned.

These indicators were measured with a 5-point Likert scale, with 1 being “strongly disagree” and 5 “strongly agree”.

3.2.3 Data Analysis:

3.2.3.1 Validity and Reliability Testing:

The validity and reliability testing of the research instrument used confirmatory factor analysis to examine the construct relationship and its indicators (questionnaire validity). The result of the testing of confirmatory factor analysis and Cronbach’s alpha is provided as follow (see Table 1). The statistical testing to decide the value of validity and reliability of the independent variable TL in which is divided into 4 axes to measure its impact on HRF combined in one axe (the dependent variable), resulting in the value of loading factor > 0.05 and construct reliability > 0.8, in which is a very solid level of reliability. Therefore, it can be concluded that the instrument in measuring the variables is valid.

Table (01): reliability of the measurement scale

Reliability Statistics	
Cronbach's Alpha	N of Items
0,861	05

Source: by the researchers on the basis of the SPSS results.

3.2.3.2 Descriptive Statistics and Frequencies:

Table 02 shows a solid male society in the cement factory SCAEK AIN KBIRA SETIF, with 53.5% of the aged between 36-45 years old and only 2.6% over the age of 56, also it shows that 52.2% of employees have a college degree.

Table (02): Personal Data of the Research Sample (Frequencies)

	Statement	Frequency	Ratio%
Sex	Male	228	100
	Female	0	0
Age	18-35	47	20.6
	36-45	122	53.5
	46-55	53	23.2
	<56	06	2.6
Educational level	Junior	0	0
	Secondary	109	47.8

	University	119	52.2
Job	Head division	10	4.4
	Engineer	62	27.2
	Senior executive	9	3.9
	Senior technician	87	38.2
	Other	60	26.31
Sum		228	100

Source: by the researchers on the basis of the SPSS results.

Table (03): Descriptive Statistics

	N	Mean	Std. Deviation	Kurtosis	
				Statistic	Std. Error
II	228	3,01	,670	-,419	,321
IM	228	2,75	,546	-,067	,321
IS	228	2,78	,547	-,308	,321
IC	228	2,77	,544	,023	,321
HRF	228	3,04	,460	,270	,321

Source: by the researchers on the basis of the SPSS results.

Table 03 shows that the mean of II, IM, IS, IC and HRF are considered statistically significant at a level of significance equal to 0.05, and it indicates that the average degree of the answer to the questionnaire has approached the degree of neutrality 3, which means that the degree of approval is high by the response of the sample members.

All four dimensions (see table 04) of TL, namely, were significantly positively correlated to HRF (sig: 0.01). with highest level of correlation for II (0.390) and a lowest for IC (0.269).

Table (04) : Correlations

		HRF	II	IM	IS	IC
HRF	Pearson Correlation	1	,390**	,311**	,359**	,269**
	Sig. (2-tailed)		,000	,000	,000	,000
II	Pearson Correlation	,390**	1	,689**	,627**	,627**
	Sig. (2-tailed)	,000		,000	,000	,000
IM	Pearson Correlation	,311**	,689**	1	,793**	,635**
	Sig. (2-tailed)	,000	,000		,000	,000
IS	Pearson Correlation	,359**	,627**	,793**	1	,708**
	Sig. (2-tailed)	,000	,000	,000		,000

IC	Pearson Correlation	,269**	,627**	,635**	,708**	1
	Sig. (2-tailed)	,000	,000	,000	,000	
N			228	228	228	228

** . Correlation is significant at the 0.01 level (2-tailed).

Source: by the researchers on the basis of the SPSS results

4. Results and Discussion:

4.1. Results of The Hypothesis Testing:

At the 5% level of significance, and to test the following hypothesis, with the Pearson correlation coefficient already analyzed (table 04), and by running multiple linear regression analysis and ANOVA to reach the results shown in the table below.

Table (05): Results of the hypothesis testing

	B	Std ERR	Beta	T	SIG	R	R ²	ADJ R ²	F	SIG	VIF
<u>Constant</u> <u>(HRF)</u>	2.953	0.118	/	24.961	0.000	0.423	0.179	0.164	12.122	0.000	
II	0.166	0.046	0.321	3.604	0.000						2.155
IM	0.049	0.067	0.080	0.733	0.464						3.112
IS	0.169	0.068	0.275	2.484	0.014						3.210
IC	0.47	0.56	0.076	0.838	0.403						2.257

Significant at $p < 0.05$

Source: by the researchers on the basis of the SPSS results.

4.2 Discussion:

Table 05 shows the result of multiple regression testing on the model of the 4 dimensions of TL; for II, the calculated t value (3.604) is bigger than t table. With significant value ($0.000 < 0.05$). In addition, table 04 demonstrates medium correlation between II and HRF (0.390); therefore, the hypothesis, which sites that II has a positive impact on HRF, is proven. Then, hypothesis 1 is accepted.

For IM does not affect HRF. Table 05 shows the result of the relationship between IM & HRD; which is represented by the value of ($t = 0.733$) and the significant value of ($0.464 > 0.05$). In spite what table 04 demonstrates of a medium correlation between IM and HRF (0.311); the hypothesis, which mentions that IM has a positive impact on HRF, is proven not true. Then, hypothesis 2 is rejected.

For IS it significantly affects HRF. Table 05 shows the result of the relationship between IS and HRF ; which is represented by the value of ($t = 2.484$) and the significant value of ($0.014 < 0.05$). In addition, table 04 demonstrates medium correlation between IS and HRF (0.359); therefore, the hypothesis, which mentions that IS has a positive impact on HRF, is proven. Then, hypothesis 3 is accepted.

For IC does not affect HRF. Table 05 shows the result of the relationship between IC & HRF ; which is represented by the value of ($t = 0.838$) and the significant value of ($0.403 > 0.05$). In spite what table 04 demonstrates of a medium correlation between IC and HRF (0.292); the hypothesis, which mentions that IC has a positive impact on HRF, is proven not true. Then, hypothesis 2 is rejected.

TL explains 18% of HRF according to R² referring to the existence of relationship between the constant (dependent) variable and the independent variable ; also it demonstrates F value (12.122), it may

be concluded that the model is valid and there is a correlation between TL (II, IS) and HRF ; Thus the results indicates the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_i \varepsilon_i$$

α = constant

β_1 = Slope of the regression y on II

β_2 = Slope of the regression y on IM

β_3 = Slope of the regression y on IS

β_4 = Slope of the regression y on IC

X_1 = II

X_2 = IM

X_3 = IS

X_4 = IC

$$Y = TL$$

$\varepsilon_i \varepsilon_i$: STD ERROR

$$Y = 2.953 + 0.46 X_1 + 0.68 X_3 + 0.118$$

5. Conclusion:

To conclude, it is worth assuming that personnel, group and organizational development is fostered by the ability of individuals to adapt to change; human resource's flexibility is one to sponsor improvement and development, having the requirements to respond to uncertainties and unexpected situations that a job may put in, is being flexible, seizing opportunities out of inconvenient situations is indeed having the capability of adjusting throughout experiences; this research aimed to focus on questioning the impact of Transformational Leadership on Human Resource's Flexibility, to what extent these variables exist in the cement factory AIN KBIRA SETIF SCAEK and what relation there is between TL and HRF.

5.1 Results:

The research reached several results and it is classified as follows:

1. Results for Independent Variable (TL):

- The results of the research showed that there was a moderate degree of agreement by the sample on the existence of TL;

2. Results for Dependent Variable (HRF):

- The results of the research showed a moderate degree of agreement by the sample on the HRF among employees;

3. Results for Hypothesis Testing:

- There is a statistically significant relationship between the II where the correlation coefficient was 0.390

- There is a statistically NON-significant relationship between the IM where the correlation coefficient was 0.311

- There is a statistically significant relationship between the IS where the correlation coefficient was 0.359.

- There is a statistically NON-significant relationship between the IC where the correlation coefficient was 0.269

5.2 Recommendations:

- Creating the right organizational environment for human resource flexibility, focusing on employee engagement and empowerment to promote cooperation;

- allowing people, the freedom to speak their opinions and express their ideas without fear of repercussions;

- Encouraging flexible organizational structure to promote group work;

- Incorporating people into decision-making and endorsing teamwork;
- enabling more employees' vertical and horizontal job mobility;
- giving staff members a feeling of liberty and autonomy in their decisions and activities.

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