

DOI: 10.5281/zenodo.12426904

THE ROLE OF ORGANIZATIONAL TRUST AS A MODERATING VARIABLE IN THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEES' PSYCHOLOGICAL EMPOWERMENT

Hiba Haidar Maatouk *¹ Prof. Dr. Abdul kader² Prof. Dr. Radwan³

¹ Maatouk Head of management & marketing department - IUL university-lebanon
maatoukhiba123@gmail.com

² Dawalibi Prof/ instructor -Jinan university & Aleppo University abdulkader.dawalibi@alepuniv.edu.sy

³ Choughari Dean of management faculty -Jinan university- Lebanon radwanchoughri@gmail.com

Received: 02/11/2025

Accepted: 24/01/2026

Corresponding Author: Hiba Haidar Maatouk
(maatoukhiba123@gmail.com)

SUMMARY

This study aimed to examine the role of organizational trust as a moderating variable in the relationship between transformational leadership and employees' psychological empowerment in Lebanese private educational institutions. The study adopted a descriptive-analytical approach and used a simple random sample consisting of 600 coordinators, teachers, and administrators. The data were analyzed using SPSS software. The results revealed a high level of organizational trust and psychological empowerment, along with a moderate level of transformational leadership. A weak correlation was observed between the four dimensions of transformational leadership and psychological empowerment. The relationship between transformational leadership and psychological empowerment slightly improved when organizational trust was introduced as an independent variable, with a more noticeable improvement when trust in management was treated as a moderating variable. Specifically, the correlation coefficient increased by 2.8%, while the coefficient of determination increased by 2.3%.

KEYWORDS: Organizational trust, transformational leadership, employees' psychological empowerment.

الملخص باللغة العربية

هدفت الدراسة إلى تحليل دور الثقة التنظيمية في العلاقة بين القيادة التحويلية والتمكين النفسي للعاملين في المؤسسات التربوية الخاصة في لبنان، باستخدام المنهج الوصفي التحليلي وعينة عشوائية بسيطة من 600 منسق ومعلم SPSS وإداري، مع معالجة البيانات عبر برنامج

أظهرت النتائج تمتع العينة بمستوى عالٍ من الثقة التنظيمية والتمكين النفسي، ومستوى متوسط من القيادة التحويلية، مع وجود ارتباط ضعيف بين أبعاد القيادة التحويلية الأربعة والتمكين النفسي. كما تبين أن إدخال متغير الثقة (في زملاء أو في الإدارة) حسن العلاقة بين القيادة التحويلية والتمكين النفسي بدرجة طفيفة، بينما كان التحسن أكثر وضوحاً عند اعتبار الثقة في الإدارة متغيراً معدلاً، حيث ارتفع معامل الارتباط بنسبة 2.8% ومعامل التحديد بنسبة 2.3%.

وأوصت الدراسة بتعزيز تطبيق القيادة التحويلية في المؤسسات التعليمية، وتطوير الأطر التنظيمية بما يدعم الهياكل الأفقية، والتفويض، والعمل الجماعي، والإبداع، إضافة إلى ترسيخ الثقة التنظيمية وبناء برامج تدريبية تدعم القادة في إدارة الأعباء وتنمية الثقة بالنفس، القيادة التحويلية، التمكين النفسي **الكلمات المفتاحية:** الثقة التنظيمية، للعاملين.

The methodological framework of the study

Introduction

Administrative leadership styles have evolved from a traditional model based on superior-subordinate relationships toward a contemporary approach grounded in shared power and co-responsibility. The key concepts of this approach are reflected in transformational leadership and psychological empowerment.

Transformational leadership focuses on creating an **emotional bond** between the leader and employees, shaping their values and priorities in order to promote **autonomy and competence**. Its impact on subordinate performance is generally

explained by the leader's ability to develop employees' competencies and strengthen their psychological empowerment, thereby enhancing their abilities and motivation. (قهيري، 2019، صفحة 131).

Many previous studies have given increasing attention to the role of leaders in encouraging employees to take initiative, accept risks, and adapt to unstable environments by fostering **organizational trust** through the delegation of responsibilities, the strengthening of independent thinking, and the promotion of creativity and innovation, as well as the transformation of ideas and visions into sustainable outcomes.

Organizational trust has attracted growing interest due to its positive impact on organizational outcomes, job satisfaction, and team performance. It is considered a **fundamental element** in achieving organizational objectives, enhancing employees' competencies, encouraging responsibility in risky situations, ensuring compliance with internal

regulations, and enabling individuals to act without fear of exploitation by superiors.

Although the theories classic management practices, such as that the school scientific, administrative and bureaucratic have questioned the usefulness of trust in putting the emphasis on strict adherence to policies and procedures (صفحة 240، 2021، شبل ب.).

Modern theories have demonstrated the opposite. According to **Maslow's hierarchy of needs**, trust satisfies a fundamental human need: individuals need to trust others and to be worthy of trust themselves.

Theory Y also adopts trust as a foundation of management, producing positive effects for both managers and employees by promoting a shift from a control-and-supervision style toward a knowledge- and information-based management approach. Similarly, Ouchi, in Japanese Theory Z, considers that trust organizational structure makes everything possible, in particular the increase in productivity, which is directly related to him linked (تاوريريت، 2006، صفحة 57).

Thus, the leader who spreads trust within the organization and adopts a behavior transformational is capable of inspiring his collaborators, of their to breathe life into energy and future vision, to empower them, to train them and to increase their efficiency in achieving objectives, rather than resorting to a system of reward and punishment.

Despite the existence studies having examined the relationship between transformational leadership and empowerment psychological in various contexts, there is a rarity of research relating to the role of trust organizational as a moderating variable in this relationship in the Arab world in general, and in Lebanon in particular.

It is in this context that this study was designed as an attempt to explore in depth This role, in analyzing the effect trust moderator organizational in the relationship between transformational leadership and empowerment psychological state of employees of establishments educational private companies in Lebanon. This topic represents a challenge major, particularly in light of the economic, social, health and educational crises that the country is crossing, making essential is the consolidation of trust and the strengthening of empowerment.

To reach his objectives, the study is structured in four chapters: the first presents the methodological framework; the second sets out the theoretical framework of trust organizational; the third deals with transformational leadership and empowerment psychological; present the field study thus that the results and recommendations.

1- Importance and justification of the study

1-1. Scientific importance

This study is important because it examines the relationship between empowerment Employee psychology and transformational leadership through the role mediator of trust organizational . It identifies the factors supporting empowerment and filling a gap in local research, constituting Thus a valuable resource for libraries and researchers Lebanese.\

1-2. Practical and applied importance

This study aims to analyze the relationship between trust organizational, transformational leadership and empowerment Employee psychology. Its importance lies in the implementation of evidence of the role of trust and leadership in the administrative performance of institutions educational private, thus that in raising awareness among leaders to integrate these concepts in their strategy and to apply them concretely .

The choice of this study is motivated by the researcher 's experience in educational institutions . private companies in Lebanon and the need to understand Why some institutions thrive while that other decline, often due to a lack of trust organizational affecting employee empowerment .

2- Problem statement of the study

Faced with increasing competition and necessary structural changes, institutions must adopt modern management practices, including transformational leadership and psychological empowerment, in order to enhance performance and organizational flexibility. Organizational trust plays a key role in fostering employee creativity and strengthening psychological autonomy, which directly influences the effectiveness of Lebanese private educational institutions, particularly in the context of the current crises.

Transformational leadership has a strong impact on organizations by improving performance, motivation, and employees' capacity for innovation. Despite its importance, trust from the employees' perspective remains underexplored in the literature. This gap justifies the present study, which aims to examine how organizational trust influences the relationship between transformational leadership and psychological empowerment in Lebanese private educational institutions.

Main research question :

"What is the role of organizational trust in the relationship between transformational leadership

and employees' psychological well-being and empowerment in Lebanese private educational institutions?"

Secondary questions :

- Does **trust in supervisors** play a role in the relationship between transformational leadership and employees' psychological empowerment?
- Does **trust among colleagues** act as a mediator in the relationship between transformational leadership and employees' psychological empowerment?
- Does **trust in organizational management** play a role in the relationship between transformational leadership and employees' psychological empowerment?

3- Study objectives

Main

Objective:

The main objective of this study is to examine the nature of the relationships and the role of **organizational trust** in the link between **transformational leadership** and **employees' psychological empowerment**.

Specific Objectives:

- To review the theoretical literature on **organizational trust**, **transformational leadership**, and **psychological empowerment**.
- To analyze the relationships between the variables based on the proposed research model.
- To propose and validate the key dimensions of **organizational trust**, **transformational leadership**, and **psychological empowerment** identified in prior research.
- To develop and test a hypothetical model illustrating the relationships among these variables.
- To identify the dimensions of **organizational trust** that have the greatest impact on **transformational leadership** and **employees' psychological empowerment**.
- To provide recommendations for improving organizational performance and the structural reality of the studied environment.

4- Research hypotheses

Main

Hypothesis:

There is a **statistically significant moderating effect** at the significance level ($\alpha = 0.05$) of the **dimensions of organizational trust** on the relationship between **transformational leadership** and **employees' psychological empowerment** in Lebanese private educational institutions.

Secondary Hypotheses:

- There is a **statistically significant moderating effect** at the significance level ($\alpha = 0.05$) of **trust in supervisors** on the relationship between transformational leadership and employees' psychological empowerment.
- There is a **statistically significant moderating effect** at the significance level ($\alpha = 0.05$) of **trust among colleagues** on the relationship between transformational leadership and employees' psychological empowerment.
- There is a **statistically significant moderating effect** at the significance level ($\alpha = 0.05$) of **trust in organizational management** on the relationship between transformational leadership and employees' psychological empowerment.

5-1 Studies in Arabic

1. **Shibl (2021)** (شبل، 2021)– *Organizational trust and administrative empowerment in banks in Beni-Suef* :
A comparative study on trust Horizontal , vertical , and institutional aspects, and management (delegation , teamwork , training, communication, motivation). Results : trust high at CIB, average at NBE, average empowerment in both banks , positive correlation between trust and empowerment.
2. **Bourzek & Chnouf (2020)** (بورزق و شنوف، 2020)– *Psychological empowerment and confidence organizational in Algeria* : Empowerment psychological has an effect significant on trust organizational structure of CNAS employees in Laghouat .
3. **Bahri & Kharmouch (2022)** – *The Importance of Trust) organizational Trust* reinforces behaviors positive aspects and organizational performance . Organizational sources influence its development at the level individual and collective .
4. **Abdullah & Ahmed (2021)** (عبدالله و أحمد، 2021) – *Organizational trust and creativity in SMEs* : Trust in colleagues , superiors , and the organization It improves creativity . Experience influences the impact of confidence on creativity .
5. **Saleh (2022)** (صالح، 2022)– *Transformational Leadership and Academic Performance in Jordan* : Transformational Leadership improves teacher motivation, empowerment and professional culture .

5-2 International Studies

1. **Yilmaz & Toylan (2021)** (Yilmaz & Toylan, 2021)– *Psychological empowerment , confidence and motivation of employees Hoteliers in Istanbul* : Empowerment Psychological influence on confidence organizational structure and employee motivation in the sector hotelier .
2. **Chad & Tobin (2020)** (Chad & Tobin, 2020) "– *Trust, empowerment and commitment among nurses* : Trust organizational increase commitment , with an effect mediator partial empowerment psychological .
3. **Mollamohammadrafie (2019)** (Mollamohammadrafie, 2019)– *The effect of empowerment and trust on engagement emotional in Indonesia* : Empowerment and Trust reinforce the commitment employees ' emotional state academics .
4. **Rua, Manuel & Araujo (2016)** (Rua, Manuel, & Araujo, 2016)– *Transformational leadership and trust Organizational leadership in Portugal* : Transformational leadership increases confidence but the commitment organizational has no effect mediator significant .
5. **Kardawi (2011)** (كرداوي، 2011)– *Psychological empowerment as mediator between transformational leadership and behaviors deviants in Egypt* : Transformational Leadership reduces behaviors deviant , especially among employees with strong psychological empowerment.

5-3 Commentary and Gap

- Studies confirm the importance of **psychological empowerment** and **transformational leadership** in enhancing employee performance, motivation, and creativity.
- Most studies have employed **questionnaires** and **descriptive-analytical methods**.
- **Research gap:** No local study in Lebanon has examined the role of **organizational trust as a moderating variable** in the relationship between transformational leadership and psychological empowerment.

6- Concepts of the study

1. **Transformational leadership** : A transformational leader pupil his subordinates to a higher, innovative level , exceeding expectations , by possessing distinctive leadership qualities . (مصري، 2016، صفحة 32)

Dimensions of transformational leadership :

- **Idealized influence** : The leader gains admiration, respect, and trust in acting ethically and in placing the needs of subordinates before his own (جودة، علي، و خشبة، 2016، صفحة 691)
- **Inspirational motivation** : The leader inspires commitment and collective vision through symbols , metaphors and appeals emotional . (عبد اللطيف و دبوبق، 2018، صفحة 15)
- **Intellectual stimulation** : Encourages creativity and innovation in problem - solving , developing autonomy and critical thinking. (روسان، 2017، صفحة 166)
- **Individualized consideration**: Personalized attention to the needs and development of subordinates , strengthens trust and cooperation .(منصور و قانونع، 2016، صفحة 177)
- **Organizational Trust** : Belief in the mission, the decisions , the policies, the leader and the colleagues in the organization . (Neveu, 2009)
- **Dimensions of trust organizational** :
- **Trust in supervisors** : Positive expectations and loyalty towards superiors ,based on integrity and ethics .(نجم، 2011، صفحة 292)
- **Trust between colleagues** : Collaborative relationships, sharing of ideas and open communication to achieve objectives commons .(عنزي، 2004، صفحة 65)
- **Trust in management** : Mutual trust between employees and management is essential for efficiency , loyalty , and innovation.
- organizational . (Pillali & Williams, 1999, p. 989)

2. Empowerment Psychological :

Internal motivation that enables employees to achieve their work freely , thanks to the support of their superior.(بدوي، 2017، صفحة 209)

Dimensions of empowerment psychological :

- **Competence** : Confidence in its ability to complete tasks successfully (Arogundada & Arogundade, 2015, p. 29).
- **Autonomy** : Ability to organize and decide freely about his work. (Quinones, Broeck, & Witte, 2013, p. 128)
- **Impact**: The feeling that His actions influence the organization 's results . (Quinones, Broeck, & Witte, 2013, p. 129)
- **Meaning**: Perception of the importance and value of one's work. (Ozaralh, 2015, p. 181)

Analysis field study statistics

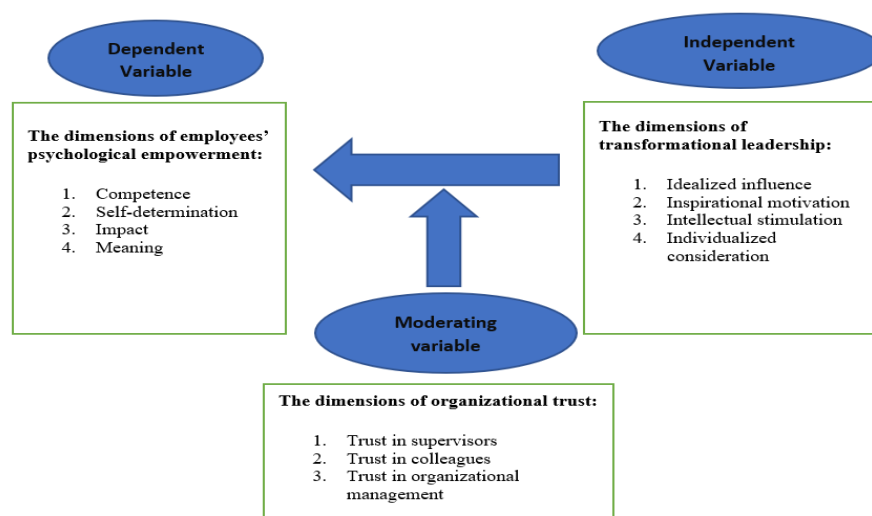
1- Study Model

The study model puts in This highlights the role of the relationship between the research variables:

- **Independent variable** : transformational leadership , represented by its four dimensions: Idealized influence , inspirational motivation , intellectual stimulation , and Individualized consideration.
- **Dependent variable** : empowerment psychological , represented by four dimensions: competence (aptitude- effectiveness) , self-determination , impact and meaning.
- **Moderating variable** : confidence organizational , represented by three dimensions : trust towards supervisors towards work colleagues and trust towards the organization 's management .

Figure 1 : General framework of the study variables

Source: developed by the researcher



2- Study Methodology

The study has based on the descriptive- analytical method in order to describe the phenomenon studied, to identify his components and to analyze respondents ' attitudes regarding the role of trust organizational in the relationship between transformational leadership and empowerment psychological well- being of employees in establishments educational private companies in Lebanon.

The descriptive- analytical method is divided in two parts:

- **Part One** : Theoretical Study based on previous works, references , and studies Arab and foreign theses academics , scientific journals and periodicals arbitrated .
- **Second part:** field study, consisting of in the design of a questionnaire intended for targeted participants , in order to to examine the relationship between the variables in the study . The data have summer collected and analyzed to arrive at the results and recommendations using SPSS software .

3- Methods and tools of the study

3-1 Data Collection Methods

The researcher has adopted the methods following :

- Consultation of numerous Arab and foreign sources related to the research topic .

4-1 Reliability

4-1-1 Alpha de Cronbach

The results show that the Cronbach's Alpha coefficients are as follows :

Ladder	Number of items	Cronbach's Alpha
Organizational trust	20	0.946
Transformational Leadership	19	0.890
Empowerment psychological	13	0.871

The values being greater than 0.7, the instruments present a excellent internal consistency .

4-1-2 Split-Half Method (Guttman)

Ladder	Guttman's Value
Organizational trust	0.872
Transformational Leadership	0.886
Empowerment psychological	0.753

These values indicate a level of reliability scientifically acceptable.

4-2 Validity

The validity structural has been adopted in calculating Spearman's correlation coefficients between each item and the total score on its scale. The results show that :

- Trust items organizational show correlations significant (between 0.540 and 0.765).

- Realization interviews with directors experienced in the field .

- A questionnaire was used as the primary tool for collecting field data. The five-point Likert scale was adopted to measure participants ' responses . The questionnaire design took into account variables measuring the dimensions of transformational leadership and empowerment psychological and confidence organizational , in accordance with the nature of the establishments studied . The variables have summer reinforced by the theoretical framework of the study .

3-2 Research Instrument

In order to achieve the study 's objectives , a questionnaire was distributed . Each item was weighted according to the five-point Likert scale .

4- Validity and reliability of instruments

A sample exploratory random sample of 50 respondents was Selected . The tools included three scales : confidence organizational, transformational leadership and empowerment psychological . The objective was to check the properties psychometric (validity and reliability) before application to the final sample.

- transformational leadership show correlations significant (between 0.174 and 0.750).

- The items of empowerment psychological show correlations significant (between 0.398 and 0.662). All correlations are significant at the 0.01 threshold , confirming the validity of the instruments without the need to remove items.

5- Final Sample: The sample includes 600 respondents :

- 78% women and 22% men.
- Age distribution :
 - 25–30 years old : 28%
 - 31–35 years old : 15.5%
 - 36–40 years old : 24%
 - 41 years and over: 32.5%
- Level instruction :
 - License : 39.5%
 - Diploma: 32.5%
 - Master's degree: 25%
 - Doctorate : 3%
- Experience professional :
 - Under 5 years old : 23.5%
 - 5 to 10 years : 18.5%
 - Over 10 years : 58%

6- Scale Results

6-1 Organizational Trust - Average score : 75.51 (level pupil).

- 61% level pupil
- 35.5% average level
- 3.5% level weak

Trust organizational is therefore globally high .

6-2 Transformational leadership - Average score : 69.96 (upper average level).

- 51% average level
- 47.5% level pupil
- 1.5% level weak

Transformational leadership is at the upper limit of the average level .

6-3 Empowerment psychological - Average score : 55.99 (level pupil).

- 92% level pupil
- 7.5% average level
- 0.5% level weak

Empowerment psychological is strongly high within the sample .

7- Hypothesis testing for the study

The main hypothesis: There is a statistically significant moderating effect at the significance level ($\alpha = 0.05$) of the dimensions of organizational trust on the relationship between transformational leadership and psychological empowerment in Lebanese private educational institutions.

7-1- The basic model: Hierarchical regression analysis between transformational leadership and psychological empowerment without introducing a moderator

Table1: Hierarchical Regression Analysis of the Basic Model between Transformational Leadership and Psychological Empowerment

Significance level of the model	Coefficient of determination R ²	Correlation coefficient R	Level of significance	Value of t	variables	The model
0.000	0.151	0.389	0.000	11.78	(Constant)	Basic model
			0.000	10.33	Psychological empowerment	

Source: Prepared by the researcher based on SPSS outputs

- The model is statistically significant since the significance level (0.000) is lower than 0.05.
- The correlation coefficient (R = 0.389) indicates a weak positive relationship between the variables.
- The coefficient of determination (R² = 0.151) shows that the independent variable explains only 15.1% of the variation in the dependent variable.

- Overall, there is a weak relationship and limited effect of transformational leadership on psychological empowerment.

7-2- Hierarchical regression analysis between transformational leadership and psychological empowerment With the introduction of the trust rating in colleagues

Table2: Hierarchical Regression Analysis Transformational leadership and psychological empowerment, with the introduction of a trust-based approach towards colleagues.

Significance level of the model	Coefficient of determination R ²	Correlation coefficient R	Level of significance	Value of t	Independent variables	dependent variable	The model
0.000	0.151	0.389	0.000	21.25	(Constant)		

			0.000	10.33	Transformational leadership	Psychological empowerment	Basic model
0.000	0.176	0.419	0.000	19.10	(Constant)	Psychological empowerment	The reduced model
			0.000	7.90	Transformational leadership		
			0.000	4.22	Trust in colleagues		
0.000	0.176	0.419	0.000	19.04	(Constant)	Psychological empowerment	Full model
			0.000	7.84	Transformational leadership		
			0.000	4.19	Trust in colleagues		
			0.018	-0.23	Transformational leadership Trust in colleagues *		

Source: Prepared by the researcher based on SPSS outputs

- All three models (basic, reduced, and complete) are statistically significant, as their significance level (0.000) is below 0.05.

Source: Prepared by the researcher based on SPSS outputs

- In the **basic model**, transformational leadership has a weak positive relationship with psychological empowerment ($R = 0.389$), explaining 15.1% of the variance ($R^2 = 0.151$).
- In the **reduced model**, after adding trust in colleagues as a second independent variable, the relationship becomes slightly stronger ($R = 0.419$), and the explanatory power increases to 17.6% ($R^2 = 0.176$).
- In the **complete model**, where trust in colleagues is introduced as a moderating variable, no further change occurs. Both R

(0.419) and R^2 (0.176) remain the same, indicating no moderating effect.

- Overall, introducing trust in colleagues as an independent variable leads to only a slight improvement, while its role as a moderating variable shows no significant impact.
- The findings suggest that trust in colleagues has a negligible effect on the relationship between transformational leadership and psychological empowerment.
- This may be due to limited understanding of teamwork and trust within the organization, weak leadership practices, and insufficient efforts to build strong interpersonal relationships and a supportive work environment.

7-3- Hierarchical regression analysis between transformational leadership and psychological empowerment, with the introduction of the trust level in the organization's management.

Table 3: Hierarchical Regression Analysis of Transformational Leadership and Psychological Empowerment : with the Input of the Trust Level in Organizational Management

Significance level of the model	Coefficient of determination R2	Correlation coefficient R	Level of significance	Value of t	Independent variables	dependent variable	The model
0.000	0.151	0.389	0.000	21.25	(Constant)	Psychological empowerment	Basic model
			0.000	10.33	Transformational leadership		
0.000	0.153	0.391	0.000	20.73	(Constant)	Psychological empowerment	The reduced model
			0.000	7.42	Transformational leadership		
			0.034	-0.95	Trust in the organization's management		
0.000	0.176	0.419	0.000	19.22	(Constant)	Psychological empowerment	Full model
			0.000	7.37	Transformational leadership		

			0.005	0.12	Trust in the organization's management	
			0.000	4.09	Transformational leadership * Trust in the organization's management	

Source: Prepared by the researcher based on SPSS outputs

- All three models (basic, reduced, and complete) are statistically significant, as their significance level (0.000) is below 0.05.
- In the **basic model**, transformational leadership shows a moderate positive relationship with psychological empowerment ($R = 0.389$), explaining 15.1% of the variance ($R^2 = 0.151$).
- In the **reduced model**, after adding trust in organizational management as an independent variable, there is only a very slight improvement ($R = 0.391$, $R^2 = 0.153$), indicating a minimal additional effect (0.2%).
- In the **complete model**, when trust in organizational management is introduced as a moderating variable, the relationship improves more noticeably ($R = 0.419$, $R^2 = 0.176$), showing a modest moderating effect.
- Overall, trust in organizational management has a limited effect as an independent variable but a more meaningful (though still modest) effect as a moderating variable.
- The results suggest that trust in management plays an acceptable role in strengthening the relationship between transformational leadership and psychological empowerment.
- However, contextual factors—such as weak transformational leadership practices, economic challenges, low salaries, lack of fairness, nepotism, and gender discrimination reduce trust in leadership. Strengthening fairness, participation, and modern leadership practices can enhance trust, collaboration, and ultimately psychological empowerment.

7-4- Hierarchical regression analysis between transformational leadership and psychological empowerment including the input of the supervisors' trust rating.

Table 4: Hierarchical Regression Analysis of Transformational Leadership and Psychological Empowerment : with the Input of the Supervisors' Trust Rating

Significance level of the model	Coefficient of determination R ²	Correlation coefficient R	Level of significance	Value of t	Independent variables	dependent variable	The model
0.000	0.151	0.389	0.000	21.25	(Constant)	Psychological empowerment	Basic model
			0.000	10.33	Transformational leadership		
0.000	0.188	0.433	0.000	19.93	(Constant)	Psychological empowerment	The reduced model
			0.000	5.94	Transformational leadership		
			0.000	5.17	Trust in supervisors		
0.000	0.193	0.439	0.000	18.49	(Constant)	Psychological empowerment	Full model
			0.000	5.98	Transformational leadership		
			0.000	5.53	Trust in supervisors		
			0.046	2.00	Transformational leadership * Trust in supervisors		

Source: Prepared by the researcher based on SPSS outputs

- All three models (basic, reduced, and complete) are statistically significant, as the significance level (0.000) is below 0.05.
- In the **basic model**, transformational leadership has a moderate positive relationship with psychological empowerment ($R = 0.389$), explaining 15.1% of the variance ($R^2 = 0.151$).
- In the **reduced model**, after adding trust in supervisors as an independent variable, the relationship improves slightly ($R = 0.433$, $R^2 = 0.188$), indicating a modest effect.
- In the **complete model**, when trust in supervisors is introduced as a moderating variable, only a very small additional improvement occurs ($R = 0.439$, $R^2 = 0.193$).
- Overall, trust in supervisors has a limited but acceptable effect, while all dimensions of organizational trust (colleagues, management, supervisors) show only slight or negligible influence on the relationship between transformational leadership and psychological empowerment.
- The weak impact is attributed to issues such as limited delegation of authority, bureaucratic practices, lack of awareness of transformational leadership, and ambiguity in understanding key concepts among participants.
- Despite some efforts by school leaders to improve teaching, encourage collaboration, and support staff development, these actions have had only a modest effect on building trust and enhancing empowerment.
- Broader contextual challenges especially the economic crisis, low salaries, COVID-19 impact, and institutional instability in the Lebanese education sector have significantly reduced trust and affected performance.
- The study emphasizes the need to strengthen organizational trust by promoting fairness, collaboration, empowerment, and transformational leadership practices. These are essential for improving employee motivation, institutional performance, and the overall quality of education.

General Conclusion

The results demonstrate :

- Strong **confidence organizational** .
 - **Transformational leadership moderately pupil** .
 - Empowerment **very high psychological level** .
- Measuring instruments present a validity and a reliability solid , allowing for the continuation of the

analysis of the relationships between the variables in the study main .

Results

1 -Theoretical results

1. **Transformational leadership** is considered one of the main determinants of organizational success or failure in the current context.
2. It plays an essential role in improving organizational performance and stimulating individual efforts by positively influencing human resource behavior.
3. **Organizational trust** has become a strategic necessity that requires a scientific and rational approach to understanding organizational challenges and ensuring continuity in the face of competition.
4. Organizational trust is not a static goal, but rather a continuous process of organizational improvement and differentiation.
5. It is essential to understand and integrate the dimensions of **organizational trust, transformational leadership, and psychological empowerment** in order to ensure their effective implementation within organizations.

2- Empirical results

1. The overall level of **organizational trust** is high within the studied sample.
2. **Transformational leadership** is present at a moderate level in Lebanese private educational institutions.
3. The level of **psychological empowerment** (competence, autonomy, impact, and meaning) is generally moderate.
4. Conceptual confusion and a lack of training were observed among many respondents, which limits the real impact of organizational trust.
5. The economic crisis in Lebanon has had a significant negative impact on the educational sector, affecting employees' morale, motivation, and confidence, with only a limited effect on psychological empowerment, often associated with simple adaptation mechanisms.

Recommendations

1. Promote and develop **transformational leadership practices** in educational institutions through continuous training, managerial competence development, and effective delegation of responsibilities.

2. Implement **fair and transparent evaluation systems** based on objective criteria applied uniformly to all employees.
 3. Reduce bureaucracy and grant greater autonomy to employees in order to enhance the effectiveness of transformational leadership.
 4. Strengthen **leadership ethics**, transparency, open communication, and teamwork to reinforce organizational trust.
 5. Adopt more **horizontal organizational structures** (flat organizational charts) that promote flexibility and trust.
 6. Encourage positive organizational values through employee participation, recognition, reward systems, and work-life balance.
 7. Enhance teacher empowerment through continuous professional development, pedagogical innovation, and the integration of modern teaching tools.
 8. Promote delegation of authority and stimulate employee creativity through targeted training programs, thereby strengthening institutional performance and adaptability.
- Bibliography**
2. **Foreign sources**
 3. Anthony, S., & Schneider, B. (2003). Educational leadership. *Journal of Applied Psychology*, (60) 6, 40-44 .
 4. Arogundada, O., & Arogundade, A. (2015). psychological, empowerment in the workplace, implications for employees career satisfaction North American. *Journal of psychology* .
 5. Avolio, B. (2004). *Multifactor Leadership Questionnaire-5X Short Form*. Redwood City, CA: Mind Garden.
 6. BM Bass .(2015) .Transformational Leadership and Organizational Success .*International Journal* .
 7. Blanchard, K. (2001). *The 3 key to empowerment Release the Power within People for Astonishing Results*. San Francisco: Berrett-Koehler Publishers, Inc.
 8. Chad, N., & Tobin, M. (2020). Organizational Trust, Psychological Empowerment, and Organizational Commitment Among Licensed Practical Nurse. *Nursing Administration Quarterly*.
 9. Conger, J., & Kanungo, R. (1988). The empowerment process: Integrating theory and practice. *The Academy of Management Review*, 13(3), 471-482 .
 10. Feenan, k. (2004). Personal Transformational Leadership Planning. *Knomaze Business*, 10 (1-8).
 11. Hetland, H. (2003). Transformational leadership in Norway: Outcomes and Personality Correlates. *European Journal Of Work Organizational Psychology*, 12,2,147-170 .
 12. Islam, M., Idris, A., & Furuoka, F. (2020). The impact of trust in leadership on organizational transformation. *Global Business and Organizational Excellence* .
 13. Lusser, R., & Achua, C. (2003). *Leadership: Theory, Application, Competence Development*. Eagan, Minnesota: Thomson-West.
 14. McAllister, D. (2010). Affect and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal*, Vol. 38, No.1, PP. 27-37.
 15. Murphy, L. (2005). Transformational Leadership: A Cascading Chain Reaction. *Journal Of Nursing Management*, 13, No.1 .
 16. Mollamohammadrafie, H. (2019). The Effect Of Psychological Empowerment And Organizational Trust On Affective Commitment Evidence From Padjadjaran University. *INTERNATIONAL JOURNAL OF SCIENTIFIC & TECHNOLOGY RESEARCH*, 8 (1).
 17. Neveu, V. (2009). Organizational trust: definition and measurement. *Journal of work Organizational Psychology*, 5 (3), 11-12.
 18. Ozaralh, N. (2015). Linking empowering leader to creativity the moderating role of psychological empowerment. process, social and behavioral science.
 19. Pillali, C., & Williams, E. (1999). , fairness perfection and trust as mediator for transformational and transactional leadership a two sample study. *journal of management*, vol 25 (No.6).
 20. Reza, K. (2014). THE Role of Transformational Leadership in Organizational Trust of Teachers of Ardebil Middle Schools. *Journal of Business and Management, Review* Vol. 3, No.7; March. .
 21. Rua, O., Manuel, J., & Araujo, C. (2016). Linking transformational leadership and organizational trust: has organizational commitment a mediating effect on it. *Cuadernos de Gestión*, Vol. 16 - No. 1 .
 22. Sanchez, A., & Ugwu, F. (2014). Linking organizational trust with employee engagement: The role of psychological empowerment. Article in *Personnel Review*.
 23. Spreitzer, G. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. *Academy of Management Journal*, 38, 1442-1465 .

24. Straiter, K. (2005). The Effects of supervisor's trust of subordinates and their organizations on job satisfaction and organizational commitment. *International Journal of Leadership Studies*, Vol. 13, No. 1, PP. 86 -101 .
25. Thomas, K., & Velthouse, B. (1990). Cognitive Elements of Empowerment: An "Interpretive" Model of Intrinsic Task Motivation. *Academy of Management Review*, 15, 666-681 .
26. Quinn, R., & Spreitzer, G. (1997). *he road to empowerment: Seven questions every leader should consider*, *Organizational Dynamics* (Vol. 26(2)).
27. Quinones, M., Broeck, A., & Witte, H. (2013). Do job resources affect work engagement via psychological empowerment? A mediation analysis. *Journal of work and organizational psychology* .
28. Xiyang Z. Jing Q. Bin W. Zhuyun J. Jiachen W. & Yu W., (2017), *Leaders' Behaviors Matter: The Role of Delegation in Promoting Employees' Feedback-Seeking Behavior*, <https://www.ncbi.nlm.nih.gov> , USA.
29. Yilmaz, N., & Toylan, N. (2021). The Relationships Between Psychological Empowerment Organizational Trust and Employee Motivation: An Empirical Research on Hotel Employees in Istanbul. *Journal of Tourism and Gastronomy Studies*, 9 (1), 111.
30. Zimmerman, M. (2000). *Empowerment Theory*. In *Julian Rappaport & Edward Seidman (Eds). Handbook of Community Psychology*. New York.

Websites :

- <https://www.sgec-l.org/about/>
- <https://mabarrat.org.lb/%d8%a7%d9%84%d8%b1%d8%a6%d9%8a%d8%b3%d9%8a%d8%a9/>
- <https://www.iul.edu.lb/1-pixel-gap-projects-grid/>
- <https://liu.edu.lb/NewLIU2022/aboutLIU/campus.php>

2. Arab Sources

- إحسان جلاب. (2013). *إدارة التمكين والاندماج*. دار الصفاء للنشر والتوزيع، الطبعة الأولى، عمان، الأردن.
- أحمد إبراهيم. (2017). *أثر التمكين النفسي على الاستغراق الوظيفي للعاملين*. المجلة العلمية للبحوث التجارية، المجلد 4، عدد 1 و2.
- أحمد زهراني. (2012). *الثقة التنظيمية لدى مديري المدارس الثانوية الثانوية بالطائف وعلاقتها بالسلوك الإداري والإبداعي*. رسالة ماجستير في إدارة الأعمال، كلية إدارة الأعمال، جامعة أم القرى، السعودية.
- أسامة بورزق، و صادق شنوف. (2020). *تحليل دور التمكين النفسي على الثقة التنظيمية للعاملين بالمراكز التابعة للصندوق الوطني للتأمينات الاجتماعية CNAS بمدينة الاغواط*. مجلة التنظيم والعمل، العدد 4(المجلد 8).

- أسامة بورزق، و عبدالحميد نعيجات . (2020). *أثر التمكين النفسي على الثقة التنظيمية لدى العاملين - الصندوق الوطني للتأمينات الاجتماعية بمدينة الاغواط*. مجلة الامتياز ببحوث الاقتصاد والإدارة، المجلد 4، العدد 2.
- أسماء زايد. (2018). *الثقة التنظيمية في المدارس الحكومية في مديرية تربية جنين وعلاقتها بالانتماء التنظيمي للمعلمين من وجهة نظرهم*. رسالة ماجستير في إدارة الأعمال، كلية إدارة الأعمال، جامعة القدس، القدس، فلسطين.
- بونوة علي. (2016) . *العلاقات الإنسانية وأثرها على الرضا الوظيفي، دراسة حالة لعمال صندوق الضمان الاجتماعي- وكالة الجلفة، أطروحة مقدمة لنيل شهادة دكتوراه علوم في علم الاجتماع - تخصص: تنظيم وعمل، جامعة محمد خضير- بسكرة، الجزائر*.
- أمينة عقبي. (2020). *القيادة التحويلية من وجهة نظر العاملين*. ماجستير في علم النفس، كلية العلوم الإنسانية والاجتماعية، جامعة محمد خضير - بسكرة، الجزائر.
- بسام سمير رميدي، و فاطمة الزهراء طالح. (2019). *الدور الوسيط للتمكين النفسي في العلاقة بين نمطي القيادة التبادلية والقيادة التحويلية والأداء الاستراتيجي لشركات السياحة المصرية*. مجلة الاقتصاد والبيئة، العدد 1(المجلد 2).
- بوشمال راضية. (2015). *تمكين القيادات الإدارية وعلاقته باتخاذ القرارات -دراسة ميدانية بكلية العلوم الإنسانية والاجتماعية . ماجستير إدارة الأعمال، كلية إدارة الأعمال، جامعة محمد خضير بسكرة*.
- بيكار محمد شبل. (2021). *الثقة التنظيمية والتمكين الإداري بالبنوك، دراسة مقارنة بمحافظة بني سويف*. جامعة بني سويف، المجلد 10، الجزء الأول، الجزائر.
- حافظ غزالي. (2012). *أثر القيادة التحويلية على فاعلية عملية اتخاذ القرار في شركات التأمين الأردنية*. رسالة ماجستير في إدارة الأعمال، كلية إدارة الأعمال، جامعة الشرق الأوسط.
- حكمت مفلح. (2010). *تحليل العلاقة بين الثقة التنظيمية والالتزام التنظيمي-دراسة استطلاعية في دائرتي التقاعد والرعاية الاجتماعية في مدينة تكريت، مجلة الإدارة والاقتصاد*.
- خلود زعبي. (2013). *درجة ممارسة مديري المدارس الخاصة في عمان العاصمة لإبعاد القيادة التحويلية وعلاقتها بالتمائل التنظيمي من وجهة نظر المعلمين*. ماجستير في التربية، كلية العلوم التربوية، جامعة الشرق الأوسط، عمان، الأردن.
- ديماس صالح. (2022). *دور القيادة التحويلية في تحسين أداء الإدارة المدرسية في الأردن*. مجلة ابن خلدون للدراسات والبحوث، المجلد الثاني، العدد السابع.
- ذكريا دوري، و أحمد صالح. (2009). *إدارة التمكين واقتصاديات الثقة في منظمات أعمال الألفية الثالثة*. دار اليازوري العلمية للنشر والتوزيع، عمان، الأردن .
- رنا طاني. (2007). *الأنماط القيادية و الثقة التنظيمية وأثرها في تحقيق الالتزام التنظيمي، دراسة تشخيصية تحليلية لأراء عينة من المديرين في شركات القطاع الصناعي المختلط*. رسالة ماجستير في إدارة الأعمال، كلية إدارة الأعمال، جامعة بغداد، العراق.
- روز مصري. (2016). *القيادة النسائية بين التبادلية والتحويلية ودورها في تحقيق الأهداف الاستراتيجية للمنظمات غير الحكومية في قطاع غزة*. رسالة ماجستير، كلية إدارة الأعمال، الجامعة الإسلامية، غزة، فلسطين.
- روبا كنعان. (2014). *درجة توفر سمات القيادة التحويلية لدى مدراء المدارس الحكومية الثانوية وعلاقتها بالانتماء المهني للعاملين من وجهة نظر المعلمين في محافظات شمال فلسطين*. ماجستير في برنامج الإدارة التربوية، كلية الدراسات العليا، جامعة النجاح الوطنية، نابلس، فلسطين.
- سارة صياغ. (2019). *أثر الثقة التنظيمية على الاداء الوظيفي، دراسة ميدانية في المديرية الجهوية لقسم الانتاج بقاعدة إرارة- شركة سوناتراك حاسي مسعود*. ماجستير إدارة الأعمال، كلية إدارة الأعمال والاقتصاد، جامعة قاصدي مرياح، ورقلة، الجزائر.
- سانجيدا ساتر - جيراردو فاسكيز. (2022). *الثقة التنظيمية: ما هي وكيفية بنائها، مقالة من المجلة الالكترونية QuestionPro، المملكة العربية السعودية*.

- محمد فارس. (2017). العلاقة بين الثقة التنظيمية والالتزام التنظيمي. مجلة الجامعة الإسلامية للدراسات الاقتصادية والإدارية، العدد 2 (المجلد 22).
- محمد كسابية، عبير فاعوري، وكفاية عبدالله. (2009). تأثير ثقافة التمكين والقيادة التحويلية على المنظمة المتعلمة. المجلة الأردنية في إدارة الأعمال، العدد 1 (مجلد 5).
- مصطفى كرداوي. (2011). التمكين النفسي للعاملين كمتغير وسيط في العلاقة بين القيادة التحويلية والانحرافات السلوكية داخل بيئة العمل الحكومي في مصر. جامعة المنصورة، مصر.
- مصعب قاتمي. (2009). التمكين النفسي وعلاقته بالثقة التنظيمية لدى العاملين بمستشفى قوى الأمن بمدينة الرياض. ماجستير في العلوم الإدارية، كلية إدارة الأعمال، جامعة نايف للعلوم الأمنية، الرياض، السعودية.
- مليكة شيخي، خضرة دحو، وسعيد برزوق. (2021). أثر التمكين النفسي على العاملين- دراسة حالة مديرية اتصالات الجزائر بسعيدة. مجلة العلوم الإنسانية والتربوية، المجلد 2، العدد 2.
- منذر عباس شعلان. (2020). دور القيادة التحويلية في الثقة التنظيمية، دراسة استطلاعية لآراء عينة من العاملين في الشركة العامة للإسمنت الجنوبي في الكوفة، مجلة الإدارة والاقتصاد، العدد 34 (المجلد 9).
- منصور منصور، و عبد اللطيف قانوج. (2016). دور القيادة التحويلية في تحقيق الأهداف الاستراتيجية الفلسطينية. مجلة رؤى الاقتصادية، العدد 8 (المجلد 2).
- منى خرموش، و صابر بحري. (2022). أهم المصادر التنظيمية في بناء الثقة التنظيمية لدى الأفراد في المنظمة. مجلة الجامع في الدراسات النفسية والعلوم التربوي، المجلد 7، العدد 2.
- نسرين أبو شاويش. (2013). محددات الثقة التنظيمية وآثارها- دراسة تطبيقية على العاملين في وكالة الغوث وتشغيل اللاجئين - الأثروا. ماجستير إدارة الأعمال، كلية التجارة، الجامعة الإسلامية، غزة، فلسطين.
- نظمي قرواني. (2017). دور القيادة التحويلية في تمكين المعلمين والمعلمات في المدارس في فلسطين. مجلة كلية التربية بأسبوط، المجلد 2، العدد 33.
- نهى أرباب. (2022). أثر القيادة التحويلية في أداء العاملين. مجلة العربية للنشر العلمي، العدد 45.
- هادي أبرو، و حمزة نور. (2017). دور موضع السيطرة وجودة العلاقة في سلوك العمل المنحرف من خلال الثقة في القائد والتمكين النفسي، دراسة تطبيقية على العاملين في مستشفيات البصرة الحكومية. المجلة الأردنية في إدارة الأعمال، العدد 2 (المجلد 13).
- يحيى ملحم. (2006). التمكين مفهوماً إدارياً معاصراً. المنظمة العربية للتنمية الإدارية، القاهرة، مصر.
- سعد عتيبي. (2016). الدور القيادية التحويلية على التمكين النفسي لدى العاملين في القطاع الخاص بمدينة الرياض. المجلة العربية للإدارة، العدد 36 (المجلد 1).
- سعد عتيبي. (2021). التمكين النفسي. جامعة الملك سعود، الرياض، السعودية.
- سلوى تيشات. (2018). دور القيادة الأخلاقية في تعزيز الثقة التنظيمية لدى العاملين، دراسة حالة مؤسسة أشغال الكهرباء كهرباء كهريف. جامعة قاصدي مرباح، ورقلة، الجزائر.
- سندس خوين. (2015). الثقة التنظيمية وأثرها في تحقيق الالتزام لدى الأفراد، بحث تطبيقي في شركة بغداد للمشروبات الغازية. رسالة ماجستير، كلية إدارة الأعمال والاقتصاد، الجامعة المستنصرية، بغداد.
- سيد هوارى. (2000). القائد التحويلي: للعبور بالمنظمات إلى القرن 21. مكتبة عين شمس، الطبعة الأولى، القاهرة، مصر.
- شيماء حامد. (2021). الثقة التنظيمية وانعكاساتها على السلوك الإبداعي للعاملين، "دراسة ميدانية على عينة من العاملين في مستشفى حميات دنهور". مجلة كلية التربية.
- صابر بحري، و منى خرموش. (2022). أهم المصادر التنظيمية في بناء الثقة لدى الأفراد في المنظمة. مجلة الجامع في الدراسات النفسية والعلوم التربوية.
- صيتي عبد اللطيف، و عبد القادر دبو. (2018). دور أنماط القيادة الإدارية المعاصرة في تدعيم سلوك المواطنة التنظيمية في قطاع السكن، حالة ديوان الترقية والتسيير العقاري لولاية غارادية. المجلة العالمية للاقتصاد والأعمال، العدد 3 (المجلد 4).
- عايدة سعيد. (2016). الثقة التنظيمية لدى مديري المدارس الابتدائية بوكالة الغوث الدولية. ماجستير إدارة الأعمال، كلية إدارة الأعمال، الجامعة الإسلامية، الجزائر.
- عبد المحسن جودة، محمد علي، و ناجي خشبة. (2016). علاقة نمط القيادة التبادلية والتحويلية بسلوكيات القادة للانضباط الإداري في العمل بالتطبيق على العاملين في المستشفيات العامة والمركزية بمحافظة الدقهلية. المجلة المصرية للدراسات التجارية، العدد 2 (المجلد 40).
- عيود نجم. (2011). إدارة اللاملموسات، إدارة ما لا يقاس. عمان: دار اليازوري.
- عصمت روسان. (2017). القيادة التحويلية والقيادة التبادلية لدى مديري المدارس الحكومية وعلاقتها بسلوك المواطنة التنظيمية للمعلمين. المجلة التربوية الدولية المتخصصة، العدد 12 (مجلد 6).
- علائي زهراء. (2021). دور القيادة التحويلية في تعزيز الثقة التنظيمية. دكتوراه في إدارة الأعمال، كلية إدارة الأعمال، جامعة أحمد درايه ادرا، الجزائر.
- علي ساعدي عنزي. (2004). مؤيد يوسف نعمة، الثقة بين الاطراف الشخصي لها والمفهوم التنظيمي الحديث. المجلة العراقية للعلوم الإدارية.
- علي محمد. (2006). التمكين النفسي للعاملين. دار النشر الجامعي، مصر.
- فريال غرارة. (2020). الثقة التنظيمية كوسيط بين العدالة التنظيمية والالتزام التنظيمي، دراسة حالة مؤسسة النسيج والتجهيز - TIFIB - بسكرة. ماجستير موارد بشرية، كلية إدارة الأعمال، جامعة محمد خضير بسكرة، الجزائر.
- فواز بدوي. (2017). دور القيادة التحويلية في تمكين العاملين، دراسة ميدانية على مصنع أعلاف فلسطين في محافظة طولكرم. مجلة الاطروحة للعلوم الإنسانية، العدد 2 (المجلد 3).
- فويدر عبدالله، و مصنوعة أحمد. (2021). دور الثقة التنظيمية في تعزيز الابداع التنظيمي بالمؤسسات الصغيرة والمتوسطة ألقو فود كافي أروما- الجزائر. مجلة اقتصاديات شمال أفريقيا، 17 (1).
- مجدولين بلعاوي. (2015). أثر التمكين النفسي في جودة العمل لدى العاملين في الجامعات الرسمية الأردنية- الجامعة الهاشمية حالة دراسية. ماجستير في الإدارة العامة، كلية إدارة الأعمال، جامعة آل البيت، الأردن.
- محمد جودت فارس. (2014). العلاقة بين الثقة التنظيمية والالتزام التنظيمي. أستاذ محاضر في إدارة الأعمال، كلية إدارة الأعمال، جامعة الأزهر، غزة، فلسطين.