Authors' Contribution
AJA conceived and designed the study; AJA, SH and AMS wrote and revised the paper.

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The Impact of Transformational Leadership on Training Management

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Abstract:
Transformational leadership style has a great effect on how effective the training becomes in organizations. Further, it inspires the employee to be more committed and motivated. In the presence of a transformational leader, training instructors are more likely to enhance and innovate training techniques. The research proposes that the transformational style of leadership contributes positively to the effectiveness of ISO-based training in small organizations. A longitudinal model, where transformational leader influence at Time 1 drives training success at Time 2, will be tested for support. The study will examine two mediating indicators: training benefits and training skill application. The data was collected with a gap of six months. This study aims to bridge the gap between training program theory and practice for small organizations. By helping leaders to articulate a vision, support staff, encourage innovative thought, and direct personal attention. In conclusion, this study highlights the importance of leadership in the training program's success and considers future research directions in organizational development.

INTRODUCTION

Understanding leadership theories in organizations has evolved in recent decades, with many scholars and researchers aiming to discover what make an effective leader in a 21st century dynamic and ever-changing organization (AlHarthi et al., 2013; Pinto, 2015; Cherian et al., 2018). One of the most influential paradigms is transformational leadership studies (Jacobsen et al., 2022; Alkhatib, 2024). Training for enhancing the skills of an organization's human capital as well as managing programs that enhance the efficiency and performance of training is the two-fold function of training management (Jacobsen et al., 2022). Training Management is becoming increasingly significant in today's business environment because all industry organizations operate from the training perspective (Alzoraiki et al., 2023). Among many policies businesses address to keep competitiveness, training is regarded as most indispensable in strengthening the competencies of human resources and developing their skills (Al Shehri et al., 2013; Riyanto et al., 2021). Therefore, it is necessary for leadership to have an understanding of the importance of various leadership styles in general and the many aspects of transformational leadership in specific relation to training programs in order to increase training programs' effectiveness (Alkhatib, 2019). The expectations and demands that participants place on a trainer can be put into words (El-Tohamy et al., 2015; Virgiawan et al., 2021). Trainers are just teachers, though exceptionally knowledgeable about their subjects (Deng et al., 2023). Since organization demands change from the trainer, employees are increasingly searching for qualified trainers who have a clear knowledge of organizational behavior (Fareed et al., 2021). The Golden Rules for designing and delivering a successful OHS training session provide trainers with an effective Organization Behavior Course. Consequently, a climate conducive to the learning needs of employees must be created by the leader (Hapsari et al., 2021). The climate includes teaching to achieve an exchange of ideas and assistance between trainees and the trainer (Effiyanti et al., 2021). The leader should have a positive attitude towards the training program and encourage workers to actively participate by motivating them to learn through different inspirational training approaches (Al Doweri et al., 2015; Effiyanti et al., 2021). Since engagement from the leadership is expected from employees and directors, ensuring that participation in training embraces employee acceptance is a company concern. In order to meet training demands, senior management in particular and leadership in general must be able to adjust training objectives (Awan et al., 2023).

Theoretical Framework: Key Concepts and Theories

The integration of training efforts and managers as training leaders is a complex, multifaceted challenge. Even with adequate preparation and resources, positive models of training management are not always followed (Tan et al., 2024). The overarching aim of this theoretical paper is to critically analyze the impact of transformational leadership on training management. The theoretical framework juxtaposes the current state of scientific knowledge to identify gaps, contradictions, and redundancies (Juyumaya and Torres, 2022). The purpose is to generate a theoretical viewpoint that goes beyond merely combining the arguments of existing theories and models (Devillier Severan, 2019). Managers can use training to optimally develop employee skills and knowledge, thus fostering a favorably oriented learning culture, one that can lead to ongoing positive organizational change (Arnout et al., 2019; Aftab et al., 2023). The interplay of the factors internal and external to an organization, which can moderate such an outcome, is then complex to understand and harness (Alzoraiki et al., 2023; Tu et al., 2023).

Managers and their actions are instrumental in better understanding the processes through which training is delivered, the learning environment, and employee participation in training (Manyise et al., 2024). This calls for a change in perspective, one that demands that training management no longer be treated as a simple consequence of other performance management domains (Berges et al., 2023). Instead, envisioning training management as a

systems-based management approach is of paramount importance, in which various factors simultaneously influence the training performance of managers, thereby driving organizational and individual outcomes (Card, 2022).

Empirical Studies on the Impact of Transformational Leadership in Training Management

This research was conducted to explore the impacts of transformational leadership on training management outcomes from a training providers' perspective (Deng *et al.,* 2023). For this research, the effectiveness of training in terms of employee performance was chosen as the focus (Jacobsen *et al.,* 2022). A review of diverse empirical works was performed by discussing related studies (Qalati *et al.,* 2022). Various methodologies were used in the selected empirical works, including a quantitative approach and a qualitative evaluation of leadership training in public organizations (Abdul-Azeez *et al.,* 2024). The results generally found favorable outcomes of transformational leadership on training management outcomes assessed either by the subjective evaluation of training participants or by performance measures (An *et al.,* 2018). In transformational leaders' perspectives, the results of employee performance during training were mixed (Awan *et al.,* 2023). Some trainable attributes related to transformational leadership were found by the reviews, which benefit more from employee performance during training; these are emotional intelligence and people skills (Alzoraiki *et al.,* 2023). Especially in the training context, transformational leaders benefit more from having the ability to create a positive working relationship with training providers and develop a shared understanding with them (Pinto, 2015). For training, it is suggested that training providers need to develop mutual trust and encourage open communication with training providers (Eliophotou and Lefteri, 2021). Some potential challenges arising from the implementation of transformational leadership during training have also been identified. Unless all levels of leadership buy into the transformational leadership framework used, its

full benefits will be difficult to realize. Instead, a mix of different leadership styles and behaviors may be deemed more desirable (Nauman *et al.,* 2022). A critique of the literature may not only provide an account of the benefits associated with the leadership framework but may also offer a better understanding of its limitations (Kilag *et al.,* 2023). With the growing emphasis on training and learning at the workplace, the benefits of transformational leadership have been evidenced in specific case studies where transformational leadership is adopted and has significantly enhanced the effectiveness of training initiatives (Bagga *et al.,* 2023).

Conclusion and Implications for Practice

This exploration and analysis of transformational leadership in training management have produced an array of theoretical and practical insights (Pinto, 2015). The main finding underlines the importance of applying transformational leadership in order to effectively achieve desired training outcomes (Bellibaş *et al.,* 2021). A clear understanding of the roles and behaviors of transformational leaders proves critical in designing and implementing appropriate training management processes that contribute to enhanced learning, knowledge transfer, and skill development among employees (Alzoraiki *et al.,* 2023). Oftentimes, the burden of this success falls upon managers charged with the oversight of organizational training (Rachmad *et al.,* 2023). Because of this, it is particularly crucial for organizations to develop and provide effective leadership training programs that enable these managers to integrate transformational principles into their daily work practices (Wibowo *et al.,* 2023). When properly implemented, these leadership training programs could potentially have the dual impact of improving overall organizational performance and increasing managerial job satisfaction (Purwanto, 2022).

Managers/directors who undergo leadership development and exhibit effective transformational behaviors should experience smoother training operations and enhanced training effectiveness within their domain (Kılıç and Uludağ, 2021). The foundation of success is

based on critical competencies practiced by transformational leaders (Murari and Mukherjee, 2021). The application of said competencies, in turn, is critical to achieving optimal training management results (Shayegan *et al.,* 2022). Subsequently, in consideration of this research and understanding the clear connection between transformational leadership and training management, companies that prioritize managerial personnel development should focus on developing transformational leadership capabilities within those individuals conducting training management (Riyanto *et al.,* 2021). Efforts to enact such change should be bolstered by an organizational belief in the principal importance of training, a culture that enables open communication and empowerment, and reinforcement through incentivization and rewards in support of behavior that aids in building a training-supportive environment (Rojak *et al.,* 2024). Here, then, is where organizations can activate transformational leadership competencies in the most impactful way (Abu-Rumman, 2021). Generally, creative and innovative leadership fosters and affects organizational performance in various ways (Alwali and Alwali, 2022). Participation to develop and improve training systems and training effectiveness needs to be continued in this digitalized and robotized training environment being formed (Madi Odeh *et al.,* 2023). So, training effectiveness might be improved by investigating this topic on an ongoing basis (Magasi, 2021).

CONFLICT OF INTEREST

Authors hereby declare that they have no conflict of interest.

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