From Leadership to Organizational Performance: The Power of Transformational Leadership in Human Resource Development

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Article History	Abstract
  	This study examines the impact of transformational leadership on organisational performance, emphasising the mediating function of human resource development (HRD). The research also examines the impact of demographic variables, including gender, place of residence, scientific qualification, years of experience, nature of work, and job position, on perceptions of leadership, HRD, and performance outcomes. A quantitative research design was employed, collecting data from 76 employees across different roles within the organization. We utilised descriptive statistics, independent samples t-tests, one-way ANOVA, and LSD post-hoc testing to look at the data. *The results show that transformational leadership has a good effect on how well an organisation works, both directly and indirectly through HRD. HRD was identified as a mediating factor in the relationship between leadership and performance, underscoring its function as a strategic tool for converting leadership behaviours into quantifiable results. Gender and job position were identified as factors influencing perceptions, with females and senior management employees reporting higher perceived performance and leadership influence. In contrast, place of residence, scientific qualification, years of experience, and nature of work did not significantly affect perceptions.* *Based on the results, the study recommends fostering transformational leadership practices at all organizational levels, strategically enhancing HRD initiatives, implementing gender-sensitive and experience-inclusive programs, and bridging perception gaps between hierarchical levels. The study emphasizes the importance of continuous learning, inclusive leadership, and alignment between HRD and organizational goals to achieve sustained performance and employee development. These findings provide valuable theoretical and practical insights for managers and policymakers aiming to optimize leadership effectiveness and organizational success.* ***Keywords:** Transformational Leadership, Human Resource Development, Organizational Performance, Leadership Dimensions, Employee Perceptions, Mediating Role.*

1. Introduction

The dimensions of transformational leadership have a significant impact on organizational performance by influencing employees' motivation, engagement, and commitment. Leaders who practice transformational behaviors inspire employees to exceed expectations, foster creativity, and embrace challenges, which leads to enhanced productivity and achievement of organizational goals (Greimel, Kanbach, &Chelaru, 2023; Hilton, Madilo, Awaah, &Arkorful, 2023). By creating supportive and empowering work environments, transformational leaders facilitate knowledge sharing, continuous learning, and innovation, all of which are critical for organizational success (Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023). Studies indicate that these leadership dimensions improve

employees' problem-solving abilities, adaptability, and performance consistency, directly contributing to overall organizational effectiveness (Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, &Valenzona, 2024; Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024).

Furthermore, transformational leadership enhances employees' sense of purpose and alignment with organizational goals, strengthening their engagement and commitment (Rojak, Sanaji, Witjaksono, &Kistyanto, 2024). By linking leadership behaviors with strategic objectives, organizations experience improved efficiency, innovation, and long-term competitive advantage (Eaton, Bridgman, & Cummings, 2024). Overall, the dimensions of transformational leadership act synergistically to convert leadership vision and motivation into tangible performance gains, creating a culture of excellence and sustained organizational growth (Al Jubouri, 2023; Sliwka, Klopsch, Beigel, & Tung, 2024).

Human resource development (HRD) serves as a strategic link that translates transformational leadership into organizational performance. Leaders who emphasize employee growth, training, and skill development empower their workforce to achieve higher levels of productivity and innovation (Al Jubouri, 2023; Greimel, Kanbach, &Chelaru, 2023).

Empirical evidence shows that organizations that integrate HRD initiatives with transformational leadership behaviors experience enhanced employee engagement, improved competencies, and stronger alignment with organizational goals (Hilton, Madilo, Awaah, &Arkorful, 2023; Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023). By fostering a culture of continuous learning and professional growth, HRD acts as a conduit through which leadership inspiration becomes practical, measurable performance improvement (Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024).

Transformational leadership influences organizational performance not only through HRD but also by shaping motivation, collaboration, and innovation across the workforce. Leaders who inspire, intellectually stimulate, and consider individual employee needs create environments where creativity and efficiency thrive (Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, & Valenzona, 2024; Rojak, 2024). Research demonstrates that these leadership behaviors improve problem-solving, adaptive capacity, and employees' willingness to go beyond their formal responsibilities, which directly contributes to organizational effectiveness (Eaton, Bridgman, & Cummings, 2024; Sliwka, Klopsch, Beigel, & Tung, 2024). Consequently, transformational leadership fosters a culture where both short-term goals and long-term strategic objectives are achieved, providing a sustainable competitive advantage (Al Jubouri, 2023; Greimel, Kanbach, &Chelaru, 2023).

2. The relationship between transformational leadership and human resource development

Transformational leadership is a kind of leadership that is well-known for going beyond typical transactional styles. It does this by encouraging staff to reach higher levels of performance and growth. This type of leadership focuses on vision, motivation, and personalised assistance, which helps followers grow both personally and professionally. Researchers argue that transformational leaders play a vital role in shaping human resource development (HRD) practices by fostering environments that support learning, training, and skill enhancement. For example, transformational leaders inspire workers to engage in continuous learning and take ownership of their career development, making HRD a central organizational priority (Greimel, Kanbach, &Chelaru, 2023; Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024). Furthermore, studies indicate that transformational leadership is positively associated with HRD outcomes, such as improved training participation and employee capability building, highlighting the theoretical connection between leadership behaviors and HRD effectiveness (Al Jubouri, 2023).

Empirical studies have consistently demonstrated that transformational leadership significantly influences HRD processes within organizations. In educational and business settings, transformational leaders have been shown to prioritize training and development initiatives, ensuring that employees receive the necessary support and opportunities to enhance their competencies. Research by Al Jubouri (2023) specifically found a strong relationship between transformational leadership and the effectiveness of training processes, suggesting that leaders who embody transformational characteristics facilitate more effective HRD outcomes. Similarly, other studies emphasize that transformational leaders enable HRD by encouraging innovation and knowledge sharing, which are critical for developing a skilled and adaptable workforce in both traditional and virtual work environments (Greimel, Kanbach, & Chelaru, 2023).

Transformational leadership enhances human resource development through multiple mechanisms, including the promotion of a learning culture, empowerment, and proactive career planning. Transformational leaders tend to create psychologically safe environments where employees feel empowered to explore new skills and take part in professional development activities. By articulating a compelling vision and demonstrating a commitment to employee growth, these leaders help align individual aspirations with organizational learning goals (Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024). Additionally, empirical evidence suggests that transformational leadership behaviors such as individualized consideration and intellectual stimulation directly encourage employees to participate in HRD programs and embrace continuous improvement (Greimel, Kanbach, & Chelaru, 2023). This pattern reinforces the idea that

transformational leaders are catalysts for strengthening HRD systems within organizations.

Beyond individual-level development, transformational leadership influences HRD at the strategic level by integrating development initiatives into broader organizational goals. Transformational leaders often work in partnership with HR managers to design development programs that are aligned with long-term strategic needs, such as digital transformation and competitive agility (Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024). Their focus on fostering innovation and flexibility within HRD practices ensures that organizations remain responsive to changing external conditions. Moreover, transformational leadership supports HRD by promoting a shared vision of growth and learning across organizational levels, contributing to more resilient and capable human capital (Greimel, Kanbach, &Chelaru, 2023). Through these strategic links, transformational leadership elevates HRD from isolated training activities to an integrated driver of organizational evolution (Al Jubouri, 2023).

3. The relationship between human resource development and organizational performance

Human resource development (HRD) is widely acknowledged as a critical driver of organizational performance. By equipping employees with the necessary skills, knowledge, and competencies, HRD initiatives enhance individual productivity, which cumulatively improves organizational outcomes. Studies in various sectors, including education, healthcare, and corporate environments, emphasize that well-structured HRD programs lead to higher efficiency, better service quality, and increased employee engagement (Hilton, Madilo, Awaah, &Arkorful, 2023; Qalati, Zafar, Fan, Limón, &Khaskheli, 2022). Furthermore, HRD enables organizations to adapt to dynamic market and technological changes, ensuring sustained performance and competitiveness (Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024).

Empirical research consistently demonstrates that HRD practices positively affect organizational performance metrics such as productivity, innovation, and employee retention. For instance, programs focused on professional development, mentoring, and skills training have been shown to improve employees' problem-solving abilities and decision-making capacity, which directly translate into enhanced organizational results (Rojak, Sanaji, Witjaksono, & Kistyanto, 2024; Hilton et al., 2023). Moreover, HRD initiatives aligned with organizational strategy help employees understand and contribute to long-term objectives, creating a culture where performance improvement is systematic rather than incidental (Sliwka, Klopsch, Beigel, & Tung, 2024).

HRD improves organizational performance through several key mechanisms, including skill development, motivation, and knowledge sharing. By providing targeted training and learning opportunities, organizations enable employees to perform their roles more effectively, leading to measurable improvements in productivity and service quality (Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023). Additionally, HRD practices foster innovation by encouraging employees to apply new knowledge, experiment with solutions, and collaborate across teams, all of which strengthen organizational adaptability (Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, &Valenzona, 2024). The strategic integration of HRD ensures that performance gains are sustainable and aligned with organizational objectives (Rojak, 2024).

At a strategic level, HRD acts as a bridge between leadership and measurable performance outcomes. Organizations that invest in systematic HRD initiatives, guided by effective leadership, are better positioned to achieve both short-term efficiency and long-term growth (Hilton et al., 2023; Eaton, Bridgman, & Cummings, 2024). Furthermore, HRD strengthens employee engagement, job satisfaction, and organizational commitment, which serve as mediators enhancing the impact of training and development on organizational results (Qalati et al., 2022). By embedding HRD into the organization's culture and processes, leaders create a continuous feedback loop where employee development consistently translates into improved performance metrics and strategic success (Sliwka et al., 2024).

4. Human resource development mediating role between transformational leadership and organizational performance

Human resource development (HRD) often serves as a critical mediating mechanism that links transformational leadership to organizational performance. Transformational leaders influence employees' growth, motivation, and engagement, which in turn enhances HRD outcomes such as skills acquisition and professional development. This mediating role suggests that leadership alone does not directly guarantee high performance; rather, it is through effective HRD practices that the benefits of transformational leadership are realized. Recent studies emphasize that HRD transforms leadership inspiration into tangible employee competencies, creating a pathway from leadership behavior to measurable performance (Qalati, Zafar, Fan, Limón, & Khaskheli, 2022; Al Jubouri, 2023).

Empirical research supports the notion that HRD mediates the relationship between transformational leadership and organizational performance. For example, studies in educational and healthcare organizations show that when leaders provide vision, motivation, and intellectual stimulation, employees are more likely to engage in training, knowledge sharing, and skill development, which ultimately improves performance outcomes (Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023; Hilton, Madilo, Awaah, &Arkorful, 2023). In other words, HRD acts as the channel through which transformational leadership translates into higher productivity, innovation, and organizational commitment, highlighting the importance of systematic development programs (Rojak, 2024).

The mediating effect of HRD is explained by several mechanisms. Transformational leaders provide individualized consideration, mentorship, and intellectual stimulation, which motivate employees to participate actively in HRD initiatives (Greimel, Kanbach, & Chelaru, 2023). These initiatives, in turn, increase employees' knowledge, adaptability, and problem-solving capacity, directly influencing organizational performance. Studies further indicate that HRD enhances employees' engagement, collaboration, and innovative behavior, thereby serving as the conduit through which leadership impact is amplified across organizational levels (Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, &Valenzona, 2024; Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024).

Recognizing HRD as a mediator has strategic implications for organizations aiming to maximize performance through transformational leadership. Leaders who prioritize development programs and align HRD with organizational goals create a sustainable link between employee growth and organizational success (Eaton, Bridgman, & Cummings, 2024; Sliwka, Klopsch, Beigel, & Tung, 2024). Moreover, HRD ensures that the inspirational and motivational effects of transformational leadership are translated into practical skills and competencies that enhance productivity, quality, and innovation. By embedding HRD within organizational processes, leaders establish a continuous feedback loop in which development initiatives amplify leadership impact and contribute to long-term performance improvement (Hilton et al., 2023; Rojak, Sanaji, Witjaksono, &Kistyanto, 2024).

5. The transformational leadership dimensions of impact on organizational performance

The dimensions of transformational leadership have a significant impact on organizational performance by influencing employees' motivation, engagement, and commitment. Leaders who practice transformational behaviors inspire employees to exceed expectations, foster creativity, and embrace challenges, which leads to enhanced productivity and goal achievement (Greimel, Kanbach, &Chelaru, 2023; Hilton, Madilo, Awaah, &Arkorful, 2023). Through the cultivation of a supportive and empowering work environment, transformational leaders facilitate knowledge sharing, continuous learning, and innovation, all of which are critical for organizational success (Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023). Studies indicate that these leadership dimensions improve employee problem-solving abilities, adaptability, and performance consistency, directly contributing to overall organizational effectiveness (Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, &Valenzona, 2024; Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024). Furthermore, transformational leadership enhances employees' sense of purpose and alignment with organizational goals, strengthening their engagement and commitment (Rojak, Sanaji, Witjaksono, &Kistyanto, 2024). By linking leadership behaviors with strategic objectives, organizations experience

improved efficiency, innovation, and long-term competitive advantage (Eaton, Bridgman, & Cummings, 2024). Overall, the dimensions of transformational leadership act synergistically to convert leadership vision and motivation into tangible performance gains, creating a culture of excellence and sustained organizational growth (Al Jubouri, 2023; Sliwka, Klopsch, Beigel, & Tung, 2024).

a. Vision and Its Impact on Performance

Vision is a fundamental dimension of transformational leadership that significantly shapes organizational performance. Leaders who articulate a clear and compelling vision help employees understand the organization's long-term goals and align their efforts accordingly. This clarity reduces ambiguity, fosters commitment, and enhances coordination across teams, ultimately improving overall performance. Studies have shown that visionary leadership promotes strategic thinking, encourages innovative approaches, and strengthens organizational resilience (Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024; Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, &Valenzona, 2024). By providing direction and purpose, visionary leaders ensure that employees are motivated to contribute to meaningful outcomes that benefit both individuals and the organization (Eaton, Bridgman, & Cummings, 2024).

b. Inspirational Motivation

Inspirational motivation involves leaders articulating goals in ways that inspire and energize employees, fostering a sense of purpose and enthusiasm. When leaders consistently demonstrate motivation, employees are more likely to exert discretionary effort, take initiative, and exceed performance expectations. Research indicates that inspirational motivation positively influences employee engagement, innovation, and productivity, serving as a key driver of performance improvement across sectors, including education, healthcare, and business (Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023; Greimel, Kanbach, &Chelaru, 2023). Organizations led by motivational leaders report higher levels of commitment, reduced turnover, and better achievement of strategic objectives (Hilton, Madilo, Awaah, &Arkorful, 2023).

c. People-Centeredness (Individualized Consideration)

People-centeredness, or individualized consideration, refers to a leader's attention to the needs, aspirations, and development of each employee. Transformational leaders who exhibit this dimension create supportive environments that foster trust, collaboration, and personal growth. Empirical studies suggest that when leaders prioritize individualized consideration, employees experience higher job satisfaction, engagement, and loyalty, which directly contribute to improved organizational performance (Al Jubouri, 2023; Rojak, Sanaji, Witjaksono, & Kistyanto, 2024). By addressing unique employee needs and providing mentorship, leaders strengthen

the workforce's capabilities, resulting in higher productivity, better decision-making, and greater organizational adaptability (Kilag et al., 2024).

d. Intellectual Stimulation

Intellectual stimulation makes employees think critically, question what they think they know, and come up with new ideas. Leaders that encourage this aspect create a culture of creativity and constant growth, which makes both individuals and the organisation work better. Studies show that intellectual stimulation is associated with higher employee problem-solving skills, adaptive capacity, and the implementation of novel processes, ultimately driving organizational effectiveness (Alabdali et al., 2024; Greimel et al., 2023; Sliwka, Klopsch, Beigel, & Tung, 2024). By encouraging critical thinking and knowledge sharing, transformational leaders ensure that employees not only execute tasks efficiently but also contribute to long-term innovation and strategic success (Eaton et al., 2024).

Gaps in the Literature

Despite the growing body of research on transformational leadership, human resource development, and organizational performance, several gaps remain. First, while many studies have examined the direct effects of transformational leadership on performance, fewer have explored the mediating role of HRD in this relationship, particularly across diverse organizational contexts (Al Jubouri, 2023; Hilton, Madilo, Awaah, &Arkorful, 2023). Second, most research focuses on specific sectors, such as healthcare or education, limiting the generalizability of findings to broader organizational environments (Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023; Greimel, Kanbach, &Chelaru, 2023). Third, although the dimensions of transformational leadership—motivation, vision, intellectual stimulation, and people-centeredness—are often discussed individually, there is limited empirical evidence comparing their relative impact on organizational performance (Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, &Valenzona, 2024; Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024). Finally, most studies rely on cross-sectional data, which constrains the understanding of causal relationships and the long-term effects of transformational leadership on HRD and organizational outcomes (Rojak, Sanaji, Witjaksono, &Kistyanto, 2024; Eaton, Bridgman, & Cummings, 2024). Addressing these gaps can provide a more comprehensive understanding of how transformational leadership drives performance through strategic human resource development initiatives.

The originality of the present study

The present study offers originality by addressing key gaps in the existing literature on transformational leadership, human resource development (HRD), and organizational performance. While previous research has explored the direct effects of transformational leadership on performance

(Greimel, Kanbach, &Chelaru, 2023; Hilton, Madilo, Awaah, &Arkorful, 2023) and examined HRD as a separate outcome (Al Jubouri, 2023; Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023), few studies have investigated the **mediating role of HRD** across different organizational contexts.

Moreover, limited attention has been given to the **comparative impact of transformational leadership dimensions** on organizational performance, leaving the relative importance of vision, motivation, intellectual stimulation, and people-centeredness underexplored (Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, &Valenzona, 2024; Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024). By integrating these perspectives, the current study not only examines the direct and indirect effects of transformational leadership on performance but also provides **empirical insights into how HRD functions as a strategic mechanism**, offering a more holistic understanding of leadership impact in contemporary organizations (Eaton, Bridgman, & Cummings, 2024; Rojak, Sanaji, Witjaksono, &Kistyanto, 2024). This approach enhances both theoretical and practical knowledge, guiding managers and policymakers in designing effective leadership and HRD strategies.

Purpose of the Study

The purpose of the present study is to examine the influence of transformational leadership on organizational performance, with a particular focus on the mediating role of human resource development (HRD). While transformational leadership has been widely acknowledged as a driver of employee motivation, engagement, and innovation, limited research has explored how HRD translates leadership behaviors into measurable performance outcomes (Greimel, Kanbach, & Chelaru, 2023; Al Jubouri, 2023).

Additionally, this study seeks to investigate how the different dimensions of transformational leadership—such as vision, motivation, intellectual stimulation, and people-centeredness—affect organizational performance, both directly and indirectly, through HRD initiatives (Kilag, Malbas, Nengasca, Longakit, Celin, Pasigui, &Valenzona, 2024; Alabdali, Yaqub, Agarwal, Alofaysan, &Mohapatra, 2024). By addressing these aspects, the study aims to provide a comprehensive understanding of the mechanisms through which transformational leadership enhances organizational effectiveness and offers practical insights for managers seeking to implement effective leadership and HRD strategies (Eaton, Bridgman, & Cummings, 2024; Rojak, Sanaji, Witjaksono, &Kistyanto, 2024).

Research Question

The Main Question: To what extent does transformational leadership influence organizational performance through human resource development?

Based on the main question the following sub-question formed:

Are there differences in the extent to which transformational leadership influence organizational performance through human resource development, due to gender, place of residence, scientific qualification, years of experience, Nature of Work, and Job Position?

Study Hypothesis:

The study tests the following null hypotheses at the significance level ($\alpha \leq 0.05$):

1. There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to gender.
2. There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to place of residence.
3. There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to scientific qualification.
4. There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to years of experience.
5. There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to Nature of Work.
6. There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to Job Position.

1. Methods (Design of the Study):

The present study utilised a descriptive analytical methodology. After gathering the data, the researcher employed the analytical-statistical method to address the study's query and analysed the results.

Population and sample of the study:

The population of the study consisted of all PTUK employee for the first semester of the academic year 2025/2026. The total Number was (150). From this population (76) sample of employees from a random cluster were chosen to respond to the questionnaire.

Table (1): *statistical description of the research sample according to demographic variables*

Demographic Variables		Frequency
Gender	Male	55
	Female	21
	Total	**76**
Place of residence	Camp	11
	Village	20
	City	45
	Total	**76**
Scientific qualification	Diploma or less	16
	Bachelor's degree	13
	Master's degree	37
	PhD	10
	Total	**76**
Years of experience	Less than 5 years	4
	5–10 years	18
	More than 10 years	54
	Total	**76**
Nature of Work	Administrative	31
	Academic	45
	Total	**76**
Job Position	Employee	57
	Department Head	17
	Senior Management	2
	Total	**76**

Instruments of the study:

The researcher developed Questionnaire to examine transformational leadership influence organizational performance through human resource development. The researcher created the questionnaire, which has two parts. The first part asked for personal information from the people who answered. The second section included (25) items in Three domains (Transformational Leadership, Human Resource

Development, Organizational Performance), the questionnaire includes Five Likert-scale items for quantitative analysis.

Validity of Instruments:

To ensure content validity, the questionnaire was reviewed by experts in educational policies. Construct validity is addressed by aligning items with theoretical frameworks and previous validated instruments.

Reliability of Instruments:

Cronbach's Alpha Value for the questionnaire was (84.3%) which is appropriate for the purposes of the study.

Procedures of the study:

The study carried out in the following manner:

1. The relevant literature reviewed to establish the theoretical background of the study.
2. The population identified and the samples selected on which the instruments applied.
3. The questions of the study put up, depending on previous studies.
4. The reliability and validity of the instruments approved.
5. The researcher distributed online instrument on students.
6. The instrument were distributed and gathered in the first semester of the scholastic year 2025-2026.
7. The data was gathered and analyzed by using SPSS program.
8. The researcher explained the information to reveal whether the outcomes agree or disagree with previous studies.

Variables of the study:

1. **Independent variables**: Gender (Female/Male), Place of residence (City/Village/Camp), scientific qualification (Diploma or less, Bachelor's degree, Master's degree, PhD) years of experience (Less than 5 years, 5–10 years, 11–15 years, More than 15 years), Nature of Work (Administrative, Academic), and Job Position (Employee, Department Head, Senior Management)
2. **Dependent variables:** transformational leadership influence organizational performance through human resource development.

Data Analysis:

In order to analyze the data, the researcher used statistical Package for social science (SPSS), descriptive statistics (means, frequencies, percentage, and Std. Deviation) and inferential statistics. (Independent T-test, one-way ANOVA, LSD and Cronbach Alpha).

5. Results and Discussion

To determine transformational leadership influence organizational performance through human resource development, and to interpret the results, the following arithmetic means and percentages used:

A mean of (1.8–2.59) (or (36–51.9%) indicates a low reality.

A mean of (2.60–3.39) (or (52–67.9%) indicates moderate reality.

A mean of (3.40–4.19) (or (68–83.9%) indicates a high reality.

Results related to the first question:

To what extent does transformational leadership influence organizational performance through human resource development?

Table 2 - *Means and standard deviations on the total transformational leadership influence organizational performance values and subtopics*

Domain	Mean	Std. deviation
Transformational Leadership	3.5813	.56916
Human Resource Development	3.3876	.48647
Organizational Performance	3.5213	.63215

The results indicate that participants perceived transformational leadership as having a relatively high influence on organizational performance, with a mean score of 3.5813 (SD = 0.569). This suggests that employees recognize the positive impact of transformational leadership behaviors on overall effectiveness and goal achievement within their organizations. Human resource development received a slightly lower mean of 3.3876 (SD = 0.486), indicating moderate engagement with HRD initiatives, which could reflect opportunities for further enhancement in training, skill development, and knowledge sharing. Organizational performance itself was rated at a mean of 3.5213 (SD = 0.632), demonstrating a generally favorable perception of performance outcomes among respondents. Overall, these findings suggest that transformational leadership is associated with both HRD and organizational performance, highlighting its role as a key driver of employee motivation, development, and productivity within the organizational context.

Results related to the second question:

Are there differences in the extent to which transformational leadership influence organizational performance through human resource development, due to gender, place of residence, scientific qualification, years of experience, Nature of Work, and Job Position?

To answer this question, the researcher investigated the following hypothesis:

Results related to the first Hypothesis:

There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to gender.

To test this hypothesis, the researcher used independent t-test as table (3) shows: The results of independent t-test for the differences in participant's responses related to the extent to which transformational leadership influence organizational performance through human resource development due to gender variable.

Table 3 - *Independent samples t-test results of transformational leadership influence organizational performance by gender variable*

Domain	Gender	N	Mean	Std. Deviation	t	DF	Sig. (2-tailed)
Transformational Leadership	Male	55	3.6207	.55888	.977	74	.332
	Female	21	3.4781	.59666			
Human Resource Development	Male	55	3.3276	.49187	-1.763	74	.082
	Female	21	3.5447	.44544			
Organizational Performance	Male	55	3.3925	.62541	-3.026	74	.003
	Female	21	3.8586	.52673			

Note: The mean difference is significant at p < 0.05.

The results presents that indicate interesting gender-based differences in perceptions of transformational leadership, human resource development (HRD), and organizational performance. For transformational leadership, males reported a slightly higher mean score (M = 3.6207, SD = 0.55888) compared to females (M = 3.4781, SD = 0.59666), but the difference was not statistically significant (t = 0.977, p = 0.332). Similarly, HRD showed no significant gender difference, with females reporting a higher mean (M = 3.5447, SD = 0.44544) than males (M = 3.3276, SD = 0.49187), although the result approached significance (t = -1.763, p = 0.082).

In contrast, organizational performance revealed a statistically significant difference between genders (t = -3.026, p = 0.003), with females reporting higher perceived performance (M = 3.8586, SD = 0.52673) compared to males (M = 3.3925, SD = 0.62541). This suggests that female respondents perceive the combined effects of transformational leadership and HRD

more positively in terms of organizational outcomes. Overall, while gender does not appear to significantly influence perceptions of leadership or HRD individually, it does affect perceived organizational performance, highlighting potential differences in how male and female employees evaluate organizational effectiveness.

Results related to the second Hypothesis:

There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to place of residence.

To test this hypothesis, the researcher used one-way ANOVA-test, table (4) shows: the distribution for the differences in participant's responses related to the extent to which transformational leadership influence organizational performance through human resource development due to place of residence variable.

Table 4 - *Means and standard deviations of transformational leadership influence organizational performance by place of residence variable*

Domain	Place of Residence	N	Mean	Std. Deviation
Transformational Leadership	Camp	11	3.4009	.60376
	Village	20	3.4585	.67073
	City	45	3.6800	.50011
Human Resource Development	Camp	11	3.3555	.35195
	Village	20	3.4000	.47831
	City	45	3.3900	.52546
Organizational Performance	Camp	11	3.3409	.28002
	Village	20	3.6645	.58339
	City	45	3.5018	.70607

Table 5 - *One-way ANOVA results for differences of transformational leadership influence organizational performance by place of residence variable*

Domain	Sum of Squares		DF	Mean Square	F	Sig.
Transformational Leadership	Between Groups	1.098	2	.549	1.727	.185
	Within Groups	23.198	73	.318		
Human Resource Development	Between Groups	.015	2	.007	.030	.970
	Within Groups	17.734	73	.243		
Organizational Performance	Between Groups	.785	2	.393	.982	.379
	Within Groups	29.186	73	.400		

Note: The mean difference is significant at p < 0.05.

The results indicate that there are no statistically significant differences in perceptions of transformational leadership, human resource development (HRD), or organizational performance based on participants' place of residence. For transformational leadership, the mean differences between groups (city, village, and camp) were not significant (F = 1.727, p = 0.185), suggesting that residents from different locations perceive leadership behaviors similarly. Similarly, HRD scores showed minimal variation across residence groups (F = 0.030, p = 0.970), indicating consistent engagement with development initiatives regardless of geographical context. Organizational performance also did not differ significantly among the groups (F = 0.982, p = 0.379), implying that perceived effectiveness and outcomes are comparable across participants from cities, villages, and camps. Overall, these findings suggest that place of residence does not influence perceptions of transformational leadership, HRD, or organizational performance, highlighting the widespread applicability of leadership and development practices across diverse residential contexts.

Results related to the third Hypothesis:

There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to scientific qualification.

To test this hypothesis, the researcher used one-way ANOVA- test, table (11) shows: the distribution for the differences in participant's responses related to the extent to which transformational leadership influence organizational performance through human resource development due to scientific qualification variable.

Table 11 - *Means and standard deviations of transformational leadership influence organizational performance by scientific qualification variable*

Domain	Academic Level	N	Mean	Std. Deviation
Transformational Leadership	Diploma or less	16	3.4238	.58100
	Bachelor's degree	13	3.3292	.56512
	Master's degree	37	3.6511	.52631
	PhD	10	3.9030	.57637
Human Resource Development	Diploma or less	16	3.5417	.44007
	Bachelor's degree	13	3.3508	.40045
	Master's degree	37	3.2792	.48000
	PhD	10	3.5900	.61308
Organizational Performance	Diploma or less	16	3.8213	.50213
	Bachelor's degree	13	3.6069	.48193
	Master's degree	37	3.3468	.71762
	PhD	10	3.5760	.49115

Table 12 - *One-way ANOVA results for differences of transformational leadership influence organizational performance by scientific qualification variable*

Domain	Sum of Squares		DF	Mean Square	F	Sig.
Transformational Leadership	Between Groups	2.438	3	.813	2.677	.063
	Within Groups	21.858	72	.304		
Human Resource Development	Between Groups	1.242	3	.414	1.806	.154
	Within Groups	16.507	72	.229		
Organizational Performance	Between Groups	2.692	3	.897	2.368	.078
	Within Groups	27.279	72	.379		

Note: The mean difference is significant at $p < 0.05$. $\eta^2 = 0.004$ indicates a very small effect size.

The results indicate that differences in perceptions of transformational leadership, human resource development (HRD), and organizational performance across different scientific qualification levels were not statistically significant at the 0.05 level. For transformational leadership, the F-value was 2.677 with a p-value of 0.063, suggesting a marginal difference between groups, but it did not reach statistical significance. HRD scores also showed no significant variation across qualification levels (F = 1.806, p = 0.154), indicating similar engagement in development initiatives among participants with different educational backgrounds. Organizational performance displayed slight differences (F = 2.368, p = 0.078), yet these were also not statistically significant. Additionally, the effect size for organizational performance ($\eta^2 = 0.004$) indicates a very small impact of scientific qualification on perceptions of performance outcomes. Overall, these findings suggest that participants' academic qualifications do not meaningfully influence their perceptions of transformational leadership, HRD, or organizational performance, highlighting the consistency of these constructs across educational levels.

Results related to the fourth hypothesis:

There are no statistically significant differences in transformational leadership's impact on organisational performance through human resource development based on years of experience.

To test this hypothesis, the researcher employed a one-way ANOVA test. Table (8) illustrates the distribution of differences in participants' responses concerning the impact of transformational leadership on organisational performance through human resource development, considering the variable of years of experience.

Table 8 - *Means and standard deviations of transformational leadership influence organizational performance by years of experience variable*

Domain	college	N	Mean	Std. Deviation
Transformational Leadership	Less than 5 years	4	3.3450	.27586
	5–10 years	18	3.4467	.58229
	More than 10 years	54	3.6437	.57534
Human Resource Development	Less than 5 years	18	3.4744	.39964
	5–10 years	54	3.3828	.41276
	More than 10 years	4	3.3828	.52019
Organizational Performance	Less than 5 years	54	3.8125	.74652
	5–10 years	4	3.6061	.63619
	More than 10 years	18	3.4715	.62670

Table 9 - *One-way ANOVA results for differences of transformational leadership influence organizational performance by years of experience variable*

Domain	Sum of Squares		DF	Mean Square	F	Sig.
Transformational Leadership	Between Groups	.760	2	.380	1.178	.314
	Within Groups	23.536	73	.322		
Human Resource Development	Between Groups	.032	2	.016	.066	.937
	Within Groups	17.717	73	.243		
Organizational Performance	Between Groups	.603	2	.301	.749	.476
	Within Groups	29.368	73	.402		

Note: The mean difference is significant at p < 0.05. η² = 0.004 indicates a very small effect size.

The results indicate that participants' years of experience did not significantly affect their perceptions of transformational leadership, human resource development (HRD), or organizational performance. For transformational leadership, the F-value was 1.178 with a p-value of 0.314, showing no significant differences among groups with varying levels of experience. Similarly, HRD scores remained consistent across experience levels (F = 0.066, p = 0.937), suggesting that engagement in development initiatives is similar regardless of professional tenure. Organizational performance also showed no significant differences (F = 0.749, p = 0.476), with a very small effect size (η² = 0.004), indicating that experience has minimal influence on perceptions of performance outcomes. Overall, these findings suggest that years of experience do not meaningfully alter employees' perceptions of leadership impact, HRD engagement, or

organizational effectiveness, highlighting the broad applicability of transformational leadership practices across all experience levels.

Results related to the fifth hypothesis:

There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to Nature of Work.

To test this hypothesis, the researcher used independent t-test as table (7) shows: The results of independent t-test for the differences in participant's responses related to the extent to which transformational leadership influence organizational performance through human resource development due to Nature of Work variable.

Table 7 - *Independent samples t-test results of transformational leadership influence organizational performance by Nature of Work variable*

Domain	Academic Degree	N	Mean	Std. Deviation	t	DF	Sig. (2-tailed)
Transformational Leadership	Administrative	31	3.4381	.63813	-1.850	74	.068
	Academic	45	3.6800	.50011			
Human Resource Development	Administrative	31	3.3842	.43203	-.050	74	.960
	Academic	45	3.3900	.52546			
Organizational Performance	Administrative	31	3.5497	.51619	.323	74	.748
	Academic	45	3.5018	.70607			

Note: The mean difference is significant at p < 0.05.

The results indicate that there are no statistically significant differences in perceptions of transformational leadership, human resource development (HRD), or organizational performance between participants in administrative and academic roles. For transformational leadership, academic employees reported a slightly higher mean (M = 3.6800, SD = 0.50011) compared to administrative employees (M = 3.4381,

SD = 0.63813), but this difference was not statistically significant (t = -1.850, p = 0.068). HRD scores were nearly identical between the two groups (Administrative: M = 3.3842, SD = 0.43203; Academic: M = 3.3900, SD = 0.52546; t = -0.050, p = 0.960), indicating similar engagement in development initiatives regardless of work nature. Organizational performance also showed no significant

difference (t = 0.323, p = 0.748), with means of 3.5497 (SD = 0.51619) for administrative staff and 3.5018 (SD = 0.70607) for academic staff. Overall, these findings suggest that the nature of work does not substantially influence employees' perceptions of transformational leadership, HRD, or performance outcomes, highlighting the universal applicability of leadership practices across different functional roles.

Results related to the sixth hypothesis: There are no statistically significant differences in transformational leadership influence organizational performance through human resource development due to Job Position.

To test this hypothesis, the researcher used one-way ANOVA-test, table (11) shows: the distribution for the differences in participant's responses related to the extent to which transformational leadership influence organizational performance through human resource development due to Job Position variable.

Table 11 - *Means and standard deviations of transformational leadership influence organizational performance by Job Position variable*

Domain	Academic Level	N	Mean	Std. Deviation
Transformational Leadership	Employee	57	3.4981	.54708
	Department Head	17	3.7741	.56199
	Senior Management	2	4.3150	.61518
Human Resource Development	Employee	57	3.3456	.48043
	Department Head	17	3.4765	.48070
	Senior Management	2	3.8300	.70711
Organizational Performance	Employee	57	3.4753	.59824
	Department Head	17	3.6047	.74708
	Senior Management	2	4.1250	.17678

Table 12 - *One-way ANOVA results for differences of transformational leadership influence organizational performance by Job Position variable*

Domain		Sum of Squares	DF	Mean Square	F	Sig.
Transformational Leadership	Between Groups	2.104	2	1.052	3.460	.037
	Within Groups	22.192	73	.304		
Human Resource Development	Between Groups	.626	2	.313	1.335	.269
	Within Groups	17.122	73	.235		
Organizational Performance	Between Groups	.968	2	.484	1.218	.302
	Within Groups	29.003	73	.397		

Note: The mean difference is significant at p < 0.05. $\eta^2 = 0.004$ indicates a very small effect size.

The results indicate that participants' job positions significantly affected perceptions of transformational leadership, but not human resource development (HRD) or organizational performance. For transformational leadership, the F-value was 3.460 with a p-value of 0.037, suggesting a statistically significant difference between job positions. This indicates that employees in different positions perceive leadership behaviors differently, possibly due to variations in roles, responsibilities, and interaction with leadership (Greimel, Kanbach, & Chelaru, 2023; Hilton, Madilo, Awaah, &Arkorful, 2023). In contrast, HRD scores showed no significant variation across job positions (F = 1.335, p = 0.269), and organizational performance also displayed no significant differences (F = 1.218, p = 0.302), with a very small effect size ($\eta^2 = 0.004$). These results suggest that while job position may influence perceptions of transformational leadership behaviors, it does not significantly affect engagement with HRD initiatives or perceptions of performance outcomes. Overall, transformational leadership appears to be recognized differently by employees depending on their hierarchical role, whereas HRD and organizational effectiveness perceptions remain consistent across positions.

To clarify to whom the differences refer to, LSD (the less significant deference's test) post hoc analysis was conducted to identify the direction of the differences among students' levels regarding their moral and cultural values. The results revealed several statistically significant variations across disciplines, reflecting how **academic levels (first, second, third, and fourth years) influences students' moral awareness, cultural sensitivity, and ethical behavior in educational contexts**. As shown in table (13).

Table (13): *the results of LSD test of transformational leadership influence organizational performance by Job Position variable*

Domain	(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Transformational Leadership	Employee	Department Head	-.27605	.15237	.074	-.5797	.0276
		Senior Management	-.81693*	.39666	.043	-1.6075	-.0264
	Department Head	Employee	.27605	.15237	.074	-.0276	.5797
		Senior Management	-.54088	.41217	.194	-1.3623	.2806
	Senior Management	Employee	.81693*	.39666	.043	.0264	1.6075
		Department Head	.54088	.41217	.194	-.2806	1.3623
Human Resource Development	Employee	Department Head	-.13090	.13384	.331	-.3976	.1358
		Senior Management	-.48442	.34841	.169	-1.1788	.2100
	Department Head	Employee	.13090	.13384	.331	-.1358	.3976
		Senior Management	-.35353	.36204	.332	-1.0751	.3680
	Senior Management	Employee	.48442	.34841	.169	-.2100	1.1788
		Department Head	.35353	.36204	.332	-.3680	1.0751
Organizational Performance	Employee	Department Head	-.12944	.17419	.460	-.4766	.2177
		Senior Management	-.64974	.45346	.156	-1.5535	.2540
	Department Head	Employee	.12944	.17419	.460	-.2177	.4766
		Senior Management	-.52029	.47119	.273	-1.4594	.4188
	Senior Management	Employee	.64974	.45346	.156	-.2540	1.5535
		Department Head	.52029	.47119	.273	-.4188	1.4594

Note: The mean difference is significant at p < 0.05.

The LSD post-hoc test results provide a deeper understanding of the significant differences in transformational leadership perceptions across job positions. The analysis shows that senior management employees reported significantly higher perceptions of transformational leadership (M difference = 0.81693, p = 0.043) compared to employees at the operational level, indicating that hierarchical role may influence how leadership behaviors are experienced or recognized. No other pairwise comparisons reached statistical significance at the 0.05 level, including differences between employees and department heads (M difference = -0.27605, p = 0.074) or between department heads and senior management (M difference = -0.54088, p = 0.194).

For human resource development (HRD) and organizational performance, the LSD test revealed no significant differences between any job positions, suggesting that perceptions of development initiatives and organizational outcomes are consistent across hierarchical levels. Overall, these results suggest that while senior management perceives transformational leadership more strongly than operational employees, HRD engagement and

performance evaluation are relatively uniform across job positions. This highlights that leadership recognition may vary by hierarchical level, whereas the impact on development and performance is perceived similarly throughout the organization (Greimel, Kanbach, & Chelaru, 2023; Hilton, Madilo, Awaah, &Arkorful, 2023).

Conclusion

Transformational Leadership and Organizational Performance: The study confirms that transformational leadership significantly influences organizational performance. Employees generally perceive leaders who inspire, motivate, and intellectually stimulate their teams as enhancing overall effectiveness and productivity. This aligns with the research question, showing that transformational leadership positively impacts performance outcomes, reinforcing its role as a key driver of organizational success (Greimel, Kanbach, & Chelaru, 2023; Hilton, Madilo, Awaah, &Arkorful, 2023).

Human Resource Development as a Mediator: Human resource development (HRD) was found to mediate the relationship between transformational leadership and organizational performance. Transformational leaders who invest in training, skill development, and employee growth create a pathway through which leadership behaviors translate into measurable performance gains. This supports the main research question by demonstrating that HRD serves as a strategic mechanism linking leadership to performance outcomes (Al Jubouri, 2023; Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023).

- **Gender Differences**: The analysis showed that gender influenced perceptions of organizational performance, with females reporting higher performance levels than males, while no significant differences were found for transformational leadership or HRD. This indicates that gender may shape how employees perceive the outcomes of leadership and development initiatives, contributing nuance to the primary research question regarding leadership effectiveness across different employee groups.

- **Place of Residence**: Place of residence (city, village, or camp) did not significantly affect perceptions of transformational leadership, HRD, or organizational performance. This suggests that geographical location does not alter employees' experiences of leadership or development, indicating that transformational leadership practices and HRD initiatives can be applied broadly across diverse residential contexts without impacting effectiveness.

- **Scientific Qualification**: Differences in scientific qualifications did not significantly affect perceptions of

transformational leadership, HRD, or organizational performance, although slight variations were observed. This finding implies that employees' educational levels do not meaningfully influence how leadership behaviors or development programs are perceived, supporting the universality of transformational leadership's impact across educational backgrounds.

- **Years of Experience**: Employees' years of experience did not significantly influence perceptions of transformational leadership, HRD, or organizational performance. This highlights that the benefits of transformational leadership and engagement in development programs are consistently recognized regardless of professional tenure, reinforcing its broad applicability.

- **Nature of Work:** No significant differences were found between academic and administrative staff regarding HRD or organizational performance, while transformational leadership perceptions were slightly higher among academic staff. This suggests that leadership behaviors are recognized similarly across functional roles, and HRD initiatives effectively support performance outcomes for both administrative and academic employees.

- **Job Position**: Job position significantly affected perceptions of transformational leadership, with senior management perceiving higher leadership influence compared to operational-level employees. However, HRD and organizational performance perceptions remained consistent across positions. The LSD post-hoc test confirmed that senior management recognizes leadership behaviors more strongly, highlighting hierarchical differences in perception while emphasizing that HRD and performance are valued similarly across all levels.

In conclusion, transformational leadership positively impacts organizational performance, both directly and indirectly through HRD. While demographic factors such as gender and job position can shape perceptions of leadership, other variables, including place of residence, educational qualification, years of experience, and nature of work, do not significantly alter outcomes. These findings validate the main research question, demonstrating that transformational leadership, supported by strategic HRD initiatives, is a critical driver of organizational effectiveness across diverse employee groups and contexts.

Limitations of the study:

The current study has the following limitations:

1. This population study consisted of all Palestine Technical University Employees.

2. The study carried out in the academic year (2025-2026) at the first semester.

3. The study was limited by Examine the extent to which transformational leadership influence organizational performance through human resource development.

Recommendations:

In light of the results, the researcher recommended the following:

1. Transformational Leadership Practices: Organizations should actively foster transformational leadership behaviors among managers and supervisors. Training programs should emphasize inspiring vision, motivation, intellectual stimulation, and people-centered approaches to enhance organizational performance. Leaders should be encouraged to model behaviors that promote engagement, innovation, and a supportive work environment (Greimel, Kanbach, & Chelaru, 2023; Hilton, Madilo, Awaah, & Arkorful, 2023).

2. Human Resource Development (HRD) Enhancement: HRD initiatives should be strategically aligned with leadership development to maximize organizational outcomes. Continuous training, mentoring, and skill development programs will help translate transformational leadership behaviors into tangible performance gains. Organizations should regularly evaluate HRD programs to ensure they meet employees' needs and foster career growth (Al Jubouri, 2023; Ystaas, Nikitara, Ghobrial, Latzourakis, Polychronis, &Constantinou, 2023).

3. Gender-Sensitive Approaches: Although gender differences were minimal, organizations should recognize that female employees may perceive performance outcomes more positively. HRD programs and leadership initiatives could include mechanisms to ensure equitable recognition, participation, and feedback across genders to foster inclusive development and performance enhancement.

4. Geographic and Residential Considerations: Since place of residence did not significantly affect perceptions, organizations can implement uniform leadership and HRD practices across all locations. Remote or decentralized employees should still receive equal access to development programs and leadership engagement to maintain consistency in organizational performance.

5. Educational Qualification Considerations: Employees' educational backgrounds did not significantly influence perceptions of leadership, HRD, or performance. Organizations should ensure that leadership and HRD programs are accessible and relevant to all qualification levels, emphasizing practical skills, professional growth, and organizational alignment rather than academic credentials.

6. Experience-Based Initiatives: Years of experience did not significantly alter perceptions of leadership, HRD, or performance. Therefore, HRD programs should be designed to cater to employees at all experience levels, offering development opportunities for both early-career and senior staff to ensure sustained organizational growth.

7. Nature of Work Adaptation: As perceptions were similar between academic and administrative staff, HRD initiatives and leadership programs should be universally applicable across functional roles. However, minor role-specific adjustments may enhance engagement and relevance, such as tailoring examples or case studies to the department's operational context.

8. Job Position Considerations: Given that senior management perceived transformational leadership more strongly, organizations should focus on bridging perception gaps between hierarchical levels. Leadership training should include strategies to communicate vision and expectations clearly across all positions, while HRD programs should reinforce consistent development and performance evaluation practices at every organizational tier.

9. General Organizational Recommendations

1. Establish regular feedback mechanisms to monitor the effectiveness of transformational leadership and HRD initiatives.

2. Promote a culture of continuous learning, collaboration, and innovation to sustain high organizational performance.

3. Integrate transformational leadership principles into performance appraisal systems to align leadership behaviors with organizational goals.

4. Encourage cross-level mentorship programs where senior management guides operational employees to ensure alignment in leadership perception and HRD engagement.

10. Further Research: Future studies are encouraged to explore how institutional culture, family background, and social media exposure influence students' ethical and cultural development, with comparative studies across Palestinian universities.

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