

The Effect of the Transformational Leadership on the Elements of Human Capital in the Jordanian Communication Sector

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Abstract

This study investigated the impact of the transformational leadership on the human capital in the Jordanian communication companies. The main hypotheses were proposed in accordance with the dimensions and model of the study and their variants. For the purposes of data gathering, a questionnaire was designed which included (50) question. Next, the study dimensions were identified, the questionnaire was distributed on the sample of the study (400) people. After the data collected the proper statistical analysis was applied. The result showed that the transformational leadership had big impact on the human capital in organizational. This study also, recommended a set of conclusions and recommendations that achieve the purpose of this study.

Keywords: Transformational Leadership, Human Capital.

1-Introduction

The subject of the administrative leadership has got great concern by the researchers through its role and effective contributions to success the administrative work, and growth in the different fields of life is linked strongly to the style of leadership and the extent of understanding the psychology of the groups and the extent of affecting them and achieving cooperation between them. The understanding target this group and realizing it, and taking the responsibility of following up this target under the pursuit of the organizations to keep up with growth and development, so it has to respond to the calls for applying the principles of the open and decentralized management and to authorize the powers and participation in decisions making (Al-Obeideen, 2004).

The leadership style which owns these advantages is the transformational leadership which encourages, empowerment, authorization, self confidence and integration between all the employees, the organization and the environment. This leadership also motivates development, the strategic thinking and change (Chamjong, 2004) which helps the organizations to deal with the challenges it faces and overcome them and to improve their efficiency, effectiveness and distinction in performance which ensures survival and continuity under the changing and agitating environment (Bani Eisa, 2006).

The other topics which gained great concern by the researchers and business organizations is the human capital where competition intensifies in the field of business and the increase of the case of the lack

Of environmental assurance, and the appearance of the knowledge economy which resulted from the revolution of communication and the phenomenon of information explosion (Salman, 2009).

the business organizations began to look for new mechanisms for the world competition as a fundamental requirements to guarantee survival in the world of business and under the local, regional and international challenges where the human capital is considered a necessary requirement to deal with these challenges (Al-Kasasbeh, 2010) where the human capital represents group of employees who own cognitive and organizational abilities which enable them to produce new ideas and to develop the old ideas which enables the organization to expand its markets share and enlarge its power points and to treat its weakness points and put it in a situation which enables it to seize opportunities and to realize the competitive advantage and to realize survival of the organization (Saleh, 2001).

The human capital begins with the elements of the human capital which is represented by attraction element, industry element, activation element and preservation element. These elements are the basis of the human capital through which the organization can realize its goal (Smith and Smith, 2007).

The Jordanian communication companies sector is considered one of the pioneering organizations in the Jordanian economy because it is having a prominent role which was realized in this economy, in addition to what it has achieved of economical, intellectual and technological implications in the Jordanian society. Nevertheless, still it is need of developing the human capital as it is the basis which the Jordanian Communication sector depends on (Al-Sakarneh, 2005).

This study is links the variable of the transformational leadership to the variable of the human capital and its elements which are considered a basis to it in the sector of the Jordanian Communication companies so to indicate this study to the effect of the transformational leadership on the elements of the human capital in the

Jordanian communications companies sector.

2. Methodology

2.1 The problem of study

The human capital plays an important role in the business organizations and helps it to survive and continue, also improves the organizational targets which can never be achieved without the human resources. The individuals are the main elements which make the organizations and it's not the buildings, or the equipments (Decenzo and Robbins, 2006).

The human capital involves a group of the elements represented by attraction, industry, activation, and preservation which must be in an ideal way to realize its desired target (Jawad, 2001), these elements requires a wise leadership aware of the importance of the human capital and its elements, it also owns the ability to influence them positively which will result to investing the human capital at the best way to realize the objectives of the organization (Al-Dahan, 2005).

The transformational leadership is considered one of the most administrative leaderships able to do this as it is considered a flexible leadership perceptive of the importance of living up to the needs of the employees and fulfilling them so to become a part of the organization mission in addition to it is able to influence the employees positively through the charisma of the transformational leader (Barling et al, 2002).

The problem of the study was formed methodically as follows:

- Is there an effect of statistical indication of the transformational leadership on the elements of the human capital the Jordanian communication companies sector?

2.2 The objectives of study

The objective of study is represented in the knowledge of the effect of the transformational leadership on the elements of the human capital in the Jordanian communication companies sector and the following subsidiary objective stems out from this objective which is :-

- To give a theoretical frame which explains the effect of the transformational leadership on the elements of the human capital to realize the intended goal and to support this frame by the practical frame which includes the study statistical questionnaires and to introduce the suggestions and recommendations to the decision makers in this sector.

2.3 The importance of study

- The scientific importance of the study

This study is considered a new reference to the researchers and academics, as it offers the Framework theory and practice of the transformational leadership and the human capital, and this study may constitute a basis where the researchers move from it to a more spacious fields towards research and investigation about the transformational leadership and the human capital on this sector and other different sectors.

- The practical importance of the study

The importance of study to the managers of Jordanian communications companies sector.

This study provides a contemporary reference which shows the administrators and the decision makers the Jordanian communications companies sector the effect of their leadership style on investing the human capital in their organizations as they make use of it in generating new ideas which helps them to invest the human capital in their organizations which will be positively be reflected on their organizations.

- The importance of the study to the employees the Jordanian communications companies sector.

This study suggests an imagination to the employees of the Sector of the Jordanian communications sector of the effect of their leader style on them which will help them to generate new ideas which can be discussed with their leader to reach the desired goal of their organizations.

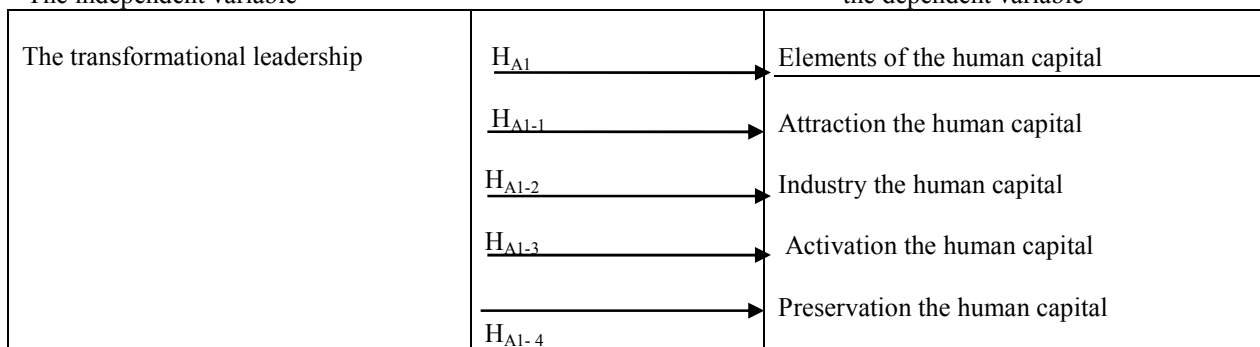
- The economic importance of the study.

This study helps to discover one of the most important sources of the organization which helps it to perform its mission and to show the ideal way to lead this source and this source is represented in the human capital which when it is led in an ideal way will prompt it to do its work at the best manner to reach the best conclusions in addition to that it motivates it to generate new ideas and to develop the old ideas through which the organization can introduce the best and the new to the present clients and to attract new clients which will help the organization to exploit the available opportunities in the market and that will positively be reflected on the economical indications of the organization represented by the market share/ growth average/ the profits of the organization.

2.4 The model of study

The independent variable

the dependent variable



Source: the design by researchers based on (Al- Kasasbeh, 2010)

2.5 The hypothesis study of study

The study hypotheses were formed based on the study problem, its objectives and model and it is represented as follows:

The main hypothesis

H_{A1} : There is effect of statistical indication of the transformational leadership on the elements of the human capital of the Jordanian communication companies sector.

The following Subsidiary hypotheses stems from this hypothesis:-

H_{A1-1} There is effect of statistical indication of the transformational leadership on the Attraction the human capital in the sector of the Jordanian communication companies.

H_{A1-2} There is effect of statistical indication of the transformational leadership on the Industry the human capital in the sector of the Jordanian communication companies.

H_{A1-3} There is effect of statistical indication of the transformational leadership on the Activation the human capital in the sector of the Jordanian communication companies.

H_{A1-4} There is effect of statistical indication of the transformational leadership on the Preservation the human capital in the sector of the Jordanian communication companies.

2.6 The Methodology of the study

- Society and the sample of the study

The society of the study consists of all the employees in the sector of the Jordanian communications companies which are (3) three companies , depending on the statistical formulas in specifying the size of the sample , so it was limited to (400) sample and it was distributed as follows :

Table 1. The number of the distributed questionnaire

The company	Number of distributed questionnaires
Zain Company	150
Orange Company	150
Umneiah company	100
Total	400

- Methods of collecting information

The methods of collecting information consisted of two parts

The first part

The researchers conducted a review and survey of the different theoretical and field studies related to transformational leadership and the human capital they reviewed books and the scientific magazines, Master and PhD thesis, in addition to the reliable information from the Internet.

The second part

a questionnaire was developed to reflects the effect of the transformational leadership on the elements of the human capital was developed where it was made use of the previous questionnaires in this subject and it was exposed before a number of the arbitrators to be sure of the veracity of the content where necessary modifications have been conducted on the questionnaire paragraphs, then distributed on the study sample who were the staff of the Jordanian communication companies, and Likert quintuple scale was used to measure the content of the questionnaire as follows:

(1- for the degree agree strongly) (2- For the degree, agree) (3- for the degree, neutral) (4- For the degree, disagree) (5- For the degree, strongly disagree)

2.7 Definitions of the study variables

- The Transformational leadership :-

It is one of the leadership styles which depends on participation of the leaders and the employees on each other in a way where the leaders and their followers push each other to a higher levels of motivation since the transformational leadership is based on a system of the moral obligations and the transformational leaders who work within distinctive values which make them a model for others due to their work on the basis of fusion of the requirements , needs , ambitions , values and joint aspirations of both the leaders and the followers to achieve the desired purposeful change (Burns, 1978)

- The human capital :

It is the Brainpower which is able to generate new suitable and practical ideas (enforceable) having a high level of good quality and it owns the ability to achieve valence and harmony between the different constituents to achieve the desired goals by the way of employing and investing this brainpower correctly for the advantage of the organization (Smith & Smith, 2007)

- The elements of the human capital

It is a group of intangible elements used for administering and directing the human capital in the organization (Woods, 2003) and they are represented as follows:

- ❖ Attraction element:- it is the element concerned with activities related to attracting the employees and choosing them and attracting the distinctive sources and taking care to choose persons who have diverse experiences, taking into consideration to choose the different ages of young men and adults to obtain a diverse group of cognition, capacities, enthusiasm, creative and investing them in their work in a ways which will benefit the organization (Al –Kasasbeh, 2010)
- ❖ The industry element:- it is meant by this element developing the skills, the knowledge and capacities of the employees in the organization (Al- Karyouti, 2001)
- ❖ Activation element: it is the activation of the employees of the organization intellectually , creatively and to transform their self-interests to become a part of the organization mission (Conger, 2002)
- ❖ Preservation element: it is the element related to keeping the distinguished employees in the organization and the reduction of the average of the turnover of work.(Ali, 2007)

3. The Theoretical Frame

- ❖ The relation between the study variables

The study model includes two variables, the transformational leadership and the elements of the human capital. The transformational leadership represents the independent variable while the elements of the human capital represents the dependent variable, and the mechanism of linking between the two variables is that the transformational leadership represents one of the requirements for accomplishing the desired objectives of these elements because it is able to lead these elements efficiently and effectively. This can be confirmed through determining the effect of the transformational leadership on the element of attraction of the human capital as since this element requires attracting the human resources of different talents, skills, capacities and abilities for the sake of getting a diverse group of individuals and to leads this diversity to achieve the objectives of this organization (Al-Kasasbeh, 2010).The transformational leadership commands this element from two sides , the first side to motivate the individuals to join the organization so to become effective part in it and to lead this side the transformational leadership provides future functional syllabus for the attracted individuals. This syllabus is distinguished by clarity, in addition the transformational leadership impart real and clear meanings to what the individual who will be chosen will do, with clarification of the required abilities and the required skills and to clarify the advantages which the individual will gain from the organization (Barbuto & Burbach, 2006) in addition to giving a clear picture of the vision, the mission and the objectives of the organization(Bass, 2001) By this way the transformational leadership had given an idea to the attracted individual so attracted Individual can harmonize between what will take from the organization and what attracted Individual will offer to the organization and to harmonize between The skills and the abilities owned by the attracted Individual and the functional requirements, so by this way the transformational leadership had created a motive for the attracted to join the organization (Bass et al, 2003). After the end of motivating the targeted individuals, the transformational leadership moves to the other side which is lead the diversity resulting from attracting variety of individuals who have diversity of experiences, skills, capacities and age classes, as this diversity is considered the problem of this element and to lead it efficiently and effectively the transformational leadership perform in many steps. The first step is represented by considering this diversity an objective and target through which the organization can achieve its future vision. (Barling et al, 2002).

The second step when the transformational leadership creates the positive view towards this diversity by the

employees through acknowledgment of personal differences between the employees, accept these differences, respect them and to show the importance for achieving the survival and continuity of the organization. (Braton et al, 2005).

The third step when the transformational leadership links this diversity to the strategic goals of the organization through merging the requirements, the needs, the aspirations, values and joint expectations of both the leaders and the employees and to unite the different values and to mobilize energies and to put them in the frame of positive competition to fulfill the joint objectives. (Epitroppaki et al, 2002).

The fourth step when the transformational leadership works on to develop the mechanism for improving and facilitating the interaction and communication between the employees which motivates them to discover the diverse talent and their new points of power and to employ them for increasing the enthusiasm, motivation and the ability for positive competition and to learn from each other (Bruch & Walter, 2007), by this way the transformational leadership had founded the positive view toward this diversity, consequently investing it to achieve the goals of the organization, but for the effect of the transformational leadership on the element of industry, the objective of this element is represented by developing the skills, the knowledge, and the capacities of the employees in the organization (Al-Karyouti, 2001), for accomplishing this objective it is required to be concerned of two sides, the psychological side of the employees which is represented by conceiving the feelings of the employees and to understand their views and their concerns (Stoner et al, 2001) and to be concerned of the practical side represented by creating new environment which helps and motivate the employees to develop their skills and their capacities (Hetland & Sander, 2003) and we will explain how the transformational leadership lead the requirements of this element through the following steps:

The first step is represented by transformational leadership taking care and satisfying the psychological side when the transformational leadership develop the mechanism and the process of the personal communication between the leader and the employees in the organization and according to the process of communication, the transformational leader works during this communication as a tutor, a friend and director and to look at the employees as complete persons instead of looking at them as subordinates, and Transformational must be good listener, to give them confidence and reassurance if they wanted to say something (Avolio et al, 2002), and through the process of communication the transformational leadership works to know the personal needs of the employees, taking into consideration the personal differences between the needs of the employees and their requirements, then the transformational leadership works to finding the organizational personal unification based on merging the personal objectives and organization objectives, so the employees shall come to believe that the objectives of the organization can't be achieved isolated from their personal objectives which will create enthusiasm of the feeling of the joint objectives (Parry & Thomas, 2003).

After ending of concern of the psychological aspect, the transformational leadership moves to the second step represented by concern of functional needs of the employees by building a motivating work environment to this development through the following strategy represented by the training strategies, empowerment strategy, the strategy of the successive coming closer.

For the training strategies, one of the most important issues which the leadership concentrates to leading the training programs is to create enthusiasm for the employees to take part and make use of these programs since one of the biggest problems which the transformational leadership faces during leading the training programs is the low motivation of the employees for joining and making maximum use of these programs and for the purpose of producing and increasing this motivation the transformational leadership works on linking the training programs, with a positive and direct effect on the enrolled employees in these programs and to magnify the benefit from this knowledge and additional experiences which the employees gain after the training programs, in addition to fulfilling the compatibility between the programs training and the abilities and capacities of the workers who join these programs and to grants the employees numerous skills and not only one skill for the purpose of going out of routine and boredom (Felfe & Schyns, 2002), thus the transformational leadership created enthusiasm for them to join and make use of the training programs in addition to the strategy of empowerment which helps the transformational leader to grant the employees many powers to lead themselves to reach the concepts of the self- leadership, in addition to that the transformational leadership prepares a flexible work plan through which it grants the employees great freedom in accomplishing works assigned to them in the way they favor without being bounded to specific procedures and laws and to express his-her confidence in achieving the high expectations and he offers the positive feedback (Gingras, 2006).

The transformational leadership works on fragmentation of working tasks to a chain of small subtasks so as to create motivation to the employees to do their best (Bruch & Walter, 2007), by this the transformational leadership took care of the psychological and practical side at the best way to achieve the desired goal, but relating to the effect of the transformational leadership on the element of activation, the main objective of this element is represented of creativity in the organization (Al-Cindy, 2008).

We will explain how the transformational leadership this element is to achieve the desired goal through the following stages:

The first stage the transformational leadership works on founding organizational culture which motivates creativity through encouraging the employees to take the initiative and risk and to consider any initiative of passive result is a mean for learning and to achieve the best in future and any initiative of positive result will benefit all the employees of the organization (Krishman, 2005)

The second stage is represented by the transformational leadership removing the obstacles related to creativity. These obstacles are represented in the social obstacle, the emotional obstacle, perceptive obstacle. The social obstacle is represented by the fear of the employees of the outside society not to accept what is new, and for the purpose of removing this obstacle the transformational leadership works on training the employees on the technique of dealing with (the clients – the customer) so the employees through this communication can understand and know what is acceptable and unacceptable for (the clients–the customers) in addition to motivating them to the strategies of the market scientific research through which the employees can build an image of these needs, then to study them and develop them in an unfamiliar shape but it is acceptable, positive and good for the social environment (Kotler & Keller, 2006) but for the emotional obstacles which are represented in the passive emotions like (fear– anxiety – instability – frustration), this obstacle represents a great challenge to transformational leadership, in order to transform the passive emotions to positive emotions, and for this purpose the transformational leadership works on analyzing, fixing and addressing every character in the suitable and motivating way.

Then the transformational leadership works in a the strategy of the motivating supporting environment through which all the mistakes, pressures and obstacles which prevent the employees from creativity are treated (Griffith, 2004), but the perceptive obstacles (mental) are linked to the perception of the employees of the subjects where they look at it through its dimensions only and for this the transformational leadership follow many strategies to treat this obstacle, these strategies are represented in the strategy of the critical thinking by which the transformational leadership encourages the employees to raise the spirit of questioning, research and inquiry, and not to take facts as final without detection, inquiry, and to form complete process including thinking skills used individually or collectively and to analyze all the affecting elements on the situation and to look at it as comprehensive overview and to link the old information to the new ones and to put the hypothesis, test them, and discuss them (Lind, 2004), in addition the strategy of the creative thinking through which the transformational leadership encourages the employees to go out of the familiar in thinking through the negation, reversing and distortion of things as granted and the self-evident truths and to motivate them on exaggeration in analyzing the situations and thoughts because exaggerations means to go away from reality, it also helps them to compare between two things or two ideas where is nothing to link them, so this comparison or linking of new ideas which may reach to creativity, and thus the transformational leadership had achieved the desired goal from this element.

But for the effect of the transformational leadership on the element of reserving the human capital, the main target of this element is the sustainability and continuity of the distinguished employees in the organization for long years, and to modify and lower the average of the work turnover in the organization (Dessler, 2003). We will explain how the transformational leadership lead this element to achieve the desired goal. First the transformational leadership recognizes that it can't achieve the desired objective from this element apart from achieving the desired goals linked to the previous elements (attractions element, industry element, and activation element) The transformational leadership lead this elements efficiently and effectively(Murphy, 2005). In addition to that the transformational leadership makes protective procedures to prevent the employees from leaving the organization represented by holding meetings where it could be known what the reasons are for employees leaving the work, and to treat these reasons instantly in addition to that the transformational leadership works on clarifying the organizational targets, as since the clarity of the organizational goals helps to increase the organizational loyalty (Muijs, 2006), the transformational leadership supports these procedures with the following strategies:

First: the strategy of the organizational justice with its different dimensions (the procedural justice – the distributional justice – the interactive justice – the evaluative justice) on which the transformational leadership depends on truth, integrity, fairness and Rational toward the employees.

Second: the strategy of harmonization between the preferences, capacities, and the individual values of the employees with their job in the organization (Piccolo & Colquitt, 2006).

Third : the strategy of developing the participation of the employees in the organization where the transformational leadership works on participation of the individual employees positively to achieve the goals of the organization through engaging them in the operations of decision making, to put the plans of its success. This participation should be based on freedom, to call their views and suggestions continuously which will make the employees linked greatly to the environment of their work (Masi & Cokke, 2000)

4. Applied Study

This chapter includes the results of the statistical analysis and the study result which were put on the light of

these conclusions; it also includes the study recommendations, and hereafter detailed clarification of each of them:

- ❖ The results of the statistical analysis
- ❖ Test of the first main hypothesis
- ❖ H_{A1} : There is effect of statistical indication of the transformational leadership on the elements of the human capital in the sector of the Jordanian communications companies.

To test this hypothesis the regression analysis was conducted and the following table shows the results linked to that:

Table 2. Test of the first main hypothesis

Correlation Coefficient R	determination coefficient R^2	Beta coefficient	(F)	Sig
0,47	0,22	0,47	96,07	0,000

It is clear from the above table that the correlation coefficient (R) of the effect of the transformational leadership on elements of human capital in the sector of the Jordanian communications companies is (0, 47) and the value of the statistical (F) was (96, 07) and its indicating at the level (0, 05) and this indicates the acceptance of the main hypothesis.

Also the coefficient Beta was (0, 47) and this indicates the positive effect of the transformational leadership on the elements of the human capital in this sector, in addition to that the determination coefficient (R^2) was (0, 22) and this indicates a middle percent of the explained contrast of the transformational leadership on these elements and (0, 78) of the unexplained refers to other elements.

Test of the sub-hypotheses

H_{A1-1} there is an effect of statistical indication of the transformational leadership on the element of attraction of the human capital in the sector of the Jordanian communications companies.

To test this hypothesis the regression analysis was conducted and the following table shows the results linked to that:

Table 3. Test of the first sub-hypothesis

Correlation coefficient R	determination coefficient R^2	Beta coefficient	(F)	Sig
0,56	0,31	0,56	43,31	0,000

It is clear from the above table that the correlation coefficient (R) of the effect of the transformational leadership on the attraction element of the human capital in the sector of the Jordanian communications companies was (0, 56) and the value of the statistical (F) was (43, 31) and its indicating at the level (0, 05) and this indicated the acceptance of this hypothesis, also the coefficient of Beta was (0,56) and this indicates the positive effect of the transformational leadership on this element, in addition to that the determination coefficient (R^2) was (0,31) and this indicates that a medium percent of the explained contrast returns to the effect of the transformational leadership on this element and (0,69) of un-explained contrast returns to other elements.

H_{A1-2} there is a statistical indication of the transformational leadership on the element of the industry of the human capital in the sector of Jordanian communication companies.

To test this hypothesis the regression analysis was conducted and the following table shows the results related to that

Table 4. Test of the second sub-hypothesis

Correlation Coefficient R	determination coefficient R^2	Beta coefficient	(F)	Sig
0,39	0,15	0,39	8,31	0,00

It is clear from the above table that the correlation coefficient (R) to the effect of the transformational leadership on the element of the industry of human capital in the sector of the Jordanian communications companies was (0, 39) and the value the statistical (F) was (8,31) and it is indicting at the level of (0,05) and this indicates the acceptance of the hypothesis, also the coefficient of beta was (0,39) and this indicates the positive effect of the transformational leadership on this element in addition to that the coefficient of determination (R^2) was (0,15) and this indicates that a medium percent of the explained contrast returns to the transformational leadership on this element and that (0,85) of the unexplained contrast returns to other elements.

H_{A1-3} : there is an effect of statistical indication of the transformational leadership on the element of activation of the human capital in the sector of the Jordanian communications companies.

Table 5. Test of the third sub- hypothesis

Correlation Coefficient R	determination coefficient R ²	Beta coefficient	(F)	Sig
0,60	0,36	0,60	40,70	0,00

It is clear from the above table that the correlation coefficient of the effect of the transformational leadership on the element of activation of the human capital in the sector of the Jordanian communications companies was 0,60 and the value of the statistical (F) was (40,70) and the indicating is at the level of (0,05) and this indicates the acceptance of this hypothesis, also the coefficient Beta was (0,60) and this indicates the positive effect of the transformational leadership on this element, in addition to that determination coefficient (R²) was (0,36) and this indicates the medium percent of the explained contrast returns to the effect of the transformational leadership on this element and that (0,64) of the unexplained contrast returns to other elements.

H_{A1.4}: there is an effect of statistical indication of the transformational leadership on the element of preservation of the human capital in the sector of the Jordanian communications companies.

Table 6. Test of the 4th sub-hypothesis

Correlation Coefficient R	determination coefficient R ²	Beta coefficient	(F)	Sig
0,52	0,27	0,52	11,90	0,00

It is clear from the above table that the correlation coefficient (R) of the effect of the transformational leadership on the element of preserving of the human capital in the sector of the Jordanian communications companies was (0, 52) and that the value of the statistical (F) was (11, 90) and its function was at the level (0,05) and this indicates the acceptance of this hypothesis, also the coefficient Beta was (0,52) and this indicates the positive effect of the transformational leadership on this element, in addition to that the determination coefficient (R²) was (0, 27) and this indicates the medium percent of the explained contrast returns to the effect of the transformational leadership on this element and that (0,73) of the unexplained contrast returns to other elements.

5. The conclusions and recommendations of Study:

5.1 The conclusions of Study:

On the light of the results of the statistical analysis the following main result was concluded:

1. There is positive effect of the transformational leadership on the element of the human capital in the sector of the Jordanian communications companies and here comes out the following from this conclusion:
2. There is a positive effect of the transformational leadership on the element of attracting of the human capital in the sector of the Jordanian communications companies.
3. There is a positive effect of the transformational leadership on the element of industry of the human capital in the sector of the Jordanian communications companies.
4. There is a positive effect of the transformational leadership on the element of activation of the human capital in the sector of the Jordanian communications companies.
5. There is a positive effect of the transformational leadership on the element preserving of the human capital in the sector of the Jordanian communications companies.

5.2 The recommendations of the Study

Based on the study conclusions the study recommends the following:

- ❖ To practice the transformational leadership during the administration of the elements of the human capital through:
- ❖ Providing a functional syllabus distinguished by its clarity to the attracted individuals.
- ❖ Give real meanings to the future roles of the attracted individuals.
- ❖ Give clear picture of the vision, objectives and the mission of the organization to the attracted individuals with explaining the advantages which they gain from the organization.
- ❖ Create a positive view toward the diversity resulting from choosing different individuals in experiences, skills, and abilities.
- ❖ To be concerned of the psychological and practical issues of the employees.
- ❖ To create an organizational culture which encourages and motivates the organizational creativity and to remove all the obstacles associated to it.
- ❖ Conduct the periodical meetings to know the reasons for quitting the work.
- ❖ Follow the organizational justice in all the procedures of the organization.

- ❖ Participation of the workers in decisions making which are related to the organization.

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