

# **The impact of transactional leadership on human capital Development in the University of Philadelphia**

**Feras Suliman Al-Shalabi**

**Assistant Professor**

*Administration and MIS Section, Al-Balqa' Applied University*

*ferassuliman@yahoo.com*

**Widad Abdel aziz- Alaqrabawi**

**Researcher**

*Administration Section ,University of Philadelphia -Jordan*

**Majeda Ahmed Abu Zant**

**Associated Professor**

*Administration and MIS Section, Al-Balqa' Applied University,*

**Shadi Arshid Alsaraireh**

**Assistant Professor**

*Administration and MIS Section, Al-Balqa' Applied UniversityJordan,*

**Abstract:** The purpose of this study was to measure the impact of the transactional leadership styles (conditional bonus, management by exception (active and static)) on the development of human capital in the Philadelphia University. The study highlights a set of goals, including: definition of the concept of reciprocal leadership and its characteristics, and then defining the concept of human capital and how it can be developed , determining the relationship between the reciprocal leadership and human capital, measuring the impact of reciprocal leadership on human capital development and then making the necessary proposals to take advantage of the role of leadership in human resource development in the Philadelphia University. The study population included the Philadelphia University a case study, using the questionnaire as a tool to collect data and information . It was distributed to the Members of the sample represented by all the deans and vice deans and department heads and faculty members at the university who are (268), in the year (2011). (214) valid questionnaires were collected for analysis. Several statistical methods were used to test the study hypotheses and several conclusions were reached. The results of statistical analysis showed that there is an endorsement of reciprocal leadership styles by the leaders in the Philadelphia University, and that there is a middle-way direct relationship between reciprocal leadership and human capital development .

Results also showed the existence of a clear impact of active management on active human resource development, followed by the conditional reward . But static management does not have any effect because few leaders use this style. The results of the study also showed that there is no impact for the differences that relate to the characteristics of leaders on the development of human capital.

In light of the study results, the researcher recommends activating reciprocal leadership in the Philadelphia University, disseminating this experiment among the Jordanian universities, setting up internal and external training programs to the leaders and faculty members based on the performance appraisal, and rewarding material and immaterial incentives for faculty members with distinguished performance through the adoption of distinguished performance.

**Keywords:** transactional leadership, human capital , conditional bonus, management by exception, reciprocal leadership