

**The contribution of the educational leadership  
program to developing transformational leadership  
skills**

**Prepared by**



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## **Abstract:**

The study aims to uncover the degree to which the educational leadership program established at the College of Education at Umm Al-Qura University contributed to developing transformational leadership skills among general education school principals enrolled in the program. It also tests statistical hypotheses through the responses of the study sample according to the variables (academic qualification - training courses - administrative experience). The study presents proposals that could contribute in improving the educational leadership program's contribution to develop transformational leadership skills among general education school principals. The study is conducted according to the descriptive approach with the aim of determining the degree of the educational leadership program's contribution to developing transformational leadership skills among general education school principals through four important skills in transformational leadership: (technical skills - organizational skill - human skill - intellectual skill).

The procedures of the study include the application of a questionnaire designed to achieve the objectives of the study and answer its questions. It consists of forty phrases devoted to assess the four skills by ten phrases for each skill in order to survey the opinions of those enrolled in the program.—The sample of the study consists of (64) managers and directors who joined the educational leadership program at Umm Al-Qura University during the two semesters—in 2019. They are selected as an intended sample to explore their views on the degree to which the Educational Leadership Program contributes in developing transformational leadership skills among general education school principals. The data are analyzed through the SPSS statistical program, using arithmetic means, standard deviations, frequencies for descriptive analysis, and a single analysis of variance (ANOVA) to test hypotheses. The results show that the contribution of the educational leadership program in developing transformational leadership skills among the sample has been moderate; with the overall average for transformational leadership skills being (2.86) and the average after technical skills being(3.02), followed by intellectual skills with an average of (2.96). Then, human skills are with an average of (2,9). Finally, organizational skills; with a low average of (2.57) comes. The results also show that there have been no statistically significant differences at the level of significance (( $\alpha = 0.05$ ) between the averages of the study. The participants in the sample answers on the degree to which the educational leadership program contributes to developing transformational leadership skills according to the three variables of the study (academic qualification - training courses - administrative experience)- The need to review the content of the program is related to developing organizational skills among those enrolled in the educational leadership program, as the study reveals a low level of related skills.

The study recommends a review of the content of the educational leadership program related to the direction of organizational development, as the study reveals the weakness of the developmental skills in the program, such as the skill concerning the ability to transfer development experiences and the understanding of new strategies for developing work style and clarifying modern trends of distinguished performance.

**key words:**

Transformational Leadership - Educational Leadership Program - Umm Al-Qura University

**Problem of the Study**

What is the degree of contribution of the educational leadership program in developing transformational leadership skills among the school managers of public education schools in Makkah Al-Mukarramah region?

**The following sub-questions are derived from it**

1. Development of technical skills for transformational leadership
2. Development of organizational skills for transformational leadership
3. Development of human skills for transformational leadership
4. Development of intellectual skills for transformational leadership

Are there statistically significant differences at the level of significance ( $\alpha = 0.05$ ) between the averages of the study sample responses about the degree of the educational leadership program's contribution to developing transformational leadership skills?

**Objectives of the study**

This study seeks to achieve the following objectives

1. Identify the degree of contribution of the educational leadership program in developing transformational leadership skills among school managers of public education schools.
2. Determine the statistically significant differences between the opinions of the study sample according to the variables (academic qualification - training courses - administrative experience).

3. Reaching out proposals in trying to improve the degree of contribution of the educational leadership program to develop transformational leadership skills among managers of general education schools.

### **Approach of the Study**

The study followed the descriptive approach in order to determine the degree of contribution of the educational leadership program-to develop transformational leadership skills among school managers of public education schools.

### **Limits of the study**

The study is objectively determined by determining the degree to which the educational leadership program contributes to the development of transformational leadership skills among the principals and directors of public education schools through four basic skills for transformational leadership: (technical skills - organizational skill - human skill - intellectual skill)

### **Terminology of study**

#### **Transformational Leadership:**

It is leadership that inspires and pushes subordinates to transcend their personal interests in the interest of the group and the organization

#### **Educational leadership program**

It is a training program organized by the Ministry of Education in cooperation with some Saudi universities with the aim of developing the skills of school managers of public education schools

#### **Artistic skills**

It is the group of leadership skills that focus on educational performance within the school and is represented by the questionnaire of the technical skills dimension

#### **Organizational skills**

It is the group of leadership skills that focus on organizational development within the school and is represented by the questionnaire of the dimension of organizational skills

#### **Human skills**

It is the group of leadership skills that focus on developing the skill of human relations within the school and is represented by the questionnaire in the dimension of human skills.

### **Intellectual skills**

It is the group of leadership skills that focus on developing the creative thinking of the school principal and is represented by the questionnaire in the dimension of intellectual skills.

### **Suggestions**

1. The necessity of holding meetings and workshops between program designers and implementers; with the aim of developing a common vision for the program's specifications so as to achieve the goal of qualifying leaders with the thinking of transformational leadership.
2. The necessity of taking the students' opinion on the educational leadership program when re-planning the program using the teleconference method (Delphi) to determine the content related to the transformative leadership skills that the learners see.
3. To include an independent course in transformational leadership within the educational leadership program to increase the knowledge and skills balance of learners and improve their leadership skills.
4. Add scientific and practical courses related to development theories and modern trends; as it has been proven through the study that the educational leadership program decisions lack them
5. Setting up a plan to measure the impact of the program on the graduates of it in cooperation with the administrative guidance departments of Education; in regions and provinces.

### **Recommendations:**

1. The necessity to review the content of the program related to developing organizational skills of those enrolled in the educational leadership program.
2. Reconsidering the content of the educational leadership program related to the direction of organizational development.
3. Working on including important intellectual skills within the program such as applying brainstorming skills.

4. The need to enhance the confidence of teachers to achieve the goals through content related to dealing with others.
5. Expanding the contents of the program related to the concepts and skills of participating in the development of decision-making processes with the concept of transformational leadership.
6. The necessity to include in the curricula of educational leadership programs practical applications of transformational leadership positions.
7. Conducting a scientific study to transfer international experiences in transformational leadership programs to be used in educational leadership programs in Saudi universities.
8. conducting a scientific study aims at diagnosing the obstacles of cooperation in developing educational leadership programs between the Ministry of Education and the universities that implement this program.

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