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**THE IMPACT OF TRANSFORMATIONAL
LEADERSHIP ON ORGANIZATIONAL
EFFECTIVENESS**

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Master's Thesis

Supervisor

Asst. Prof. Dr. Bella GULSHAN

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ABSTRACT

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON THE ORGANIZATIONAL EFFECTIVENESS

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The research mainly aims to study the impact of transformational leadership through its dimensions on organizational effectiveness in Ibn Khaldun Trading Company, Burhan Company, Ebdaa Company, and Al-Ahlia Company. To achieve the objectives of the research, the quantitative approach was adopted, as 194 questionnaires were distributed to the leaders of the selected companies. After collecting the data, correlation and regression analysis was conducted to find out the effect of the independent variable, which is the dimensions of transformational leadership, on the dependent variable, which is organizational effectiveness. The researcher concluded that there is a statistically significant impact association for all dimensions of transformational leadership (inspirational motivation, idealized influence, individual consideration, intellectual stimulation) on organizational effectiveness in the company. The study mainly recommends following this style of leadership to achieve growth, competitive advantage, and organizational effectiveness for companies.

Keywords: Inspirational Motivation, Idealized Influence, Individual Consideration, Intellectual Stimulation And Organizational, Effectiveness

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1. INTRODUCTION

Leadership is defined as the ability to persuade people to strive to achieve certain goals. The leader instills a spirit of unity in the group's members and makes them ready to achieve the group's goals.

A leader is an individual whom the crowd voluntarily follows. The person in question creates a reliable and honest impression on the audience. Leadership is an activity undertaken by leaders and not an owned existence. The leader directs the activities of group members toward a specific goal. In this process, the leader and the audience enter into a process of acting together (Beauchamp, Hulme, Clarke, Hamilton, & Harvey, 2021, 375–392).

The concept of leadership is not just an expression specific to formal organizations. Leadership is the state of achieving set goals by a group of people following someone. It is not necessary to obtain permission from official channels in order for this qualification to appear. Although there are leaders who lead large groups even though they do not have power, we can also see people who are equipped with a lot of power but who do not realize their use, that is, they are ineffective.

Leadership cannot be viewed as a continuum reserved for those who have occupied a place in the higher rungs. Leadership is not a position, it is a combination of temperament and ingenuity. While there are many elements related to leadership, it can be understood as a series of movements that make it necessary for people to be aware of changes in their environment and to be able to recognize these changes. A person adds meaning to his environment and respects the situation of diversity, while at the same time dealing with different situations with a unified attitude (Erkutlu, 2008, 708–726).

The concept of transformational leadership alludes to the instruments utilized to attain craved arranged changes through the interest of pioneers and subordinates in accomplishing high-level objectives and finding ways to succeed. The value of transformational leadership stems from the fact that it helps transformational leaders inspire workers to provide better performance, as it is considered the basis for developing work to achieve higher performance and helping workers to participate more effectively in the production process in order to achieve achievement. The ultimate goal is to produce and develop human resources.

In any organization, especially in business organizations, the idea of motivating workers is crucial. Workers' productivity will increase if they are motivated because they will work more effectively with other colleagues. Activity, direction, and intensity are three psychological processes involved in motivation.

Sharing a vision, building relationships, and developing leaders are all aspects of transformational leadership. Transformational leadership techniques, including creating a vision, encouraging worker participation and creativity, and recognizing individual worker successes, have a direct impact on worker motivation. Transformational leaders increase and improve an organization's effectiveness by improving employee motivation and inspiration (Eyal and Roth, 2011). According to the role of transformational leadership in developing the organization's work, transformational leadership practices meet leaders' requirements regarding independence and competence. Giving leaders a strong sense of purpose and intent has been shown to enhance loyalty to the organization as well as employee motivation. Building relationships, meeting leaders' needs, and giving them a sense of purpose all help increase leaders' motivation and thus increase their pursuit of organizational effectiveness (Biswas, 2010, 111-116).

From the other side the concept of organizational effectiveness, emphasizing the strong sense of connection and motivation with work demonstrated by people with high satisfaction scores, transformative leadership influences a positive mental state related to the job and motivates them to commit and immerse themselves in the work. High levels of energy and mental fortitude while working, as well as the desire to persevere in completing a task in the face of obstacles, are traits of strength (Erkutlu, 2008, 454–523).

The intersection between transformational leadership and organizational effectiveness is a widely discussed topic in the literature. Scholars have attempted to categorize the levels of influence based on a leader's ability and role in persuading and appeasing their subordinates. Influence can be attained through an inductive approach, where employee needs are identified, or through a control strategy that involves following orders, setting strict standards and deadlines, and applying pressure. Leaders continuously strive to meet the necessary requirements. Additionally, there is the rapprochement strategy, which involves a leader's efforts to form alliances with other leaders, make them feel valued, establish friendships, and acknowledge their contributions. Furthermore, leaders may employ a logical strategy that relies on reasoning and persuasive thinking to convince others of the significance of fulfilling their job responsibilities. (Changar, & Atan, 2021).

Transformational leadership is also linked to organizational leadership through the dimension of individual legality, by delegating powers to them, enabling them to practice them, motivating them to discover educational expertise and experiences, working on training them, developing their skills, and taking into account the individual differences between them.

The existing body of literature suggests that transformational leadership encompasses four fundamental dimensions, namely inspirational motivation, idealized influence, individual consideration, and intellectual stimulation. These dimensions are interconnected and have a significant impact on an organization's ability to accomplish its objectives when employing the transformational leadership style. Consequently, the researcher aims to investigate the influence of transformational leadership on enhancing organizational effectiveness within various organizations, focusing on the aspects of inspirational motivation, ideal influence, individual consideration, and intellectual stimulation.

1.1. RESEARCH OBJECTIVES

The research mainly aims to study the impact of transformational leadership through its dimensions on organizational effectiveness in Ibn Khaldun Trading Company, Burhan Company, Ebdaa Company, and Al-Ahlia Companies in Iraq as it aims to:

Highlighting the basic concepts of transformational leadership and its dimensions

Reviewing the literature regarding the association between transformational leadership and organizational effectiveness.

A study of the impact of transformational leadership on organizational effectiveness

Presenting proposals and recommendations to researchers and decision makers.

1.2.THE QUESTIONS OF THE STUDY

The study aims to provide answers to the following queries on the connection between organizational efficiency and transformative leadership:

What are the theoretical concepts of both transformational leadership and organizational effectiveness?

What are the dimensions of transformational leadership?

Is there an effect of transformational leadership on organizational effectiveness?

1.3. THESIS OUTLINE

The main aim of the thesis is to investigate the impact of transformational leadership on the organizational effectiveness applying an empirical study on the Ibn Khaldun Trading Company, Burhan Company, Ebdaa Company, and Al-Ahlia Companies in Iraq.

The structure of this thesis as follows: In the first part of this research the introduction was mentioned, in the second part the general information about transformational leadership and its sub-dimensions and organizational effectiveness was highlighted, in the third part the methodology of the study, and in the fourth part the results. In the last section, the results that were reached and the conclusion were discussed and appropriate recommendations were presented.

2. REVIEW OF LITERATURE

This section of the thesis discusses the basic variables in the study, as it first reviews the independent variable that represents transformational leadership and its dimensions (inspirational motivation, ideal influence, individual consideration, and intellectual stimulation) and then reviews the dependent variable, which is organizational effectiveness. In the third part of this study, the association between transformational leadership with its four dimensions and organizational effectiveness is explained and the hypotheses on which the study is based are devised.

2.1. TRANSFORMATIONAL LEADERSHIP

Transformational leadership is a leadership style that enables group members to benefit from having goals for the future, and encourages individuals to do better than they can by providing them with values in terms of personal value and company value when approaching goals. Transformers are in constant interaction and communication with group members. Therefore, leaders know the ability of group members to do the work. They guide them on how to increase their capabilities (Dobni, 2008 539–559).

In the 1990s, it was accepted that leadership was a factor that positively influenced success. Bryman (1992) examined the motivation factor, House and Schermerhorn (1993) linked it to self-confidence, Avolio (1994) linked it to child-rearing, Leithwood (1994) said mutual concern, and Yukl (1994) called for creating shared awareness. Thorne and Greenberger (1995) mentioned the concept of time, but in any case the central point, which is the human being, was accepted (Abbas and Bakri, 2020).

In the first decade of the twenty-first century (Podsakoff and MacKenzie, 2000) they found it appropriate to link transformational leadership to organizational citizenship, employee satisfaction and organizational effectiveness.

According to Burns (1978), leaders and subordinates should aim to raise each other to higher levels of morality and motivation. While the leader aims to instill good morals such as justice, freedom and equality in the souls of his followers; At the same time, he tries to eliminate bad habits such as hatred, envy, and envy. This applies to everyone in the organization.

According to Bass (1990), a transformational leader is a personality who can make a significant impact on those around him. They enable subordinates to realize their potential and improve their performance. He instills in those around him the idea that seemingly inaccessible but compelling needs can only be reached by working as an organization. The leader is the living symbol of trust, faith, and respect here (Abbas and Bakri, 2020).

In the transformational leadership type, communication and influences between people are supported by spiritual elements. With these influences, where even compromise cannot be made on value levels, the person is driven to an unavoidable urge. Thanks to this understanding, which is much more advanced than the traditional structure, people become part of the organization. There is an understanding of shared participation. It is assumed that this highly interactive leadership style leads to positive developments (Al Owais, 2018, 183).

It can be said that transformational leadership is the broadest type of leadership that includes charismatic, strategic, and participatory leadership. Leadership that demonstrates a charismatic state in the first step takes a step towards strategic and participatory leadership by setting a vision and participating in progress on this path. Transformational leaders describe themselves as agents of change. They are brave and believe in people. They have the principle as their center. They also embrace lifelong learning and have a vision. But they are accustomed to living in a state of chaos, uncertainty, ambiguity and confusion. They believe in values and do not give up easily (A'an, et al, 2016).

2.1.1 Dimenstions Of Transformational Leadership

Transformational leadership consists of four dimensions. These dimensions are, inspirational motivation, ideal influence, individual consideration, and intellectual stimulation (Abbas, & Bakri, 2020).

2.1.1.1. Idealized influence

The leader encourages subordinates to find more innovative and creative solutions by asking their subordinates about the problems they encounter, by looking at things outside of the usual ways. It leads them to question old patterns and produce brand new ideas in order to catch a new perspective (Changar, & Atan, 2021).

It is of great importance for leaders to display an image as a charming trait by group members. Group members take his example and want to move forward in line with his same goals. The charismatic leader makes the group members believe that they will succeed in line with their superior performance and motivates them. They want to follow the path of the transformational leader, who is respected by the group members and wanting to emulate him. The transformational leader, on the other hand, does not go unpunished in the face of this respect and interest. It both motivates them and makes them feel honored (Quasdorf, & Bartholomeyczik, 2019).

If the leader cannot successfully convey his work and goals to the audience, a distrust of the leader will emerge within the organization. In this case, it will trigger negative behaviors about respect and obedience to the leader. First of all, the leader should not expect a response from the followers, but should make himself equipped and gain trust from the followers in response to the situations he applies (Alan, et al, 2016).

2.1.1.2. Intellectual incentive

In this dimension, the leader raises awareness and generates creative ideas. It supports default views of placing the company's goals before individuals' own goals. Uses questioning and innovative thinking methods. Demonstrates an attitude that draws lessons from mistakes and is open to criticism.

According to this dimension, the leader encourages group members to think, investigate, and question. It works for them to have an innovative vision. It enables group members to gain confidence by convincing them that they will achieve better results at the end of their success. The leader does not take a harsh attitude towards group members in negative situations. It treats events as optimistic and problem-solving, and asks group members to treat them as problem-solving. For this reason, it warns them against solution orientation, and also guides them (Searle, & Barbuto, 2011).

2.1.1.3. Inspirational motivation

Within this dimension, the leader must have faith in progress toward the company's goals through a perspective that excites his subordinates. Followers have high expectations and must strive for loyalty. The belief in efficiency is blended with the spirit of teamwork.

Followers show positive attitudes toward the leader they trust. They believe that the goals will benefit them and the group, and they work with determination and enthusiasm to achieve these goals. They believe that the paths directed by their leaders are to their advantage. The leader expresses to them the need to work with the group he motivates. This means that by supporting teamwork, problems can be easily overcome for the sake of unity. A leader who instills the organization's goals in the group convinces the audience that the goals are understandable and achievable (Changar, & Atan, 2021).

2.1.1.4. Individual consideration

In this dimension, the leader pays individual attention to group members. It considers their needs and tries to improve each factor that will reduce their work performance. The leader counsels group members in this dimension. He listens to them and instills confidence in individuals to voice their problems. The leader does not forget the achievements of the group members. He knows their names and addresses them by name. Thus, group members know that the leader knows him, they obey his obedience and complete the existing process in the best way. The leader is aware of their personal goals. While leaders inspire them for their personal success, they involve the group in the improvement process (Dobni, 2008).

2.2. ORGANIZATIONAL EFFECTIVENESS

In general, it can be said that there is no specific definition of the concept of effectiveness, as different people view effectiveness differently according to their views and frames of reference. Any definition depends on who defines or measures effectiveness and why they do so. Since each perspective adds a different depth of meaning, there are also problems with measurements. According to Ivancevich and Matteson (2002), effectiveness includes establishing criteria for determining organizational performance and identifying the most appropriate models to guide research and practice (Dobney, 2008).

Until the 20th century, effectiveness was used interchangeably with efficiency. As a result, the Classical School founders were satisfied with creating universal principles to enhance efficiency. Various authors have tackled organizational effectiveness from different perspectives. Some have drawn attention to internal elements and how they affect the success of organizations, saying that an organization can be effective if it satisfies pertinent

requirements and meets or exceeds its objectives. Pfeffer and Salancik, on the other hand, saw organizational effectiveness as an external measure of how well the organization meets the needs of various groups. The idea of organizational effectiveness was also included by these writers, together with the value of the organization's output and the degree to which its resources were used in carrying out this activity. Despite the differences in approach, the literature defines organizational effectiveness as the level of attaining the "end" that the organization aims to achieve (Sezer, & Ak, 2017,183-189).

Being effective is what every business wants to achieve. Effectiveness is defined as achieving the objective at the intended level. Both the individual and the organization need to be adequate and efficient for the goals to be met at the intended level. In order for the organization to function well, each subsystem needs to accomplish its fair portion of its objectives. Başaran points out that with the definition of effectiveness in question, effectiveness cannot be achieved only by the fulfillment of its responsibility or activity by an element or part, but that effectiveness can be achieved through a collective and synergy-based cooperation and coordination of all elements of the system. In this context, organizational effectiveness is the ability of the organization to influence and develop the variables of the system elements in order to achieve organizational goals at the planned level (Wang, 2018, 108-113).

Therefore, in order to be effective, the relevant system elements should be encouraged. In this context, the effectiveness of human resources is important. Especially since the public health sector relies heavily on labor power, human resources should be emphasized in order to ensure effectiveness. In the early organizational theories, "maximizing profits", "providing a satisfactory and economical service", "high productivity" and "high employee morale" were predicted as criteria for determining effectiveness. However, when profit or providing a good service is taken as the only criterion, it is understood that even the organizations that seem to be rational do not function effectively, and the fact that organizations perform multi-faceted functions, some of which conflict with each other, and have multi-faceted purposes, makes the validity of these criteria questionable (Schein). , 2000: 137).

Therefore, it becomes extremely difficult to put forward a set of concrete and specific qualities in determining effectiveness. The fact that businesses have different goals or missions that conflict with each other, differences of opinion on how and to what extent effectiveness should be explained, and the definition of effectiveness result in the concept of effectiveness being abstract, comprehensive and rich in content (İşcan, & Sayın, 2010,213-226).

Organizational effectiveness can be measured through organizational factors, which include evaluating the efficiency of the organization, the health of the organization, the dynamism of the organization, the usefulness of the organization and the performance of the organization (Abdelkader, Isiaka, and Adedoyin, 2012, 124-130).

2.3. THE ASSOCIATION BETWEEN TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL EFFECTIVENESS

In the context of the association between transformational leadership in its various dimensions and organizational effectiveness, it can be noted that in the 1990s, many studies indicated that transformational leadership in general is a factor that positively affects the success and effectiveness of the organization. Bryman (1992) examined the motivation factor, House and Schmer (1993) linked it to self-confidence, Avolio (1994) linked it to employee development, Leithwood (1994) said mutual interest, and Yukl (1994) called for creating common factors. consciousness. Thornes and Greenberger (1995) mentioned the concept of time, but in all cases the central point, which is the human being, was accepted (Abbas and Bakri, 2020).

In the first decade of the twenty-first century, studies found that it is better to link the dimensions of transformational leadership to organizational effectiveness according to the Bass (1990) model. Recent changes and developments in various areas of business have forced organizations to adapt to change. Motivating leaders and maximizing organizational effectiveness are basic requirements for achieving effective transformational leadership results. Finding leaders who can provide that has been the main point of the work. Although many leadership approaches have been developed, one of the most recent modern definitions of effective leadership is transformational leadership.

Many studies have been conducted with the primary goal of examining the connection between transformational leadership and organizational success. Among them, the following are the most significant:

According to a recent study by Aksoy (2021), which examined the association between transformational leadership and organizational effectiveness, transformational leadership has the capacity to produce a variety of outcomes, all of which have the potential to have a substantial impact on an organization's overall effectiveness. This conclusion is consistent with Humphrey's (2012) earlier study, which found a statistically significant correlation between transformative leadership and organizational success.

According to Doganli's (2019) recent field research, there is a noteworthy association between transformational leadership and organizational effectiveness, in addition to between organizational culture and effectiveness. The study also showed that the connection between transformational leadership and organizational efficiency is significantly influenced by organizational culture. Similarly, in his study on companies, Erin (2007) similarly emphasized the beneficial effects of organizational culture and leadership on organizational success.

Güney (2011) found conclusions useful in identifying the social and behavioral characteristics of organizations in studies of organizational behaviour. Gore (2014) discussed the art of leadership and demographic differences. Korkmaz, Aydemir, and Usal (2017) discovered an essential association between organizational effectiveness and organizational culture as a consequence of their research. Manafzadehtabriz in, (2020), determined that there is an association among transformational leadership opinions of officials and other factors including the performance of these universities as a result of examining the connections regarding the transformational leadership behaviours of university officials. Ozen (2014) talked about the effects and relationships of leadership in his study describing the types of leadership and their development. Ahmed et al. (2019) found significant relationships between organizational effectiveness and transformational leadership in their studies.

Polat and Meda (2011) determined that organizational effectiveness shows different trends in the context of organizational culture. As a result of examining the association between

organizational commitment and organizational identity, they found that individuals' perceptions of organizational culture toward hierarchy and success increased. This increase had a positive effect on their commitment to the organization, and also showed that individuals' levels of organizational identity mediated this relationship.

Tamer (2011) spoke on how organizational culture in public and private colleges relates to transformative leadership in terms of gender. Four distinct cultural kinds were discovered to have a strong link with transformative leadership. Some conclusions on the impact of corporate culture and transformative leadership in societies are given by Mahalinga & Damodar (2011).

In their study, Taşlıyan, Hırlak, and Çiftçi (2016) aimed to examine how various departments affect organizational effectiveness, focusing on academic and administrative personnel. The findings of their research revealed a noteworthy and favorable correlation between all distinct administrative aspects and organizational effectiveness. Moreover, they concluded that different departments have a positive impact on organizational identity. Similarly, Schrodtt (2009) explored the connections between organizational effectiveness and transformational leadership, and obtained encouraging outcomes.

Yashar (2019) investigated the impact of transformational leadership style on company innovation and organizational success in his research. The results of his investigation demonstrated a significant and favourable impact of transformational leadership on the organization's overall efficacy. In a similar vein, Yildirim (2012) carried out research on the association between organizational performance in university academic units and different forms of transformative leadership. The findings demonstrated a strong and favourable correlation between the various aspects of transformational leadership and metrics of organizational performance, both financial and non-financial, which eventually improved organizational effectiveness.

In light of the studies mentioned above and the objectives of the study, the basic hypothesis of the study can be formulated:

H1: There is a statistically significant positive effect of transformational leadership on organizational effectiveness.

The association between transformational leadership and organizational effectiveness can be viewed. Evaluation criteria related to organizational effectiveness can be classified according to the sum of competitive values achieved through the dimensions of transformational leadership. According to these theorists, the first part of the whole is inspirational motivation, the second part is ideal influence, the third part is individual consideration, and the last part is intellectual stimulation (Corgon and Bagheran, 2013). While inspirational motivation focuses on the motivational health and development of the organization's members and enhancing the effectiveness of the organization and its members, idealized influence focuses on the stability and flexibility of the organization. The tools and results that form the individual consideration and mental stimulation of leaders also focus on the organization's planning and push the organization to move forward towards the vision and mission it has set, thus achieving its strategic goals and achieving competitive advantage.

2.3.1. Inspirational Motivation And Organizational Effectiveness

Within the framework of the association between transformational leadership and inspirational motivation it can be said that motivation is of great importance in the success of managing organizations. In most organizations, success begins in the short term, continues in the medium term, and develops in the long term if there is an inspiring drive to act. Through this dimension, followers show positive attitudes toward the leader they trust. They believe that the goals will benefit them and the group, and they work with determination and enthusiasm to achieve these goals. They believe that the paths directed by their leaders are to their advantage. The leader expresses to them the need to work with the group he motivates. This means that by supporting teamwork, problems can be easily overcome for the sake of unity. The leader who instills the organization's goals in the group convinces the organization's workers that the goals are understood and achievable, which is reflected in the organization's performance, increasing its revenues and profits, and achieving its effectiveness (Abbas, & Bakri, 2020).

Based on what was mentioned above, the first sub-hypothesis can be formulated as follows:

H1a: There is a positive and a significant impact of the inspirational motivation on the organizational effectiveness.

2.3.2. Idealized Influence and Organizational Effectiveness

Within the framework of the association between transformational leadership and the idealized influence, it can be said that different organizational levels must be formed in order to evaluate the effectiveness of the organization and take the necessary measures to increase effectiveness through the ideal influence of the leader. For example, different organizational levels for work groups and different organizational levels for individuals in the organization should be developed in order to achieve a positive impact on the behavior of leaders to advance the work of the organization. Through this dimension the transformational leader influences the organization and increases its effectiveness by influencing workers in an ideal way with the aim of moving them from normal performance to ideal performance. Where people in the organization take the leader as an example and want to move forward in line with the same goals as him. An idealized leader makes people in the organization believe that they will succeed in line with their superior performance and motivates them. They want to follow the path of a transformational leader who is respected by people in the organization and whom they want to emulate. On the other hand, the transformational leader does not get away with this respect and attention. It motivates them and makes them feel proud, which contributes to increasing their teamwork and thus increasing the organization's ability to define its goals and strive to achieve them, thus increasing the organization's effectiveness (Quasdorf, & Bartholomeyczik, 2019).

Based on what was mentioned above, the second sub-hypothesis can be formulated as follows:

H1b: There is a positive and a significant impact of the idealized influence on the organizational effectiveness.

2.3.3. Individual Consideration And Organizational Effectiveness

Within the framework of the association between transformational leadership and individual consideration dimension, it can be said that different participants assume different roles in

shaping the activities of the organization. In this context, the analysis of the value judgments, principles, and priorities of individuals and work groups in the organization will play an important role in the effectiveness of the organization. Through this dimension, the leader pays individual attention to the workers in the organization. It takes into consideration their needs and tries to improve every factor that would reduce their work performance. The leader advises those working in the organization on this dimension. He listens to them and instills confidence in individuals to express their problems. The leader does not forget the achievements of the group members. He knows their names and addresses them by name. Thus, group members know that the leader knows him, obey him, and complete the established process to the best of his ability. The leader realizes his personal goals. As leaders inspire them to achieve their personal success, they involve the group in the process of organizational improvement and increased organizational effectiveness (Dobney, 2008).

Based on what was mentioned above, the third sub-hypothesis can be formulated as follows:

H1c: There is a positive and a significant impact of the individual consideration on the organizational effectiveness.

2.3.4. Intellectual Stimulation And Organizational Effectiveness

Within the framework of the association between transformational leadership and intellectual stimulation, It is necessary to accept transformational leadership as a multidimensional concept within the framework of influencing organizational effectiveness. In this context, establishing motivational intellectual standards for workers in the organization plays an important role in organizational effectiveness, such as motivating workers to propose innovative solutions to participate in making a decision to solve a problem facing the company. Through this dimension, the leader encourages those working in the organization to think, investigate and question. It works for them to have an innovative vision. It enables the leaders of the organization to gain confidence by convincing them that they will achieve better results at the end of their success. The leader does not take a harsh attitude towards the leaders of the organization in negative situations. It treats events as optimistic and problem-solving, and asks people in the organization to treat them as problem-solving. For this reason, it motivates them to move towards solutions, and also

directs them, which contributes to increasing the effectiveness of the organization and achieving its goals (Abbas, & Bakri, 2020).

Based on what was mentioned above, the fourth sub-hypothesis can be formulated as follows:

H1d: There is a positive and a significant impact of the intellectual stimulation on the organizational effectiveness.

Based on the hypotheses of this thesis this model formulated

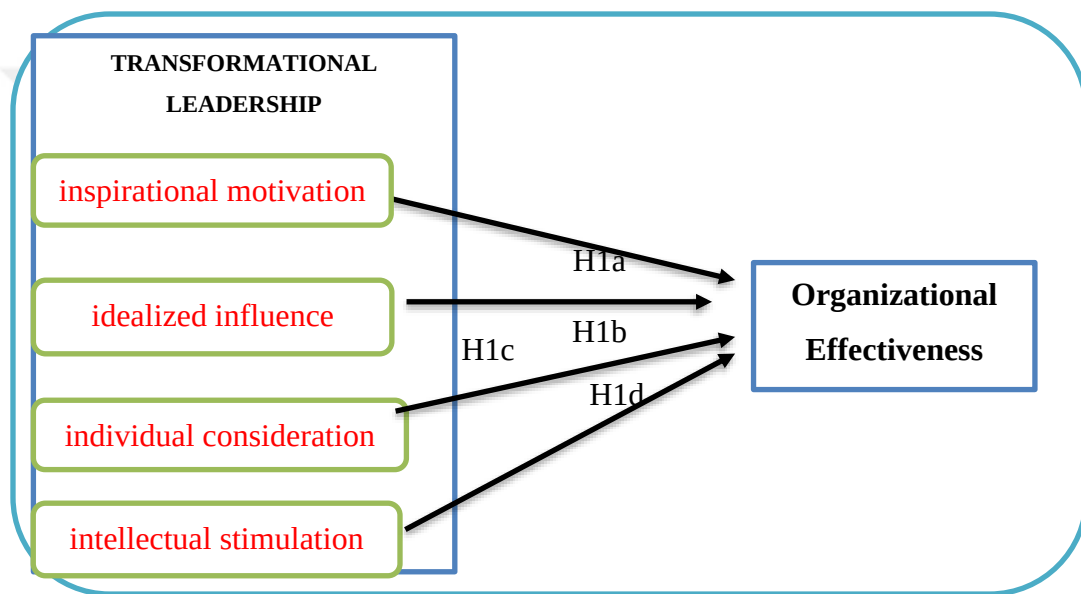


Figure 2.1:Research Model

3. METHODOLOGY OF THE STUDY

This section describes the strategy used to achieve the study's objectives. First, information on the demographic, sample, and factors of the research is provided. The research tools and resources that the researchers used to achieve the study's goals are then explained. Finally, the researchers provide details on the model and statistical methods they used to conduct the investigation.

Examining and analyzing the impact of transformational leadership on the performance of Iraqi organizations—more especially, the Ibn Khaldun Trading Company, Burhan Company, Ebdaa Company, and Al-Ahlia Company—is the goal of this study. The research will concentrate on the many facets of transformational leadership, including intellectual stimulation, individual concern, idealized influence, and inspiring drive.

Research methodology refers to the systematic approach and set of techniques employed by a researcher to accomplish the goals of their study. It enables the researcher to concentrate on research methods that are suitable for the subject matter, thereby ensuring a successful completion of the study. The methodology study typically involves three fundamental stages: data collection, measurement, and analysis.

This study relied on the quantitative approach through a cross-sectional study aimed at measuring the opinion of respondents in some commercial companies in Iraq about transformational leadership and its association to organizational effectiveness. This approach has been used to understand the research problem and try to answer the research questions and achieve its objectives, especially in social, marketing and economic studies. This type of research is commonly used when there is an understanding of the research problem, and this is the case in the current study.

The questionnaire questions were measured according to a five-point Likert scale, where very agree was coded as 5 and agree as 1. After collecting the data, the researcher analyzed it using the SPSS 22 program to study the association and effect of the independent variable on the dependent variable.

3.1. STUDY POPULATION AND SAMPLE

The study population will include all managers in the following Iraqi companies (Ibn Khaldun Trading Company, Burhan Company, Ebdaa Company, and Al-Ahlia Company) As the total number of managers in these companies is about 376 (according to the Iraq Securities Commission).

The sample size was determined according to the following equation.

$$n = \frac{N}{1 + Ne^2} \quad (3.1)$$

N: group size: 376

n: sample size

E: Accuracy level/sample error “repeatability level”: 0.05 (Sekaran & Roger, 2016).

According to this formula, the sample size is approximately 194 people.

3.2 DATA COLLECTION TOOL

In this study, the researcher collected data by distributing 194 questionnaires by hand to the leaders of Ibn Khaldun Trading Company, Burhan Company, Ebdaa Company, and Al-Ahlia Company.

The questionnaire consists of three main sections

The first part contains social and demographic questions.

The second part contains 13 questions about the dimensions of transformational leadership. These questions were taken from the study of Sladjana Savovic (2017)

The third part contains 10 questions about organizational effectiveness and is taken from the study of Andrew H Gold; Arvind Malhotra; Albert H Segars (2001).

3.3 DATA ANALYSIS TECHNIQUES

The purpose of the study was to look at how transformational leadership affects the efficiency of organizations. A five-point Likert scale was used in the questionnaire design to gauge the respondents' perspectives on the topic. The study was validated and participant characteristics were described using descriptive statistical analysis. The link between the variables was then investigated using correlation analysis, and the study hypotheses were tested using the multiple regression approach.



4. RESULTS OF THE STUDY

4.1 DATA ANALYSIS TECHNIQUES

A five-point Likert scale was used in the surveys to assess the influence of transformational leadership on organizational effectiveness. The features of the respondents and those who completed the questionnaires were described, and the study's validity was examined, using descriptive statistical analysis. Following these analyses, the study's hypotheses were tested using multiple regression analysis, which looked at the relationship between the variables.

4.2. RESULTS

Table 4.1 :Descriptive Analysis

Variable	Classification	Frequency	Percent %
Gender	Male	108	55.7
	Female	86	44.3
	Total	194	100.0
Education Level	less than university degree	88	45.8
	University Degree	69	35.7
	Master degree	21	11.2
	Professional and Ph.D.	16	7.2
	Total	194	100.0
Age	21-30 year	57	29.2
	31-40 years	54	28.0
	41-50 years	53	27.7
	51-60 years	30	15.2
	Total	194	100.0
Position	Human resource management	58	29.8
	Production	6	3.2
	Research and development	10	5.0
	Quality company	15	7.7
	Financial	15	7.7
	Sales and marketing	9	4.6

Table 4.1 :Descriptive Analysis."Table Continued".

	Logistic	34	17.6
	Service department	47	24.4
	Total	194	100.0
Experience	less than 5 years	35	18.0
	5-10 years	67	34.8
	11-15	41	21.2
	16-20	31	16.7
	Above 20 years	20	9.3
	Total	194	100.0

Based on the findings of the statistical analysis of the respondents' data, we can conclude that, in terms of the age variable, the proportion of men in the sample is higher than that of women, coming in at 55.7% vs 44.3% for women. thirty-one and forty years old. Additionally, according to the statistics, around 28% of respondents are between the ages of 41 and 50, and 15% are older than 50. When we look at the respondents' educational level, we see that around 46% of them have less than a university degree, roughly 36% have one, roughly 11% have a master's degree, and roughly 7% have a PhD. By looking at the above table, we find that about 30% of the respondents work in the human resources department, about 18% work in the support and logistics department, 25% work in the service department, and about 27% work in other departments in the company such as the financial departments, research and development, and the production department. In response to the question regarding work experience, we discover that 18% of respondents had less than five years' experience, roughly 35% had experience ranging from five to ten years, 21% had experience spanning from ten to fifteen years, roughly 17% had experience spanning from fifteen to twenty years, and roughly 9% had experience exceeding twenty years.

Table 4.2: Exploratory Factor Analysis and Cronbach's Alpha.

Factor's Name	Variables	Factor Loading	Eigen-value	Variance Explained	KMO	Cronbach's Reliability Coefficients
INSPIRATIONAL MOTIVATION	Q1	.934	2.521	57.34	.784	.912
	Q2	.964				
	Q3	.974				
	Q4	.956				
IDEALIZED INFLUENCE	Q1	.947	2.048	60.145	.735	.875
	Q2	.932				
	Q3	.918				
	Q4	.935				
INDIVIDUAL CONSIDERATION	Q1	.954	1.312	67.124	.722	.779
	Q2	.923				
	Q3	.984				
INTELLECTUAL STIMULATION	Q1	.916	2.774	64.125	.847	.764
	Q2	.927				
ORGANIZATIONAL EFFECTIVENESS.	Q1	.975	1.225	55.478	.836	.738
	Q2	.924				
	Q3	.965				
	Q4	.963				
	Q5	.635				
	Q6	.718				
	Q7	.719				
	Q8	.935				
	Q9	.940				
	Q10	.936				

The degree of reliability improves as the reliability coefficient approaches 1 and is used to assess the consistency of the connections between the variables utilized in the method of measuring (Ural, Kılıç, 2018, p. 268). The reliability analysis classifies a number as unreliable if it falls between 0 and 0.40, poor reliability if it falls between 0.40 and 0.60, reliable if it falls between 0.60 and 0.80, and very reliable if it falls between 0.80 and 1. (19 Uzunsakal, 2018).

The dimensions of transformational leadership and organizational success demonstrated a high degree of dependability, as indicated by the variables listed in the above table. Values over seventy percent were obtained for the dimensions, suggesting excellent dependability. Using SPSS, an exploratory factor analysis was performed on the questionnaire items to confirm the validity of the scale that was employed. A factor analysis score of less than 50% indicated that any incorrect components were to be removed, and this analysis assisted in identifying them. Furthermore, the research looked for connections between items and factors when the dimensions were limited in order to determine whether there were any relationships between combinations. (Netemeyer, Bearden, & Sharma, 2003).

The table above displays the values from the factor analysis. Since no question was left out and all factor analysis values for the questionnaire questions are greater than 50%, the scale is deemed reliable. The sample adequacy for analysis was confirmed using the Kaiser-Meyer Olkin scale, and for every factor, the KMO was more than 0.5. As the above table illustrates, both the independent variables and the dependent variable had eigenvalues larger than one, and the percentages explained by each component were more than 50%.

Table 4.3:Exploratory Factor Analysis and Cronbach's Alpha.

Correlations		Inspiration al Motivation	Idealize d Influen ce	Individual Considerati on	Intellectu al Stimulati on	Organization al Effectivenes s
Inspirational Motivation	Pearson Correlati on Sig.	1	.850** .000	.928** .000	.872** .000	.867** .000
Idealized Influence	Pearson Sig.		1	.908** .000	.649** .000	.712** .000
Individual Consideratio n	Pearson Correlati on Sig.			1	.691** .000	.726** .000
Intellectual Stimulation	Pearson Sig.				1	.884** .000
Organization al Effectivenes s	Pearson Sig.					1

The link between variables is displayed using correlation analysis. Since the Pearson correlation coefficient is a suitable metric for quantitative research, it was used in this investigation. Generally speaking, the scale's value should fall between -1 and +1, with the sign indicating whether the connection is inverse or direct. The opposite of a negative sign is a positive sign, which denotes the positive. However, the degree of the correlation between the variables is shown anytime the coefficient's value becomes close to 1 in absolute terms.

Observing the correlation table's results, we can see that each of the following variables has a statistically significant positive relationship with organizational effectiveness, which is the dependent variable: idealized influence, intellectual stimulation, individual consideration, and inspirational motivation, where the results show that the value of the correlation coefficient between the organizational effectiveness variable and variable intellectual

stimulation is the highest (.884**), followed by the value of the correlation coefficient between the organizational effectiveness variable and inspirational motivation (.867**), then the association between organizational effectiveness with individual consideration (.726**) and with idealized influence (.712**). All correlation results show a positive correlation with statistical significance at 5%, which is where the correlation between organizational effectiveness and dimensions of transformational leadership is a strong correlation.

Table 4.4:Regression Analysis

Dependent Variables	Independent Variables	β	t	P VALUE	R ²	
Organizational Effectiveness	(constant)		5.875	.000	.674	112.486
	Inspirational Motivation	.254	3.344	.000		
	Idealized Influence	.175	7.648	.012		
	Individual Consideration	.024	1.324	.000		
	Intellectual Stimulation	.316	4.238	.000		

The results of the regression in the above table show that the value of the regression coefficient is 0.674. This value indicates that the independent variables, which are (inspirational motivation, idealized influence, individual consideration, intellectual stimulation), explain about 84.2% of the dependent variable, which is organizational effectiveness. Looking at the value of the P value, we find that it is less than 5% for all variables, which indicates that (inspirational motivation, idealized influence, individual consideration, intellectual stimulation) positively affects the organizational effectiveness variable, and this means accepting the hypotheses H1, H2, H3, H4.

5. CONCLUSION AND RECOMMENDATIONS

5.1. CONCLUSION

This study aimed to explore the impact of transformational leadership through the following dimensions (inspirational motivation, idealized influence, individual consideration, intellectual stimulation) on the organizational effectiveness of some trading companies in Iraq. The quantitative method was adopted in this study by distributing a questionnaire to the respondents, where 194 questionnaires were distributed.

The researcher relied on descriptive analyzes in addition to the factorial analysis to determine the degree of consistency of the questionnaire questions. The researcher also conducted the credibility test, which showed the high reliability of the study variables, then the correlation test and multiple linear regression were performed. The study's findings indicate a significant correlation between transformational leadership and organizational effectiveness across its dimensions of inspirational motivation, idealized influence, individual consideration, and intellectual stimulation. The strongest correlation was observed between these dimensions and organizational effectiveness. Furthermore, the regression analysis confirmed the study's hypotheses, revealing a significant impact of transformational leadership on organizational effectiveness at a 5% level of significance. These results align with previous studies by AlOwais (2018), Al-Mansoori and Koç (2019), and Abbas and Bakri (2020), which also demonstrated a association between transformational leadership and organizational effectiveness across its various dimensions.

It may be claimed that transformational leadership techniques are essential for commercial organizations, like the Ibn Khaldun Trading Company in Iraq and other organizations, in order to develop strategically, improve organizational performance, achieve competitive advantage, and expand. It may be claimed that organizations run by transformational leaders aim for high market value, constant growth, and ambitious

goals. These organizations can succeed quickly thanks to the leader's ability to inspire others and establish a winning team. Alban Metcalfe and Alemu-Metcalfe, 2001.

Different scenarios call for various management approaches. (1998, Belstick). A transactional leadership style may be more efficient, for example, when it comes to front-line managers of low wage workers.

CEOs or sales managers, on the other hand, may be more successful if they are transformative leaders. Major strategic tasks must be able to be designed, communicated, and delegated by executives to transactional leaders for implementation.

Amazing shifts in course can result from running a revolutionary business. An illustration of this would be a new CEO reviving the business and making it profitable. Vision, self-assurance, bravery, and a readiness to make sacrifices are traits of transformative leaders, according to CUNY professors Hershey Friedman and Mitchell Langebert. (2000) Friedman and Langebert

Organizations can also exercise transformational leadership. For instance, businesses that led the computer revolution altered the trajectory of corporate history.

The realm of technology has undergone significant transformations, with further changes undoubtedly on the horizon. The emergence of computing technology in the late 1970s and early 1980s, spearheaded by influential companies such as Apple, IBM, Intel, and Microsoft, marked a pivotal moment in history. Through the utilization of software programs and rapid microprocessors, visionaries like Steve Jobs, one of Apple's co-founders, and others brought about a revolution in corporate operations. Subsequently, in the early 1990s, the advent of the Internet introduced yet another milestone in technological progress. Google Inc. and Google, with their search engines, played a crucial role in mapping out the vast expanse of the Internet, while eBay and Amazon established the foundations of e-commerce. Meanwhile, Apple continued to assert its technological supremacy through the development of innovative mobile devices.

According to Bass's 1999 essay published in the "European Journal of Work and Organizational Psychology," transformational leadership is more effective than transactional leadership. (Bass, 1999). For example, the results of this study provided

credence to the idea that it may be successfully applied in commercial, military, industrial, healthcare, and educational settings. It's also frequently used by businesses. Under transformational leadership, a company may improve the performance of its sales force and improve its overall workplace culture and market positioning. (Bass, 1998).

5.2 RECOMMENDATIONS

The study reached a set of important recommendations as follows:

Employee awareness can be developed to develop a more democratic and proactive management style that encourages initiative and innovation. In addition to the hierarchical cultural structure in companies, it can be proposed to support the development of organizational culture and effectiveness that can enable leaders to cooperate and cooperate with each other and with the organization. Transformational leadership can only be possible through organizational support. Training general managers, in particular, for transformational leadership to show itself. If work efficiency is targeted, orienting leaders properly will have a positive effect on reducing errors and motivation.

Organizational effectiveness must be supported by elements of satisfaction and praise. In societies where a culture of hierarchy prevails, it is seen as a necessary component for officials to discipline, to take care of the subordinate-superior association and to be observers.

In order to reduce management problems and increase organizational effectiveness, deeper studies on leadership and organizational effectiveness should be carried out and researchers and experts who wish to work in this field should be supported.

The leadership culture prevalent in the society can be studied in depth using research methods. Studies can be done to understand whether there are differences in attitudes in different organizations in terms of organizational effectiveness and leadership styles. Given that company leaders and management personnel belong to different socio-cultural strata, transformational leadership research and organizational effectiveness can be evaluated separately. Employee opinions and suggestions can be collected and evaluated in order to determine the appropriate leadership style for the company and how leadership style affects organizational effectiveness.

Although an evaluation is made in terms of transformational leadership, other types of leadership can also be examined in terms of effectiveness. It is possible to work in larger and different areas. It is believed that this study will contribute to the literature in developing studies of transformational leadership and organizational effectiveness.



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APPENDIX A

QUESTIONNAIRE

A.1 QUESTIONNAIRE

Dear participants, I'm a master's student studying business administration. I am now working on an empirical study for my master's thesis that will examine the effects of transformational leadership on organizational effectiveness in the following companies: Ibn Khaldun Trading Company, Burhan Company, Ebdaa Company, and Al-Ahlia Company. We will only use your replies for scholarly reasons.

PART A

1. Your Gender

- a) Male ☐
- b) Female ☐

2. Your Education

- a) Less than College ☐
- b) College ☐
- c) Professional Degree ☐
- d) Postgraduate degrees ☐

3. What is your age

- a) Between 18 to 30 []
- b) Between 30 to 40 []
- c) Between 40 to 50 []
- d) More than 50 []

4. Leadership Style in Your Company

- a) Authoritarian Leadership. []
- b) Participative Leadership. []
- c) Delegate Leadership. []
- d) Transactional Leadership. []
- e) Transformational Leadership. []

PARTB

(Please choose as appropriate)

	STATEMENT	SCALE				
		Absolutely I disagree (1)	I disagree (2)	I am undecided (3)	I agree (4)	Absolutely I agree (5)
	TRANSFORMATIONAL LEADERSHIP					
	Inspirational motivation					
1	The predominant directors hopefully talked approximately the long run of the company.					
2	The prevalent directors clarified to the pioneers what the common vision was and what the improvement headings of the company were.					
3	The predominant directors made a difference the pioneers to get it why it was important for the company					

4	Getting important data from the superior managers related to the long run plans made a difference me to overcome issues amid the method of changes.					
	Idealized influence					
5	The predominant supervisors served as positive cases and propelled the pioneers to execute changes.					
6	The prevalent supervisors fortified the pioneers through their individual illustration.					
7	The prevalent directors energized the pioneers to acknowledge changes.					
8	The predominant directors highlighted the significance and need of making changes within the company					
	Individual consideration					
9	The coordinate back given by the supervisors made a difference me to overcome the issues amid the method of changes.					
1	Distinctive preparing programs were organized as a back to the adjustment of the pioneers to the modern circumstances within the company.					
1	The preparing course helped me to overcome the issues amid the method of changes					
	Intellectual stimulation					
1	The predominant directors invigorated the imaginative considering of the pioneers.					
1	The prevalent supervisors energized the pioneers to look for better approaches of tackling certain issues.					

	ORGANIZATIONAL EFFECTIVENESS					
	Over the past two a long time, the company has moved forward its capacity to enhance modern administrations.					
	Over the past two a long time, the company has progressed its capacity to distinguish unused trade openings.					
	Over the past two a long time, the company has moved forward its capacity to expect potential advertise openings for modern administrations.					
	Over the past two a long time, the company has moved forward its capacity to quickly commercialize modern developments.					
	Over the past two a long time, the company has moved forward its capacity to adjust to unforeseen changes.					
	Over the past two a long time, the company has progressed its capacity to anticipate modern showcase shocks and emergencies.					
	Over the past two a long time, the company has made strides its capacity to rapidly adjust its objectives and destinations to industry/market changes.					
	Over the past two a long time, the company has moved forward its capacity to diminish advertise reaction times.					
	Over the past two a long time, the company has moved forward its capacity to respond to unused data around the industry or showcase.					

	Over the past two a long time, the company has made strides its capacity to be responsive to unused showcase requests.					
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