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TOKAT GAZIOSMANPAŞA UNIVERSITY

INSTITUTE OF SOCIAL SCIENCE

**THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON
ORGANIZATIONAL COMMITMENT: AN EXPLORATORY STUDY IN
DUHOK GOVERNORATE**

Department of Business Administration

Master's Thesis

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ETHICAL CONTRACT

As per the Tokat Gaziosmanpasa University, Institute of Social Sciences creating a thesis help, if it is established that there are any legal consequences, I hereby declare and accept. **"The impact of transformational leadership on organizational commitment: An exploratory study in Duhok Governorate"** This is an exploratory study of the heads of administrative departments in a number of general directorates in the governorate of Duhok, created under instruction of Prof. Dr. Sema POLATCI, is my original work and is appropriate in terms of moral, legal, and scientific principles.

21\06\2023

Siyad Tareq Hussien



DEDICATION

This thesis is dedicated to my loved ones, close friends, and teachers that supported me through every step. They were the ones who encouraged, supported, and inspired me to finish this task by the deadline.



TEŞEKKÜR

En rahman ve en hayırlı olan ALLAH 'ın adıyla.Söylemeye gerek yok ki, her şeyden önce, bu araştırmayı bitirebilmem için bana bahsettiği hikmet ve sağlık için Yüce ALLAH'A şükrediyorum.

Bu tez, yalnızca birçok bireyin nazik desteği, rehberliği ve yardımı sayesinde büyük bir başarı ve gerçeklik haline geldi.Her birine içtenlikle teşekkür etmek istiyorum.

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ÖZET

Örgütteki insan kaynakları, rekabet avantajının bir kaynağıdır ve modern örgütlerin başarısının %90'ının örgütsel bağlılıktan kaynaklandığı bilinmektedir. Öte yandan, dönüşümcü liderlik, modern liderliğin en önemli biçimlerinden biridir, ancak birçok lider hala geleneksel liderlik tekniklerini kullanarak hayatta kalma mücadelesi vermektedir. Bu nedenle, bu çalışmanın amacı, Duhok Valiliği'ndeki genel müdürlüklerdeki daire başkanları arasında dönüşümcü liderliğin örgütsel bağlılık üzerindeki etkilerini araştırmaktır. Örneklem, Duhok ili genel müdürlüğü mülki idare amirliğinden 130 kişiden kolayda örnekleme yöntemiyle seçilmiştir. Araştırma kapsamında 130 anket dağıtılmış; toplam 124 geçerli anket toplanmış ve yanıtlama oranı %95,38 olarak belirlenmiştir. Verilerin analizinde sosyal bilimler istatistik paketi (SPSS24) kullanılmıştır. Doğrusal regresyonun sonuçları, dönüşümcü liderliğin çalışanların örgütsel bağlılığı üzerinde pozitif ve anlamlı bir etkiye sahip olduğunu göstermektedir. Ayrıca, örneklem grubundaki ortalama dönüşümcü liderlik ve örgütsel bağlılık puanı, %99 güven düzeyinde toplumun ortalama düzeyinden önemli ölçüde yüksektir.

Anahtar kelimeler: Liderlik, dönüşümcü liderlik, örgütsel bağlılık, Duhok valiliği

ABSTRACT

Human resources in the organization are a source of competitive advantage and it was found that 90% of the success of modern organizations is due to organizational commitment. On the other hand, transformational leadership is among the most significant forms of modern leadership, but many leaders still struggle to survive using traditional leadership techniques. Therefore, the aim of this study is to investigate the impacts of transformational leadership on organizational commitment between the heads of administrative departments in a number of general directorates in Duhok governorate. Samples of 130 persons from the head direction of the administration department of the directorate general of Duhok province were selected using a convenience sampling. 130 questionnaires were distributed; a total of 124 valid questionnaires were collected, and 95.38 percent of respondents responded. Statistical package of social sciences (SPSS24) was utilized for data analysis. The results of linear regression show that transformational leadership has a positive and significant impact on employees' organizational commitment. Also the average score of transformational leadership and organizational commitment in the sample group is significantly higher than the average level of the society at the 99% confidence level.

Key words: Leadership, transformational leadership, organizational commitment, Duhok governorate

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LIST OF ABBREVIATIONS

TL	Transformational Leadership
MLQ	Multifactor Leadership Questionnaire
IHR	International Human Resource
VUCA	Volatility, Uncertainty, Complexity, and Ambiguity
ERP	Enterprise Resource Planning
OC	Organizational Commitment
OCB	Organizational Citizenship Behaviors
SMEs	Small and Medium-Sized Enterprises
LMX	Leader-Member Exchange

INTRODUCTION

Human resources are considered the most valuable resource of any organization, and without a doubt, maintaining these valuable resources should be one of the priorities of every organization; in this context, researchers have proven over many years that the survival, any organization success and growth depend on its workforce's sense of commitment rather than routine (Mishra & Upadhyay, 2022). Commitment is the psychological state that defines an employee's relationship with the organization and makes the decision to remain a member of the organization (Top et al., 2013). Committed employees show high morale and work diligently. They enjoy their jobs and are proud of the organizations they work for by creating a healthy organizational environment and helping their organizations flourish (Mishra & Upadhyay, 2022). In general, employees with appropriate levels of organizational commitment ensure the successful implementation of organizational tasks (Camilleri & Van Der Heijden, 2007).

However, organizational commitment is not created simultaneously (Mishra & Upadhyay, 2022). Also, due to rapid changes, the dynamism of the work environment and higher levels of job complexity, organizations face a decrease in job commitment among employees (Top et al., 2013). Literature shows that a lack of organizational commitment can have serious negative consequences. The low organizational commitment may lead to an increase in the unemployment rate or unwanted leaving, which adds to the costs of recruitment, selection and training of organizations. (Camilleri & Van Der Heijden, 2007). Meanwhile, the evidence indicates a low rate of job commitment in the public sector; Goulet & Frank (2002), in the research on organizational commitment in three public, not for-profit, and for profit sectors, it was found that public sector staff had the most minimal degree of organizational commitment. Therefore, management must understand the organizational commitment and its predictive factors in public organizations (Camilleri & Van Der Heijden, 2007).

Researchers believe that leadership actions strongly influence employees; leadership is the main component for any organization in forming the attitude of the organization's employees (Peng, Liao, & Sun, 2020). An effective and active leadership style presents a variety of characteristics of a leader's actions. One of the effective leadership styles is transformational

leadership, which was first proposed by Burns (1986) (Mishra & Upadhyay, 2022). Transformational leadership as a dominant leadership theory has attracted considerable attention in the last four decades. As far as researchers believe one of the approaches to leadership that has had the greatest impact this century is transformational leadership. (Top et al., 2013). According to Northouse (2013: 186), transformational leadership is "a process in which the leader engages with followers and creates a relationship that raises the level of motivation and morale in both the leader and the followers". As an arising leadership paradigm, transformational leadership centers on transforming the organization and its individuals from the present status to a better state lined up with the vision, mission, and organizational objectives (Top et al., 2013). Transformational leadership inspires and motivates followers to not only accomplish goals but also take on leadership roles of their own. Researchers have proven that transformational leadership encourages followers to exceed expected results and achieve high satisfaction levels, inspiring and transforming followers into leaders (Igbaekemen& Idowu, 2014). In general, transformational leadership fosters commitment by creating meaningful jobs for employees; In fact, it can influence the attitude of followers and their commitment to the organization (Mishra & Upadhyay, 2022).

A review of the research background shows that several studies have confirmed the positive effect of transformational leadership on employee motivation, behavior and attitude (Mishra & Upadhyay, 2022; Peng et al., 2020; Top et al., 2013). However, there needs to be more research in the field of transformational leadership and organizational commitment in the public sector; For the most part, differences in the behaviors and motivations of public and private sector employees have been overlooked. Meanwhile, the private and public sectors differ in mission and approach (Goulet & Frank, 2002). Perryer& Jordan (2005) acknowledged that public sector leaders face challenges in building organizational commitment to meet the changing needs of their stakeholders. On the other hand, the method of leadership in government organizations in countries with high bureaucracy differs from the current dynamics due to old habits. There is still a desire to maintain traditional leadership styles in them (Dema et al., 2021). Top et al. (2020) acknowledged that managers in North of Iraq organizations try to survive with traditional leadership methods and individualistic orientation and avoid teamwork in North of Iraq. In addition, the role of transformational leadership on employee commitment can have different impacts on employees depending on

the country's culture, population and level of development (Budur& Demir, 2022). Therefore, the literature faces a gap in the field of the connection between transformational leadership and organizational commitment in the public sector in non-western countries, especially in the Middle East, and the current research aims to cover this gap.

Administrative department heads in the Duhok governorate also face challenges in creating employee commitment under the dynamics of the past few decades and organizational changes. Also, the high levels of organizational hierarchy in this structure of these organizations have limited attention to new leadership styles, such as transformational leadership; Most managers tend to traditional leadership styles. This issue has created concerns about retaining employees and ensuring their organizational commitment in these organizations. Considering the importance and necessity of the managers of this organization paying attention to the transformational leadership style and the role it can play in increasing the organizational commitment of employees, this research examines the impact of transformational leadership on the organizational commitment of administrative department heads in many general directorates in the Duhok governorate. The results of this study can provide valuable solutions to the managers of these organizations in order to apply a transformational leadership style and increase the organizational commitment of employees.

CHAPTER ONE

TRANSFORMATIONAL LEADERSHIP

1.1. The Concept of Leadership

The subject of leadership has been given great attention since ancient times in management studies, and nowadays the topic of leadership has become more critical due to the challenges and requirements faced by institutions, in addition to the high cultural level of employees and the lack of specialization. Departments confirm that there is an urgent need for a person who leads the organization mainly through the influence exercised and not through power. Others and moreover, the leader have the skill and skills to its effect the behavior of customers to achieve the objectives of the organization (Al-Gharaibeh, 2019).

Tammeaid et al. (2022) emphasized that, organizations nowadays need more awareness and vigilance in order to increase their environmental awareness and knowledge and to make broad organizational changes in order to survive and develop; hence the role of leaders becomes clearer.

Bosinak(2004) discussed the term leadership is one of the terms that have been used in many areas of human behavior over time, and it is used in military, political, commercial, social, academic, and other actions. Therefore, leadership has great attention from researchers specializing in different fields of science. Although leadership is a term that is old and well known to sycamore societies, it is still of great importance in our hot times, especially in the fields of administrative sciences.

There are many definitions of leadership today. However, a comprehensive understanding of the significance of leadership and why the selected leadership style is still so important and necessary. Especially useful when it comes to providing practical definitions of both leadership style and leadership. Winston and Patterson (2006) provide a definition for the aforementioned factors required to characterize leadership. Additionally, this definition demonstrates without ambiguity that leadership is not one-dimensional. Instead, leadership needs thorough awareness of people's roles in the eventual success of the institution's vision and mission (Gandolfi & Stone, 2016). This helps to bring leadership from a theoretical to a

very actual and practical place, allowing for the investigation of leadership styles and their connections to definitions such as these.

Memon (2014) also, described leadership process as the means through how a individual effects the behaviors, attitudes and thoughts of others by being responsible for the trend the company is heading, as well as being committed to what others see and also imagine what awaits us and how to achieve it.

Leadership considers necessary element of each organization or group, Ullah (2013) describes leadership from three perspectives:

1. Leadership is accomplishing goals by way of others: from this vantage point, the team and leadership collaborate to achieve objectives. It is expected of leaders to exert effort in guiding teams toward the goal, and the participation of each group member is essential to achieving the goal.

2. Command strength control: This kind of leadership focuses on controlling a group as a way to lead. It holds the number one spot for a while. This kind of leadership needed for this style of leadership a style needs a mutual understanding among individuals that they will abide by the rules. It is not necessary to be a good catalyst or leader of interpersonal relationships in this type of leadership.

3. Positive change that leads to better journey: This style of leadership challenges the current quo in the direction of a better world. A leader is believed to have the bravery to speak up and allow others to express themselves, even if it is hazardous for them. However, with this form of leadership, you are not need to establish an official date as long as you feel a change is required and then question the status quo. This also provides employees with the option to become leaders even if they lack the necessary skills or authority.

1.1.1. The role of leadership in organizations

The leadership survey has expanded over a hundred years and has as of late started to be taken into consideration "worldwide" by analysts (McCleskey, 2014). The leadership method of an organization affects the impression of its followers. The style approach may be used to determine how approaches of leader interact with their subordinates and followers

(Northouse, 2021). A powerful pioneer will make a domain in wherein followers trust their leader to make the right choices. (Chekwa et al., 2014).

Maner& Mead (2010) assert that in order to form a healthy organization, in which pioneers can use their authority and force tactics as an approach to enhance resilience and create paid followers to keep pace and improve trust within associations, pioneers can place importance on correspondence and emphasize anticipation programs that give answers to ethical issues. Authority is central to demonstrating authoritative appreciation that produces an ethical premise.

According to research, leadership may build strong hierarchical societies by identifying and promoting authoritative individuals (Liden et al., 2014). In contrast to administration, authority is preoccupied with the ability to adapt to change. Entrepreneurs are viewed as individuals with a broad vision who inspire and motivate others to make good decisions. (Sanjad, 2017).

Kaiser et al. (2008) additionally argued that pioneers have a duty to ensure that associations achieve their goals. According to the Church article, pioneers can be produced within the assembly. With careful selection, comfort, and support, presenter preventatives with their power and authority can be converted into the leaders of future. Every entrepreneur has unique abilities and traits, and all kinds of entrepreneurs are able to create a solid formal culture.

1.1.2. Leadership Power

Recently, investigations have increased regarding the breakdown of the authority's control, and thus management methods have been linked to the strength of initiative (Schriesheim et al., 1991). The energy principle includes compensation, intimidation, honest to goodness, master, referent, and enlightenment. According to Raven (1993), authority control is "the chance of initiating powers' of a given size on someone else." The leaders are people who considered as influencing specialists with authority over their followers.

Entrepreneurs who are energized can regularly end up spoiling them significantly, rather than using their energy to develop constructive parts. They tend to use their energy to serve others desires. In this way, leaders use their energy rather than leadership as a process (Maner& Mead, 2010).By giving the pioneers control; proponents are rendered helpless to

exploit the pioneers' control over the assembly's aims. Entrepreneurs in a healthy and sound organization will utilize their impacts energy motivate others and promote good change. Persuasion is the leader's responsibility and reflects on his people because change is most beneficial and notable.

1.1.3. Leadership Styles

In contrasting initiative styles, value-based, transformational, and situational pioneers can be exceptionally successful in making a sound authoritative condition. Transformational pioneers depend on social trade, value-based is centered on monetary trade, and situational pioneers are reliant upon the circumstance (Ismail et al., 2010). Transactional leaders keep up the daily work process by utilizing prizes and impetuses to rouse representatives to play out their best and they go to the past every day with viewed as greater pioneers in gatherings or group establishing. Transformational pioneers persuade adherents by defining objectives, utilizing impetuses, and advancing self-awareness (Northouse, 2021). Situational pioneers can be viewed as sound pioneers, as in they are most proper in circumstances that require an extraordinary and judicious comprehension (McCleskey, 2014).

Actualizing appropriate administration is principal for authoritative achievement, considering pioneers considerably affect individuals' demeanors toward their activity and execution (Ishikawa, 2012). While there is nobody authority style that works for each circumstance, in authoritative groups, transformational pioneers can be viewed as most appropriate for making positive results. Transformational leaders focus on the organization's current state of affairs, needs, and desires. Furthermore, Transformational leaders seek through their work to fully exploit the capabilities of their followers by transcending social trade. By extending extraordinary thinking, a transformational leader recognizes how to empower and psychologically reinforce particular colleagues' self-idea. With over 80% of firms adopting a variety of structures with group-based, establishing strong group conditions can be a possible and beneficial in determining task performance. Given that transformational leaders outperform expectations in terms of increased certainty (Ishikawa, 2012). This style of leader might be closely as emotional in a group context through controlling conflicts among group, establishing relationships, and locking into members (Barnwell et al., 2014).

Ismail et al. (2010) stated transformational, value-based, and situational authority styles are by and large concentrated about the building of confidence amongst pioneers and devotees. All authority styles are critical indicators in creating trust. Initiative styles have been connected to representative state of mind, execution, disposition, and hierarchical responsibility. On the off chance that viable, a solid situation will prosper and cultivate positive development inside the association by creating a quality bond amongst pioneer and devotee.

There are seven (7) styles of leadership which they are (Northouse, 2016):

- Autocratic Leadership
- Pacesetting Leadership
- Coaching Leadership
- Democratic Leadership
- Affiliative Leadership
- Delegative Leadership
- Transformational Leadership



Figure 1.1. Leadership Styles (prepared by researcher)

1. **Autocratic leadership:** It is also called "authoritarian", and it is a style of leadership in which the leader controls all decisions without the participation of anyone. Determine the roles of subordinates and distribute responsibilities. In an autocratic climate, the leader settles on choices without interference from the remainder of the group. It is a very authoritarian style of leadership that, when used improperly, can demoralize employees. However, authoritarian Leaders quickly make decisions and with confidence, which makes them useful resources during a crisis. If you're an authoritarian leader, concentrate on striking a balance between making executive choices and relying on your staff to offer advice and feedback. (Van Vugt et al., 2004).
2. **Pacesetter leadership:** According to Boyatzis et al. (2013), is a style of leadership in which the leader sets the pace for his team by leading by example. This kind of leader sets high standards and objectives for both themselves and their subordinates. Requiring minimal management and high-quality performance from their team members and placing an emphasis on outcomes above all else are two distinguishing characteristics of a leadership style that sets the pace for work.
3. **Coaching leadership:** According to Dimmock (2005), the coaching leadership style is characterized by a connection between individuals' personal goals and the objectives of the organization. Leaders who adopt this style are compassionate, encouraging, and strive to prepare people for future success. They prioritize having deep conversations with employees about issues that may not necessarily be related to their current work, but instead focus on discussing long-term life goals and how they align with the organization's mission. This approach is inspiring and helps to build familiarity and trust within the team, making a significant impact.
4. **Democratic leadership:** In contrast to a depicted pioneer, the social event seems to drive itself. Democratic leaders, who tend to be libertarians, are perplexed by the immense effort required to comprehend even mediocre decisions and the increasingly icy pace required to command a meeting. Here, there is a lot of room for weak pivotal authority and poor execution. The fundamental ideas that everyone has an indefinite interest in the outcome, as well as the presentation of decision curve levels, are the most problematic issues in democratic development. This occurs occasionally. Even though democratic power at its most fundamental level seems mind-boggling, it is frequently destroyed in its own

immediate process, and practical results typically necessitate a significant amount of effort (Bhatti et al., 2012).

5. **Affiliative leadership:** This style is about individuals; its advocate's value people and their feelings more than threats and objectives (Goleman, 2000). In most cases, affiliate leaders cultivate team confidence, maintain employee happiness, and foster harmony (Xie et al., 2011). A leader gives people the freedom to carry out their work in whatever manner they believe will be most beneficial. A sense of belonging is well-built under this kind of leader. The crossover style is a good all-weather strategy because of its generally positive effect, but leaders must use it, especially when attempting to build group harmony and boost morale. Repairing broken trust or improving communication. The affiliation method should not be used alone, despite its advantages. Employees may believe that mediocrity is acceptable as a result of the company's singular focus on praise. This suggests that, despite the fact that the very substance of leadership is to achieve the desired outcomes, it is the leader's responsibility to impact employees' performance in the direction of the collective goal (Goleman, 2000).
6. **Delegative leadership:** This style, sometimes known as "Laissez-faire" emphasizes on delegating initiative to team members. This directly translates to "let them do." It is often regarded as one of the least intrusive ways of leadership. As a result, this is a particularly risky driving style (Aykan, 2004). With this leadership approach, the leader gave staff members the power to make decisions while still being responsible for their behavior. The mandate for delegated leaders must be extremely clear. He allows his workers to define his job objectives, creates plans and procedures for themselves, and then abandons them in the business process. He does not play an important role in the decision-making process, but he guarantees that the decision is developed by the subordinates. Employees make decisions regarding their working environment. When these leaders give power and responsibility to others, they are removing themselves from authority and accountability. He was responsible for the success of the subjects through subordinates. Employees encourage themselves, and bosses play no part in motivating those (Sanjaya et al., 2022).
7. **Transformational leadership:** According to Lai et al. (2020), transformational leadership is a leadership style that inspires and motivates followers to achieve their full potential and engage in their work. The transformational leader is known for their ability to articulate a

compelling vision, communicate effectively, provide support and empowerment to their followers, and foster a positive work environment. This style of leadership encourages followers to develop their skills and abilities, take initiative, and engage in innovative and creative problem-solving.

1.2. The Concept of Transformational Leadership

For almost three decades, leadership that is transformational has been at the heart of the leadership literature. It is known as a leadership style that raises organizational members' understanding of the need of teamwork. Transformational leaders will inspire their employees to strive for the greater benefit of the business in four ways: encouraging inspiration, exemplary strength, Individual judgment and intellectual stimulation (Harb & Sidani, 2019). Leaders of Intellectual Stimulus motivate their people to be creative and innovative in solving old problems in new ways. Individual interest is demonstrated by leaders in order to approach the follower as a specific and take into consideration their individual requirements, desires, and capabilities. Individual leaders empower followers in developing their own skills and devote time to guiding and educating followers (Busari, Khan, Abdullah & Mughal, 2019). This has something in common with charismatic leadership, although charisma is simply one component of transformational leadership (Bass & Reggio, 2014).

Transformational leaders aim to influence those they lead. They can handle intelligent, self-rehashing movement by acting as needed. Transformation lists utilize learning, power, control, and vision to alter everyone around them in a way that makes them fundamentally supportive, rather than merely employing the power of identity (gravity) or management (consideration-based) to affect loved ones. Buy those excellent parts even if the manufacturer is no longer in business (Gareth & Gill, 2012). Because supporters are permitted to adapt, change, and make themselves as sponsors, transformational pioneers address the most fundamental type of master. Authentically, this achieves the finest action outcome because transformational leaders create persons. Transformational movement is particularly vital because it has no fake objectives to the degree of buy in and is instead centered on bringing supporters on board based on their own creating technique for thinking and transforming reaction to link the challenges. Particularly, it is appropriate for rapidly, change-laden

situations which need inventive critical thinking and client commitment (Leban&Zulauf, 2004).

Tanjung et al. (2020) in this sense believe that it is a leadership approach that prioritizes creating value systems, inspiring and developing employees, helping individuals to achieve corporate goals, altering behaviors, and motivating their followers toward the work above and beyond the expectation of organization. A change leader is manager who deal and managing conditions and problems by owning and bio advection of goals of the group and being passionate about the job as well as the chance to re-engage members of the group. Transformational leadership is an innovative approach that results in positive changes in followers. Transformational leaders are typically high-energy, driven, and passionate individuals. They participate in the group's overall performance in addition to the leadership process.

The transformational leadership style has the ability to bring about organizational change as well as change in followers and the organization. Transformational leadership emphasizes the leader's beliefs and ideals, and personal attributes rather than the process of exchange between followers and leaders. (Daft, 2008). Aligning followers' needs with leaders', groups', and organizations' objectives and goals is transformational leadership. Transformational leaders develop a relationship that is mutually motivating and meets the higher needs of followers (Annabel, 2014).

According to Trafino (2000) transformational leadership is concerned with the degree to which a transformational leader strives to raise the level of their subordinates to accomplish self-development and work on the development and growth of groups and the organization as a whole. And there are those who see transformational leadership is the interaction between leaders and subordinates those results in increased motivation, advancement to higher levels, and an emphasis on the public good over personal gain. Furthermore, transformational leaders must be able to motivate and encourage their followers to perform duties outside their own interests for the greater good of the organization (Gunawan, 2020).

Transformational leaders care about the growing needs of followers, by assisting them to examine at problems from a modern perspective, where There is the ability of leaders

motivate and encourage followers to achieve extraordinary results and motivate subordinates to achieve the common goal, and in this context, transformational leadership theory revolves around leadership through attention Being comfortable or in the interest of others and acting in the interest of the group creates an important change in the subordinates of the organization (Warrilow, 2012).

In this regard, Avey et al. (2008) emphasized that transformational leadership includes three aspects of employee motivation: improving the employee's degree of independence and personal confidence, as well as establishing social cohesiveness between the employee and the employee.

This leadership style is characterized and determined by a clear future vision of the organization's goals that must be achieved in the future. This model depends on many factors; the most crucial of these is encouraging employees to develop a shared long-term vision and working toward the necessary organizational change by adopting a flexible leadership style that allows for adapting to all external factors in the light of concern. In collaboration, it establishes a positive work environment by facilitating communication across management levels (Negussie and Demissie, 2013).

According to Bryant (2003), transformational leadership (TL) is a reaction to the educational community's demand for successful performance in educational institutions and programming. Practical leadership is vital in the restructuring of educational institutions with low accomplishment levels because it has the ability to enhance performance and effectiveness. It also has more successful at educational and academic institutions when staff is given the flexibility and freedom to explore their creative ideas.

The term "transformational leadership" refers to leadership that fosters individual achievement and personal growth while simultaneously encouraging the growth of groups and organizations. The transformational leaders enhance trainees' understanding of major issues while improving their self-confidence, transforming their goals from survival to greater success, progress, and self-development (Abazeed, 2018).

Dvir et al. (2002) see the transformational leadership as the leader's behavior and action that influences their followers by expanding and advancing their objectives and giving them the sufficient confidences to exceed the expectations set in an implied or clear exchange agreement.

According to Korejan and Shahbazi (2016), transformational leadership is characterized by a leader who strives to generate novel ideas and viewpoints that pave the way for the organization's growth, development, and profitability. This leader works to rally and inspire the members of the organization to implement substantial changes in the organization's core values and principles, in order to equip them with the skills and capabilities necessary to reach new heights and achieve higher performance. They aim to build a sense of dedication, enthusiasm, and allegiance among managers and employees by creating a shared vision and instilling a sense of passion and commitment to the organization's mission.

Meanwhile, according to Covey (2014), transformational leadership works and it is effective in every circumstance or culture. This present theory does not mention a condition in which true transformational leadership is not relevant or effective, but global importance does not indicate that transformational leadership is just as important. Effective in all situations or equally feasible. In the organization, the leader is called to apply the rules of transformational leadership if he is able to transform energy into sources of return. The resources involved are in the form of human resources, facilities, funds and external organizational factors such as society, business world and industry.

1.2.1. The Leadership and Transformational Leadership

According to Kotamena et al. (2020), leadership evolved from the emergence of social life. Some people form groups, begin social lives, and influence one another. When leaders and followers inspire each other to strive for greater levels of motivation and ethics, transformational leadership occurs. The supervisors' interactions with their leaders will improve. They are more beneficial to the organization than leaders who act on transactions and produce more value for the organization. While Khurshid and Pashazadeh (2014), in this sense argued, that transformational leaders push their employees to go beyond what is required in their employment agreement and concentrate on the needs and desires of high-

level employees. These leaders serve as counselors and mentor to their staff members, and are concerned with their personal growth, learning, and fulfillment of their needs. They provide challenges, a sense of purpose, broader perspectives, respect, and other benefits to employees, and confidence, as well as serving as role models. They foster an environment of trust and encourage individuals to work in the company for reasons other than their own.

Here, these leaders are called transformation leaders, and they can enhance the understanding of customers, achieve justice and equity to enhance the organization's working life, through improvement in organizational culture, achieving employee understanding and consolidating human dignity, which drives to the growth and development of organization's customers, and in the interviews, discrimination and injustice weaken the morale of the faithful, strengthen their resolve, and reduce the productivity of their performance (Korejan&Shahbazi, 2016).

1.2.2. Transformational Leadership Role

The significance of the initiative investigated in many observational studies as well as numerous papers, expositions, and books. Throughout history, designers have encouraged a wide range of initiative approaches. However, the most obvious one is - on the basis of value, unexpected, attractive, and also transformational.

Keri Webb (2003) investigated four factors that inspire transformational, value-based, and laissez-faire leadership styles in his management presentation, all of which are alternatives leaders should consider when encouraging their people to perform harder. He thinks that through using Moxy's four initiative practices, Academic Induction, Individual Reflection, and Unexpected Reward, leaders would be able to increase the degree of inspiration and generation in their workforce (Shalley et al., 2004). Maynard et al. (2021) similarly claim that pioneers require a combination of assurance, enthusiasm to go out on a limb, and the vigor and conviction to try something new. Likewise, pioneers should encourage individuals to create new concepts and encourage experts to discover the main arrangements that transform imaginations into realities. Furthermore, the administration style should respect people's demand for individual recognition and the need to acknowledge the unique talents and the capabilities of each individual who works in the organization.

Finally, an unexpected incentive may be viewed as knowing your employees well enough to discover their strengths and place folks in positions where they may make significant contributions to the firm and get accolades and recognition. When people understand what they need to do to win rewards and believe they have the required equipment and preparedness to do the necessary tasks, it is likely that they will be motivated to put in more effort. Finally, a leader should know his followers well enough to identify their abilities and place them in situations where they may make positive contributions to the organization while receiving rewards and recognition. Accordingly, at the point when individuals realize what they need to do to obtain rewards and believe they have the required skills and training to do the necessary tasks, it is likely that they will be motivated to put in more effort (Shalley et al., 2004).

1.2.3. Criticisms of Transformational Leadership

Empirical evidence supports the belief that active leadership benefits followers and organizational success (Diaz-Saenz, 2011). However, transformative leadership is criticized by a number of academics and researchers (Yukl, 1999; Beyer, 1999). Yukl (1999) challenged transformative leadership, and also several of his comments are still relevant nowadays. He highlighted that the fundamental mechanism of the influences of a boss at work on operational leadership has not been clarified, and that there hasn't been much empirical research. Studying their impact of operational leadership on work groups, teams, or organizations. Join the other writers in seeing a connection between idealized influence and inspiring motivation (Hunt, 1999; Yockel, 1999). According to Yockel (2011), the theory does not adequately determine the effect of situational and contextual elements on leadership effectiveness. Despite its detractors, there is a thriving research community on (TL).

As claimed by Nye (2008), “Transformational leaders can inspire and unify followers, but effectiveness and morality can be affected.” Leaders' transformative leadership ethics may be hampered by leaders who have the capacity to abuse their position (Hall et al., 2002). Transformational leaders create a deep emotional link with their follower, which has a significant influence on them. Narcissistic leaders may misuse their power authority and manipulate others. The risk arises when followers tend to disregard such tactics because they have strong sympathies for and ties with their leaders (Stone et al., 2004). Transformational

leadership, according to Bass and Steelmaker (1999), lacks autonomy in order to prevent authoritarianism. Unwanted outcomes can occur when a leader lacks moral standards. According to Homrig (2011), transformational leadership is a sharp but double-edged sword that "can be exploited by an unscrupulous leader who inflicts on his naive and unsuspecting followers." For example, Hitler captured the hearts of the German people with his charisma and superior vision, but his insatiable greed for power and his paranoid immoral character caused Germany to collapse. Another dark transformative leader was Jim Jones, the founder of the People's Temple in the United States. He was captivating and had a great objective, yet he was ultimately responsible for the suicide of almost 800 followers in 1978 (Homrig, 2011).

The second significant argument against transformational leadership is a lack of clarity regarding its definition and components due to the definitions of the four transformational leadership components (inspirational, intellectual, idealistic, and individualistic) overlap. According to Brayman (1992), transformational leadership appears to be a set of personality traits rather than a set of unique needs.

Most criticism of transformational leadership focuses on leaders' morality and ethical standards, which can lead to misuse of power and unintended effects. Integrating ethics in all human beings to reveal more ethical leaders, develop and empower followers, and enhance organizational structure and culture can increase the quality and effectiveness of transformational leadership. All of these activities will gradually decrease criticism will lead to great transformational leaders (Alison, 2013).

Bass (1997) highlights some of the most common criticisms leveled towards transformational leadership. Because it employs impression management, it enables leaders to engage in unethical self-promotion. It is claimed that it contrasts with organizational learning and growth, which entails shared leadership, equality, compromise, and participatory decision-making. Urges followers to put the company ahead of their own interests and may emotionally engage followers in the pursuit of evil goals.

Leithwood and Jantzi (2000) explain that, transformational leaders employ ethical actions, whereas transactional leaders frequently employ teleological ethics. In short, these two approaches to leadership are founded on opposition to ethical principles. According to some recent work in the field of ethics (Israel & Hay, 2006), ethical decision-making makes use of both approaches.

1.2.4. Challenges Facing Transformational Leaders in Organizations

In the light of scientific progress and development, the massive transformations imposed on the transformational leadership met many challenges that required these leaders to confront them, and among these challenges are the following (Bennis, 2009):

1. **The competition:** According to Al-Ghamdi(2011), the element of one of the most significant difficulties brought about by global changes is competition, and then all institutions have to work to minimize costs in order to prepare for dominance of the largest market segment, and from here it becomes a matter of transformational leadership to overcome the challenges of labor competition to maintain and develop its expectations in the market, and to emphasize it in the face of all challenges and changes, through superior excellence and research and development as the only way to survive in a competitive environment.
2. **The ability to make optimal use of resources:** The need for the optimal use of resources becomes more urgent when there is instability and turbulence, and one of the difficulties that we face is this transformational administrative leadership, and here the search for optimal solutions for issues and trying to implement them, unlike the conventional route that searches for suitable solutions, for the administrative leadership Not allowing any chance to be lost, not squandering any resource or allowing any waste, while emphasizing the necessity of treating time as one of the resources to be preserved (Tafvelin, 2013).
3. **Decision-making in a changing world:** Bennis(2009), indicates that decision-making in this era is characterized by taking place in an unstable, changing world. The challenge is raised to the administrative leaders depending on their ability to work in the light of a clear future vision, mechanism, and an appropriate strategy, which can be achieved by better dealing with challenges. The challenge for the administrative leaders in this field, it does not depend only on making decisions but also on the extent to which the decision is compatible with the leaders' orientations and the plan they set for the institution, which is represented in the vision, mission, and strategic objectives.

4. **Globalization:** Maynard et al. (2021) argued that globalization challenge due to the technological rapid progress in communication and information has led to the globe becoming similar to a village with dimensional of worm, and thus the globe has turned into one smaller entity, particularly with regard to communication and the following transactions: commercial, political, economic, military, and cultural. Administrative leaders have to prepare to absorb and face defy of globalization by bringing about the necessary transformation to investigation the opportunity for cooperation in an open and competitive environment highly at the same time. The high-ranking leaders in their dealings with the wages seek to speed up the performance of their work in the least time 6 and strive to maximize the benefit from the available possibilities and reduce costs and invest idle funds.
5. **Total Quality:** The quality of a service or commodity has become the metric of advancement, excellence, and prosperity for many people. Quality has also become a differentiating weapon at the high level, especially in contracts and deals, and all establishments have to go beyond when negotiating a goal towards high agreements. Quality has become any of its products and services (Tafvelin, 2013).
6. **Technological challenges:** Technology and its innovative products constitute one of the biggest challenges facing transformational administrative leaders in the present era, by defining the extent to which these leaders are able to use and adopt these machines and technologies, their optimal use, and employ use of them to grow services and products, reducing costs and increasing quality. The administrative leaders realize that technological change and progress, which is a crucial component of survival and continuity, are two of the most important advantages because they achieve a number of things, such as reducing the time required for production and providing service, reducing costs, labor, which is one of the least skilled, and the development of modern innovations and products. Technology challenges are among the most important challenges that exist for transformational administrative leaders, as they affect management methods and methods, criteria for evaluation, as well as the organization's strategies pursued and management of human resources (Allison, 2013).

1.2.5. Dimensions of Transformational Leadership

Transformational leaders create an environment that is adaptable, innovative and resilient. Because of their intellectual prowess, they are able to take chances and deal with reality in the workplace. Open-minded, believing in their followers, and giving them power are characteristics of transformational leaders. Furthermore, transformational leaders establish core values, and learn from past mistakes for a better future, are capable of facing situations that are convoluted, ambiguous, and uncertain, and they are visionaries. It is characterized by the presence of particular leadership qualities (Nadeak et al., 2021; Meaza, 2018).

Transformational leadership, according to Avolio, Bass, and Jung (1997), has four dimensions: ideal influence attribution, intellectual stimulation, inspirational motivation, and customized considerations. Bass created the Multifactorial Leadership Questionnaire (MLQ) to assess the four elements of transformational leadership. Figure 1.2 depicts these four elements of transformative leadership.

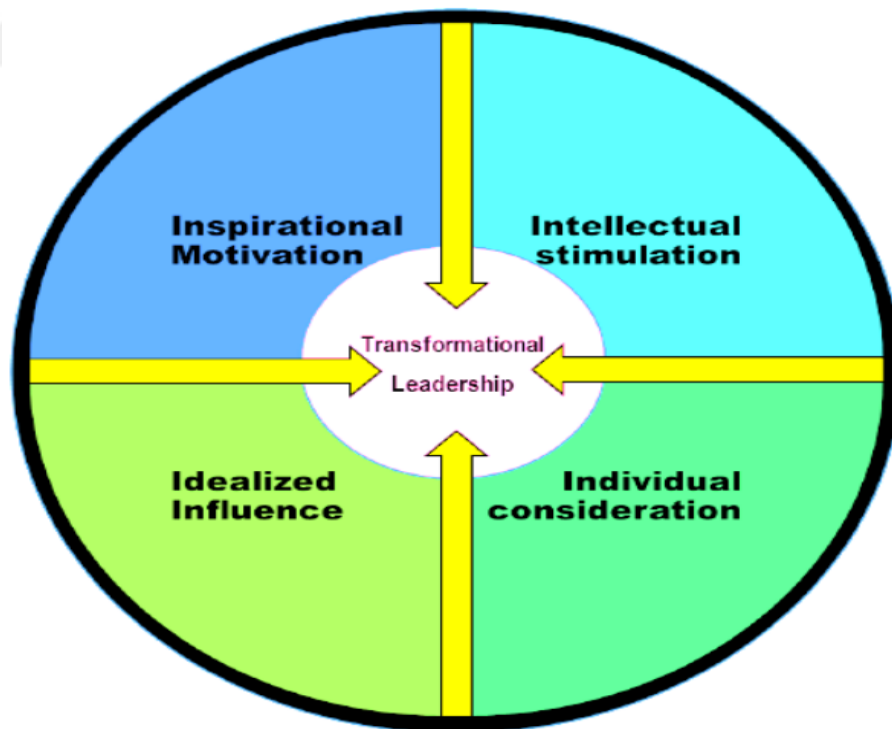


Figure 1.2. Dimensions of Transformational Leadership

Source: Avolio, Walumbwa, & Weber (2009)

Ideal influence: Transformational leaders in this dimension are viewed by subordinates as an inspiration. They may experience elevated levels of self-esteem and status among their coworkers and followers. Secondary views that leaders have strong willpower, determination, and potential. The leader's behavior and the dedication of his attributes around the leader are two types of ideal influence (Avolio & Bass, 2002). Furthermore, Shibru & Darshan (2011) believe, ideal influence is behavior that reflects charismatic leaders and is a key component of transformational leadership. Transformational leaders use ideal influence to act in ways that allow them to achieve their goals. To set an example for their subordinates. Besides that, ideal leadership embodies at their core the highest levels of moral thinking, they are willing to sacrifice their modest gains for the benefit of your work group and the organization, and they are a role model in those standards and your public increases confidence in them because their actions are consistent with their values.

The term charisma (idealized influence) and inspirational leadership might be difficult for the learners to understand. Bass (2008) found in his research that it is not always possible to distinguish between the two words when defining transformational leadership. Although the concepts have various meanings and may not be difficult to distinguish in principle, they are grouped together when assessing data from Bass' Multifactor Leadership Questionnaire (Jung, 1999&Avolio, Bass). The distinction between charismatic and inspirational leadership is that inspiring leadership is the collective objective or vision that inspires and motivates, rather than the leaders themselves. Is the leader's charismatic or idealistic impact inspiring? As a result, is there a greater relationship between the follower and the charismatic leader, that's because the follower sympathizes with the leader? (Bass, 2008: 606).

In order to inspire subordinates, appeal to the group's interests, speak optimistically about the future, and form an exciting image of the organization's change, transformational leaders minimize personal advantages and use the majority of their capacity and understanding to inspire the group toward a vision related to their goals and also to encourage subordinates (Atef Al-Quran, 2015). Moreover, Atef Al-Qar'an (2015) remarked that the way in which followers place their trust in their leader is the ultimate form of influence and motivate the behavior of them. They also embrace their ethics and values and thus are dedicated to attaining their goals and vision, which increases confidence and pride in oneself in collaborating with the leader.

Inspirational Motivation: is a tool or method that, through leaders, influences the behaviors and behaviors of their followers, through which a love of challenge is created in them, and influences their future vision. They demonstrate loyalty and dedication to achieving organizational goals, improving performance, and achieving a common vision (Bass et al., 2003).

Stokes(2013) illustrated, that Usually, a transformational leader helps you motivate and inspire workers by inspiring them with a spirit of challenge and perseverance, and involving them in building the vision and mission of the organization, making decisions, building bridges of trust and professional relationships with them.

Individualized Considerations: Attention is given to individual considerations through Attention is given to individual considerations through the transformational leader's awareness of the individual differences between followers, and thus dealing with one of them according to the circumstances of God, and keenness to find an effective communication system between him and them. Thus, the transformational leader helps you to develop your skills as an individual and raise the level of their performance, and from here he perceives you as a guide or a generator, as he shows you a great interest in their personal matters, treats them with more respect, listens to them and gives them more confidence and security (Allameh&Davoodi, 2011).

As for the strategies followed by the transformational leader with regard to individual aspects, they are the strategies of flattery and appreciation and open free of open and continuous communication with them and giving the authority to lead important and difficult tasks for those who deserve to do them without favoritism (Liu, 2013).

In this sense (Baek, 2012) argued, that relationships between the transformational leaders and the followers is not just a relationship of supervisory authority, with him the employee always feels that that leader provides him with great services, and he has altruism and sacrifice, as the leader is keen on permanent and continuous contact with his followers, motivating them and raising their abilities, whatever the position of the individual job, and that it does not delay never give them different opportunities, starting with providing them with training and continuing education and focusing on their development.

Intellectual Stimulation: Intellectual Stimulation represents the transformational leader's mechanism in your heart that is dependent on thinking about solutions to the

problems and difficulties they face with a creative and creative skepticism, addressing the problems they faced previously in new ways and constantly searching for logical solutions to them, and from here it pushes them to search for new ideas and encourage them to solve problems in a way and your instruments are creative and support for new models of your uncle's performance(Bass & Riggio, 2006).

According to Zhu, Chew & Spangler, (2005) The transformational leader tries to win over subordinates by sympathizing with them and constantly listening to them and their ideas and suggestions, and thus he participates with them in creative change. He encourages them to reconsider their ways of thinking and personal values, and helps them to do so.

The importance of intellectual stimulation comes at a time when the leader faces unstructured problems rather than well-structured ones (Jacob, 2015).

It contains all four components of transformative leadership, and transformational leaders often utilize in their professional relationships, at least one of them (Jyoti & Bhau, 2016). A charismatic personality possesses the first element, perfect effect, and inspires others' trust and adoration. This leader motivates subordinates to be innovative. And imaginative by providing assistance, coaching, and encouragement. A transformative leader approaches old challenges from fresh angles.

1.2.6. Strengths and Weaknesses of Transformational Leadership

1.2.6.1. Strengths of Transformational Leadership

As a type of leadership, transformational leadership has several advantages. One such characteristic has been widely examined and analyzed (Lowe & Gardner, 2001). This style of leadership has gained a lot of attention, and there are many great examples. Transformational leadership, according to Northouse (2007), has an instinctive attraction. When examined attentively, transformational leadership factors make sense. This leadership style involves more followers in the decision-making process (Bryman, 1992). It is something that happens to them and because of them, rather than something that occurs to them and because of them. Transformational leadership, according to Bass (1985), is a larger vision of leadership that includes addressing the needs and progress of followers, as well as trading effort for reward. This is undoubtedly one of the most important characteristics of this leadership style. It also includes endeavors by leaders to increase the moral responsibility of their followers (Burns,

1978), that is critical in an era when morals are regarded more highly. Transformational leadership also motivates followers to set their personal interests aside in order to help the firm or society. This can benefit both the corporation and society as a whole. Finally, transformational leadership, according to Yuckel (1999), is simply a great type of leadership. All of these characteristics point to a purposeful and effective leadership style.

1.2.6.2. Weaknesses of transformational leadership

In spite of all the advantages and characteristics transformational leadership, there are a number of criticisms and weaknesses in the leadership philosophy or style. Transformational leadership, according to Northouse (2007), is very broad and ambiguous. Since the components of this style of leadership are not well defined, it is not limited to other leadership styles. Some transformative form factors, according to Tejeda et al. (2001), are not unique. The overlap of the four is another complaint directed about transformational leadership (Tracy, 1998). This is similar to the assertion that it is overly broad and lacks definition. As in Tejeda et al. (2001), makes measuring outcomes very tough.

According to Breeman (1992), the fundamental criticism of transformational leadership is that the idealized influencing factor, when paired with the element of charisma, blurs the distinctions between charismatic and transformational leadership. While others move to claim that because of the charismatic component, this technique is prone to be exploited. According to Bailey and Axelrod (2001), charisma and the cult of followers are key problems; some believe that it may be utilized for negative reasons owing to its charismatic character; examples of charismatic leaders with destructive aims include Hitler and Mussolini.

Transformational leadership is often criticized for viewing leadership as a personality trait characteristic rather than a learning behavior (Bryman, 1992). Finally, some claim that transformative leadership is elitist and anti-democratic (Bass, 1993; Avoloi, 1999). This idea comes from the reality that revolutionary leadership starts from the top and descends throughout the organization.

1.2.7. The Difference Between Transactional Leadership and Transformational Leadership

While transformational leadership is a subtype of transactional leadership and the theory behind transformational leadership is transactional leadership, there are two important

distinctions. Transformational leadership focuses on motivating and inspiring followers, whereas transactional leadership focuses on leader-follower exchanges, conditional incentives, and exception management (Krug et al., 2012). Transformational leaders inspire their subordinates by charm and passion, whereas transactional leaders frequently inspire their followers through incentives and sanctions. Even though transactional leaders are worried with the connections of their followers, Concerns for transformational leaders with their subordinates' morals, values, motivations, needs. Transaction guide is not the same as a proactive leader. In contrast, the latter is typical of transformative leaders. Transformational leadership thrives in difficult situations changing. Transactional leadership is appropriate to circumstances that are reasonably steady (Bans-Akutey&Tiimub, 2021). A transactional leader typically improves the current organizational culture, but a transformative leader completely transforms an organization's culture. Typically, transactional leaders are bureaucratic. With only one group leader selected at any given time, whereas transformational leaders are more attractive, with more than two group leaders at any given time. While planning, implementing, and interacting with followers, transactional leaders prioritize self-interest. Transactional leaders, in contrast, however, are creative and motivate their adherents by putting common goals and interests first (Bass et al., 2003).

According to Boamah and Tremblay (2019), Transformational and transactional leadership both have acceptable condition where they are likely to generate the desired result. A leader who takes a transformational approach will get them rein a work environment where followers are expected to achieve desired results to be creative and innovative. However, if the organization's primary focus is only planning and execution without any further feedback necessary of followers, transactional model is more likely to serve.

The context and relationship between transformational leadership styles and transactions can be summarized in the illustration in the Figure (1.3).

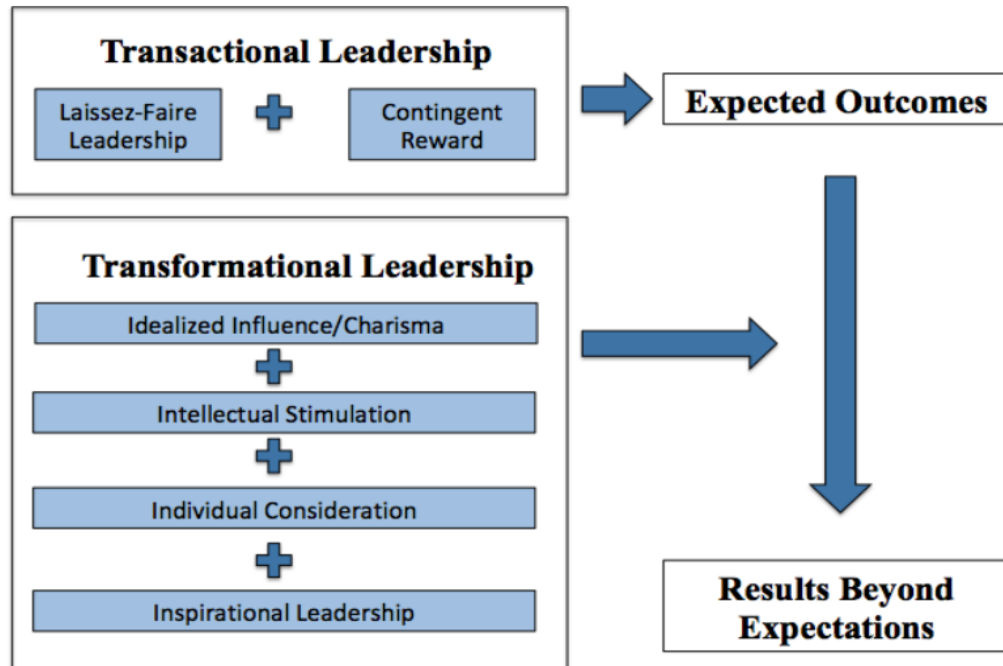


Figure 1.3. The Relationship Between Transformational Leadership Styles and Transactional Leadership Basedon Northouse (2013).

1.2.8. Functions of Transformational Leader

A transformative leader is distinguished from other types of leaders by six duties or functions (Smeirat&Magableh, 2014). It differs from other leaders' jobs in that they are striving to bring the organization to a transcendental level. The six functions are as follows:

1. **Recognizing the significance of change:** The leader must realize the importance of change. As a result, the transformational leader promotes for change and convinces others of its relevance by establishing an intellectual network of influential, successful people to support change and dealing with any disagreement that may occur.
2. **The vision:** The second purpose is to give a future vision. A transformational leader develops a vision and goals that can only be realized via organizational culture change. This person develops a vision and shares it with the employees in order to initiate change and begin the transformation process (Chmer, 2020).

3. **Restructuring the culture:** They restructure the organization's culture through adopting behavioral patterns. Habits and values of employees in order to change and introduce new programs. This is because change cannot occur without changing the existing organizational culture. Reshaping the organization's culture and transforming it into a positive culture that supports change to mobilize commitment to the new vision is one of the most important functions that a transformational leader must address because the organization's mission and vision cannot be implemented in light of this. Prevailing organizational culture. Therefore, the members of the organization must adopt the mission and vision by changing some of their behaviors, habits and values to adapt to the demands of change. (Smeirat&Magableh, 2014).
4. **A model for change:** The fourth function according to Peter Hawkins, (2011) is to choose an appropriate model of change. It must be suitable to this model and practical for the organization, since each model will not be accepted or prove to be effective under every conditions. Furthermore, all areas of the organization must be included in the transition.
5. **Leading the transition process:** The transformational leader's responsibility is to manage and lead the change. This is regarded as one of the greatest challenging responsibilities of a transformational leader as it requires getting rid of outdated methods and practices as well as properly dealing with the problems that develop as a result of change. The transitional era has reached its climax.
6. **The journey to goals:** Lastly, the transformational leader must make the change and seek the new situation. This leader is responsible for putting the transformation agenda into action and implementing its techniques. Furthermore, this type of leader should pay attention to employees who pause and stumble, then assist and motivate them to keep moving forward with fresh developments. Change is a journey in which a leader skillfully guides others toward desired goals (Smeirat&Magableh, 2014). As a result, they must monitor and oversee the organization's change process.

1.2.9. Transformational Leader Practices

Transformational leadership methods have a significant effect on school operations in various organizations. Several groups of transformative leadership practices have been found through research. Sun and Leithwood (2012) investigated several of TL's practices. They argued that a leader must build and develop a common vision as well as a set of common purpose. They also stated that the leader defines and indicates the common goal in order to motivate other employees. Followers are driven to attain a shared objective and are hopeful about the future. Furthermore, when followers participate in decision-making, they might provide insight into the school's future aspirations. As a result, a leader must generate a common visions and foster agreement, all while encouraging and inspiring subordinates.

Employee inspirational motivation is another element of practical leadership. The leader must stimulate innovation and creative thinking by questioning employees' existing assumptions and beliefs. In order to address issues and develop answers, a transformational leader must encourage innovation and reason. In addition, the leader provides information so that employees may assess and improve their habits in order to fulfill tasks and assignments more successfully. As a result, a transformational leader supports, inspires, and helps improve employee behavior in order to promote workplace innovation and effective performance (Quin et al., 2015).

Knab (2009) illustrates, providing support to people is an important responsibility of a transformative leaders. These leaders must carefully listen to others' perspectives and understand their employees' needs. Like a leader respond to their demands by mentoring and coaching staff and treating them as individuals with distinct abilities and skills. Furthermore, the leader must give staff with possibilities for professional growth. As a consequence, such a leader serves as a coach and mentor to staff, listening to and assisting them without publicly addressing mistakes or limitations.

One of the most important roles of such a leader is serving as a role model. Leaders must act ethically and obtain the respect and trust of their followers. Also leader should be a symbol of achievement and success, inspiring people to change their ways by exhibiting new knowledge and thoughts (Sun& Leithwood, 2012). A transformative leader has high standards

and strives for high performance. In return, the leader expects the team members to be very professional and successful. A leader has the potential to alter and transform other employees as a role model.

Leaders manage the organization by overseeing activities and reporting successes. They should, however, only act when performance falls short of expectations. Furthermore, in order to encourage and inspire staff, they may give conditional prizes for meeting targets (Kouzes & Posner, 2007).

It is difficult to create collaborative structures, yet developing a collaborative culture is a part of transformative leadership. Re-education of employees may be necessary. The leader engages employees in many educational and management challenges by dispersing leadership responsibilities among them. To enable cooperation, team planning, and professional progress, the leader must include workers in program design and educational decisions (Sun & Leithwood, 2012).

The culture of the organization must be strong and successful; thus, the leader must strive to develop an environment of collaboration, care, and trust among employees. This should aid in the development of a cooperative corporate culture that reflects the organization's common goal.

Because community and family support is vital to success, including the community in organizational affairs is critical and successful. The head of the organization must embody community qualities and ideals (Sun & Leithwood, 2012). Other institutions and organizations might be pushed to get involved in school issues and incorporate parents in school events and programs in order to ensure their children's participation in school life. Involving parents and the larger community in school activities is a sign of good organizational management.

Finally, Sadeghi and Pihie (2012) conclude that the leader should enhance the training activities in the organization effective training and learning is major elements of every organization. As a result, the command leader is responsible for organizing and directing the orders, as well as periodically reviewing progress. Improving educational procedures has a beneficial impact on teaching and learning and may aid in the achievement of the institution's vision and goals.

CHAPTER TWO

ORGANIZATIONAL COMMITMENT

Chapter two provides a comprehensive overview of the existing literature on organizational commitment. The chapter begins by exploring various definitions of organizational commitment, and goes on to discuss several related topics such as the theoretical context surrounding the concept, the significance of commitment, and the components of organizational commitment. The chapter also examines how organizational commitment can be developed and the factors that influence employee commitment. Additionally, the effects of commitment are analyzed, and the chapter concludes by examining both the negative and positive aspects of organizational commitment. Overall, this chapter serves as a valuable resource for readers who are interested in understanding the importance of organizational commitment and its effect on employee behavior and organizational performance.

2.1. Concept and Definition of Organizational Commitment

As a commitment to something, whether it is an idea, a person, or a creed, means affiliation with it, commitment is a positive feeling in its utmost intensity, reaching the degree of union with the group and adherence to it, therefore, one of the most crucial aspects of an organization is commitment. Axes necessary for the administrative development process, and the issue of commitment is one of the issues It is important in human life, especially in recent times, that living systems are based and the way that individuals and groups act is determined (Al-Fahdawi and Al-Qatawneh, 2004).

The importance of organizational commitment in employee retention and motivation has been extensively examined (Krishna, 2008). According to the definition, organizational commitment is an emotional or emotional connection of employees to their employer. Commitment entails an active interaction with the organization and signifies something more than just passive loyalty.

Several researcher and scholars have been concerned in organizational commitments it is seen as an essential factor influencing employee behavior at work in the organization

(Yahya and Ibrahim 2016). Furthermore, according to Krishna and Marquardt (2007), a crucial aspect is commitment in organizations to promote organizational performance and survival. Organizational commitment, according to Mukulu and Sakwa (2014), is a component that connects employees to organizations.

Organizations are made up of individuals who collaborate to achieve common aims. The capacity of a company to achieve goals is highly related to how its personnel behave in accordance with the objectives. Employees that are devoted to the company should work in accordance with the organization's goals. Educational institutions confront comparable difficulties (Demirtaş, 2010). The amount of organizational commitment shows the organization's level of loyalty. Organizational commitment suggests that employees want to be a large part of the organization by adopting the aims and a value of the business (Özdevecioğlu, 2003). The literature on organizational commitment is important. Organizational commitment comprises a wide range of emotions, attitudes, beliefs, actions, and the execution of new ideas for the benefit of the organization to which the employee belongs. It shows the level of work engagement and loyalty to businesses and is widely acknowledged to have multiple dimensions employment condition. Organizational commitment has gained prominence in management discourses because it is crucial to goal achievement, innovation, and organizational stability. It fosters trust among employees, managers, owners, units, and other stakeholders in an organization. As a result, it enhances subordinate relationships and the organizational environment, resulting in organizational development, advancement, and survival (Garg & Rastogi, 2009).

Employee commitment, according to Khan, Khan, Hamid, and Nawaz (2013), is considered to be an ongoing event that includes perspectives and attitudes about the organization. Furthermore, employee commitment is critical in attaining the organization's long-term goals, which have far-reaching repercussions.

Employees that have a high degree of organizational commitment think that they must express dedication and loyalty to their organizations. Employees who have own a faith in organizational loyalty perceive, “I should serve my organization a little more or show my loyalty to the institution, which plays a vital role in my personal and professional development and growth and also supports me in many fields” (Kurtulmuş, Kinay, & Gündas,

2012). Persistence events that consistently lead the business toward success can only be achieved if employees are completely devoted to their organization. Employee commitment is connected with a high level of affection among the workforce for the organization, which is dependent on the level of quality, involvement in decision-making, employee morale, and agreement on the objectives and goals of the company (Qaesar, Rahman, & Sufyan, 2012).

Adekola (2012) discusses commitment to continuity as an intention of employee's for remaining in the organizations due to personal interests such as a positive working relationship with other employees, retirement benefits, and other perks that make it tough to resign and pursue chances elsewhere. Furthermore, a commitment to continuity weighs the benefits of continuing with an organization against the expense of stopping smoking.

Both Herold et al. (2008) and Darwish (2000), agree that organizational commitment per se is the attitudes of employees once changes have occurred in the organization, especially the degree to which employees are open to change and the frequency with which it occurs within the organization. Employee commitment, in this view, is the most crucial aspect that businesses require to when making changes. (Meyer, 2007).

According to Allen and Meyer (1993), the reciprocal approach in his definition of organizational commitment focuses on the material aspect more than anything, and links the strength of commitment to the extent to which the interests and benefits of both parties are achieved, or it decreases the level of organizational commitment, as there is a kind of commitment that is not based on interests as much as it is based on the strength of social ties. The suspicion of the individual and his organization was not raised but enough compared to today. (1990).

According to Lee and Peccei (2007), defined organizational commitment as: "the total normative pressures to work to achieve the goals and interests of the organization." According to this concept, organizational commitment results from work pressures and the values acquired by the individual, and whether these value beliefs are individual, personal and With personal convictions on which the individual arises through social upbringing or through multiple sources and reasons, or what the pressure of social normalization creates in particular

and over time of social values based on the individual's beliefs and perceptions of the group's expectations regarding what he must do.

Finally, a commitment to continuity derives of understanding the consequences of leaving the organization. Each element is assumed to contribute to the relationship between the employee and the organization, have more implications for his continued membership, and be influenced by various precedents or have distinct outcomes. The pursuit of organizational commitment is critical for public organizations seeking to attain exceptional performance and customer satisfaction. Employees work long hours and are subjected to frequent job changes, in addition to other special pressures (Wilkie, 2008).

2.2. The Importance of Organizational Commitment

In the last thirty years, the topic of organizational commitment has attracted the attention of many Western and Arab researchers in the field of organizational behavior and industrial psychology. Research has focused in general on the causes and determinants of organizational commitment and the behavioral consequences that may affect the future of the organization efficiently and effectively, and the best examples of this the Japanese experience where the organizational commitment of individuals working in Japan is considered sacred to them, followed by the Germans who are committed to working in their institutions to retirement and are keen to provide the best product and service for their organizations (Al Wazzan, 2006).

The globalization of the organization's activities makes organizational commitment more crucial to the organization (Al-Kahtani, 2015). As a result of the quick progress of the business globalization process, companies cannot disregard the interactions and the loyalty of diverse employees and managers as well. (Kubrin, 1987). The International human resource (IHR) specialists are keen to foster corporate commitment. Over the last three decades, organizational compliance has grown in importance as a study issue in the fields of human resources and organizations. In the next paragraphs, the researcher will discuss the various types of commitment, phases of commitment, and etc.

Organizations with committed employees have many benefits over competition (Olivier, 2011). In general circumstances and scenarios, these organizations can react to turbulence, doubt, complexity, and ambiguity. Volatility, Uncertainty, Complexity, and Ambiguity are all factors to consider (VUCA) factors are adaptable sufficient to respond successfully to global market conditions. The external and variable pressures they have established a market's reputation, and as a result, they attract and keep competent key people. As a result, committed employees might contain elements such as loyalty, integrity, coworker support, and a willingness to exceed the organization's objectives (Olivier, 2011). This indicates that organizations with highly devoted personnel gain from it since it appreciates their organizations and has the following traits (Crawford, 2009):

Perseverance- Less absenteeism, longer working hours, and less stress perceived.

Citizenship - ethical behavior toward the organizations, promoting and defending the organization's image, assets, and reputation, and therefore assisting coworkers; willingness to share information with others

Performance - enhances service quality; we seek for client satisfaction through increased effectiveness and productivity.

According to Abu Shamma, Al-Rabiaha, and Al-Khasawneh (2015), companies regard dedicated employees as a valuable asset resource and an essential because of commitment. Human resource has a direct influence on employee productivity and performance. Every firm loves its workers regardless of the job they do at work, and this is vital since it contributes to the company's success (Olivier, 2011).

On the balance sheet's revenue side, employees who are dedicated and loyal are more likely to succeed in order to meet customer needs and are willing to go the extra mile to complete their work to its fullest extent (Olivier, 2011). These qualities are essential in every business for positive customer encounters, happiness, increased income, and overall success.

On the cost side, committed employees have a better reputation, they are less inclined to accept job offers from outside sources but do not actively look into other opportunities, and they authenticate the current employer as a fantastic place to work (Hsu & Wang, 2008). Because these favorable traits serve as markers of staff retention, the expense component of

the balance sheet will appear wonderful. The primary character's high retention minimizes the cost of replacing human capital (Olivier, 2011).

2.3. Factors Contributing to the Formation of Organizational Commitment

There are a many factors that might influence to commitment of employee in the organization such as job traits, job rewards, alternative career possibilities, and employee personal qualities. It does a very rich job to a higher commitment. Likewise, giving the right rewards to the employees at the right time will enhance their level of motivation to stay in the organization (Xiao& Froese, 2008). Employee commitment increases with the number of years of service in the organization. According to many research, demographic variables such as ages, gender, family status, level of education, and work experience are significant duties of individuals. The success of service organizations depends not only on how much and how much they utilize their organization's competencies in order to educate their employees, but also on the amount of effort a service organization puts in to motivate its leaders' commitment. Employee motivation requires commitment. Organizational commitment is vital in developing a sense of belonging in its personnel, which motivates them to work harder for the organization's growth and success (Army & Al Jamais, 2016).

It brings security to the employee which is essential in the job. Employees will be more motivated to focus on their work if their jobs are secure. Greater dedication also leads to increased efficiency, job progression, large rewards, pay, and so on. If colleges remain devoted to their institutions, the organizations will gain in a variety of ways. Colleges frequently transfer positions from one school to another. The organization will be more stable as a result of commitment. It will lengthen the employee's stay. It will minimize employee turnover. A lot of money has been spending by organizations and colleges on acquiring and training new personnel. It necessitates a significant investment of both time and money. If the universities quit the organization, the human capital will become a cost to the organization. Commitment leads to satisfaction, which encourages employees to remain longer, resulting in cheaper expenses for the firm (BenMaatoug, 2022).

Many changes are taking place in today's world, whether they are technical, social, political, or otherwise. These advancements have an influence not just on business, but also

on education. Keeping and retaining employees in the company has become a difficult task. Organizations must now undertake frequent checks on employee needs and provide ongoing input on how the business is operating. Employees will remain satisfied and devoted to the company if their requirements are addressed. Furthermore, changes occur in businesses and other organizations. These changes might be the result of anything (Nguyen & Nguyen, 2021). Organizations should convey these changes to employees and clearly explain the fundamental reasons for the changes, as well as the significance of the changes to be made in the workplace. Better training is required to execute the improvements. Individuals who remain focused on their profession find it simpler to overcome any hurdles and survive in any situation (Al-Subai & Fahad 2016).

Eslami and Gharakhani (2012) Explained in the private organizations, the employee engagement with the job is not easily found. Nowadays employees do not get job security and they are not happy in the workplace. It has become necessary to address their issues and problems. Organizations should do their best to solve employee problems. If they have ability to develop a friendly environment, the employee will want to stay longer.

There have been many researchers and scholars' opinions and attitudes about the factors that help him to form organizational commitment within the institution, but the studies of (Robert Marsh & Manary) are among the distinguished studies in which he referred to the factors that help him to form and form organizational commitment, which are:(Al-Jaish & Al-Jamasi,2016).

1. **External environmental factors:** Factors with related to the external environment affect the conditions of the labor market and the opportunities for selection in the attitudes of individuals. The more there is an economic boom and the availability of job opportunities, the more this leads to a decrease in the degree of organizational commitment when starting work, because the decision to select individuals to work in the organization is characterized by clarity and freedom from among the group of alternatives available, and whenever conditions are characterized by depression and the higher the unemployment rate, this leads to a higher level of regulatory commitment (BenMaatoug, 2022).
2. **Factors related to the internal environment:** Abdul Aziz, (2018) determined factors into, such as policies, clarity of goals, working in order to develop the participation of

individuals working in the organization, organizational environment, Leadership styles, and the type of incentives followed, working to build an institutional culture, which are as follows

Policies: It is important to work on creating internal policies that assist fulfill the requirements of persons working for the organization, and it is well recognized that each person has a set of needs that overlap and help to shaping these individuals' functional behavior. The degree of the activity, whether good or negative, is determined by the individual's capacity to meet these demands. The sense of fulfillment, security, and belonging, followed by organizational commitment or loyalty, and these demands differ in importance and priority in trying to satisfy them among working persons. Maslow refers to physiological requirements, the need the desire for love, security, and belonging, and the need to respect the desire for self-actualization in his Ladder theory of human needs (Nguyen & Nguyen2021).

Clarity of goals: Clearness of organizational goals improves organizational commitment among employees (Al-Jaish & Al-Jamasi, 2016).

Working to develop the participation of individuals working in the institution: Participation by individuals who workings in positive ways help to achieves the goals of the institution. Participation, as Daven sees it, is the individual's actual and conceptual engagement in a collective position that motivates him to participate and contribute to accomplishing societal objectives, and shares accountability for achieving those objectives Participation has been shown in numerous studies to improve employee loyalty and organizational commitment as well as their ability to relate to their workplace more so that they consider the problems they face to be dangerous to them and their security and stability, which leads to their acceptance of involvement spirit characterized by unfettered passion and great morale (Bernal et al.,2005).

Working to improve the organizational climate: Muhammad (2019) argued That, organizational climate is that which includes the methods, tools, elements, and interactions between individuals within the organizational environment, and thus the organizational environment can be considered as expressing the successful organization's personality, and that its success is dependent on the prevailing work

environment, so the organizational climate Good promotes the development of a pleasant work environment that strives for individual and organizational stability, and it helps employees feel valued at work in terms of involvement. In terms of policymaking, decision-making, and a high level of mutual trust, and because employees' enjoyment of an appropriate organizational climate in terms of harmony, cooperation, justice, and equality leads to organizational goals and enhances mutual trust, raises morale, and increases job satisfaction., and promotes organizational commitment and loyalty.

Implementing appropriate incentive systems: A good organizational climate requires appropriate moral and material incentive systems. The availability of appropriate systems leads to increased satisfaction with the organizational climate and the institution as a whole, and thus increased commitment, higher production rates and reduced costs. The researchers agreed that institutions operating in the public sector are less Institutions using incentives and implementing new incentive systems (Al-Subaie& Fahd 2016).

Working on building an institutional culture: Abdul Aziz (2018) paying attention to satisfying the needs of workers and looking at them as members of one work environment that establishes outstanding performance standards for its members, works to provide a great degree of mutual respect between management and working individuals, and gives them a major role in participating in decision-making, which will result in Increasing the strength of the organization's cohesion, and increasing the commitment and loyalty to it.

Leadership style: The great role that management must play is to convince others, in an appropriate work atmosphere, of the need to complete work accurately and effectively. The successful leader is the one who can increase the degree of organizational commitment of individuals (Durkin& Bennett, 1999).

3. **Factors relating to the individual's characteristics:** Numerous studies and research indicated that organizational commitment is affected by many personal characteristics of the individual, including age, gender, and years of experience, educational qualifications, job level, and salary. According to Ben Maatouq(2022), these personal characteristics

greatly influence an individual's commitment to his or her organization, which can lead to success and excellence.

4. **Factors related to job characteristics:** The characteristics of the job in terms of its scope and the degree of tension in it affect the level of organizational commitment. The scope of the job, independence, challenge, feedback, sense of importance, and sense of responsibility all positively correlate with organizational commitment (Islam, 2020).
5. **Factors related to Organizational Structure:** Researchers have just lately been interested in the influence of organizational structure on commitment. They found that decentralization in decision-making, the availability of a degree of reliability in business performance between functional departments, and the organization of work procedures have a positive impact on the levels of organizational commitment (Ali & Amira, 2020). According to some researchers, the size of the organization has a negative impact on commitment. As large organizations may require the manager to exert more effort in the process of coordination, control, and development of behavior, which has a negative impact on managers' commitment to the organizations for which they work, While we find that the "Stevens" study, in which he focused on four structural variables: the size of the organization; the quality of control; the scope of control; and the centralization of authority, and the study concluded that these variables do not affect the levels of organizational commitment, the form strongly (Ben Maatoug, 2022). The Figures 2.1 explain the factors affecting organizational commitment.

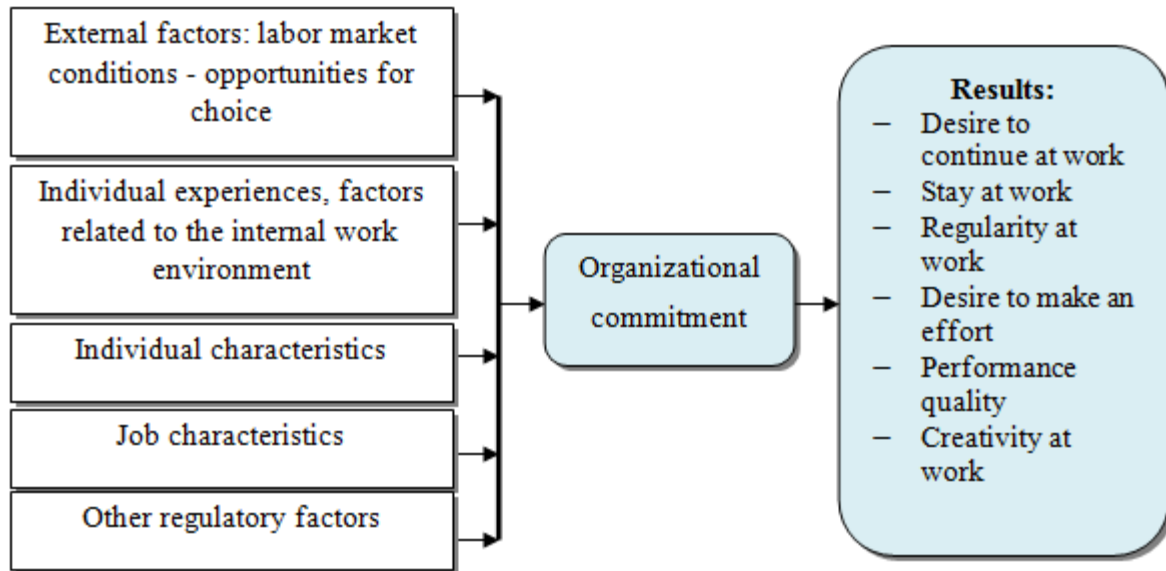


Figure 2.1. Most Prominent Factors Affecting Organizational Commitment
(Ben Maatoug, 2022)

2.4. Challenges and Opportunities for Building Organizational Commitment

There are several challenges and opportunities while developing organizational commitment, which are as follows (Shaw & Rich, 2010):

2.4.1. Challenges for Building Organizational Commitment

1. Pay: According to Shaw and Rich (2010), it is the first aspect that attracts employees when they join the organization. A good pay should cover fundamental demands. Wages have become a source of contention for employees since they are not being paid fairly. It is also difficult for organizations to provide a fair wage since downsizing occurs in private organizations. They want to employ colleagues with the necessary knowledge and experience but at a lower salary. It contributes to employee unhappiness. Even if they accept a reduced wage, they will not be pleased or attached to the business and will begin seeking for another suitable choice becomes an expense to the organization.

2. Increment: Organizations should increase wages regularly according to the employees' job and performance. It is a great motivator for employees since it shows that their efforts are

being noted. It demonstrates that the organization cares about its employees and, in some of these ways, strengthens their loyalty to the organization. Most executives in the private sector take this element for granted. Employees do not receive raises on a regular basis based on the amount of time they spend with the company. It is occasionally delivered, but most of the time it is ignored (Islam, 2020).

3. Corrector for Reporting: Organizations should pay primary attention to this. Any organization should have the right number of employees in the right position. This is not found in private educational institutions. The workplace will be disrupted if colleges do not identify the right authorities that can report to them as necessary. They will have no idea why they are there. This will make them feel insecure, and they will actually participate in less organizational activities (Malik et al., 2010).

4. Conflicts and Ego: Falkenburg &Schyns (2007) argued that it is one of the main problems that exist in the organization when two people with almost the same education and achievement work at almost the same level, and they continue to prove each other incorrect. They do not readily accept one another's decisions and continue to overcome difficulties in each other's path. It causes strife. Due to competitiveness, their egos do not always enable them to accept each other. This is a problem that happens at all levels, whether top management, middle management, or lower management. Conflicts emerge when two decisions contradict each other. If the disagreement is not addressed in a timely manner, it leads to a negative environment in the workplace and begins to cause mental stress that has nothing to do with the employee or the organization.

5. Environment: Azeem (2010) see, that the environment in the workplace it is both a challenge and an opportunity for institutions. When conflict, ego, and hatred toward one another begin in the ocean, it becomes a challenge. When employees do not believe in the organization and do not respect one another or management. Surviving college becomes difficult in such an environment and one does not feel like going to work every day.

6. Rewards for motivational achievement: Employees are negatively impacted when there is conflict, ego, push, or excess in organizations. It causes people to feel dissatisfied. They must be motivated in order to operate successfully and efficiently. It has an effect on the

institution productivity and growth. Measuring employee performance and rewarding them with intrinsic and extrinsic rewards on a regular basis provides enormous motivating pleasure. These things, however, are not present in private educational institutions (Malik et al., 2010).

2.4.2. Opportunities of Building Organizational Commitment

Even after there are a lot of problems in the workplace, there are many opportunities available to the employees through which these problems can be removed in the workplace. Private educational institutions can not only develop their own institutions but can act with integrity and transparency. These opportunities are as follows (Toglaw, 2006):

1. Regular Pay by Degree: The college pay scale should be fair and according to the job and their positions. The basic salary and other wages which are offered to them are not given in a number of establishments. The grades paid to them shall be duly awarded and instructed. If there is a good salary and good remuneration, it will result in their involvement in the work to a large extent and will create commitment to the organization.

2. Healthy Environment: A healthy environment works as medication by creating a friendly culture in which people are dedicated to their duties. A transparent and open communication system can help to develop it. If the communication system is clear, the barriers to employee progress will be removed. A suitable work-life balance framework is required. Organizations should encourage workers to devote adequate time to their personal lives so that they feel satisfied. They should take time off from time to time so that they arrive at work happy and relaxed. It increases their degree of satisfaction and, as a result, their dedication (Great, 2010).

3. Work's Transparency: In the workplace, there should be a clear and transparent system. The top management should clearly describe its goal and how it wants its people to achieve it. It will remove the hurdles that arise as a result of a strange system. Transparency is necessary in the performance evaluation, promotion, and increase systems (Hakanen et al., 2008).

4. ERPSystem: Toglaw (2006) illustrates, if organizations that employ a good ERP system may easily overcome challenges. Enterprise Resource Planning (ERP) is an essential requirement. Management may monitor recruitment, dismissal, and diversity via an Enterprise

Resource Planning (ERP) system. It will help to keep a full database of pay and salary details, attendance, performance, and a promotion system, among other things.

2.5. Positive and Negative Aspects of Organizational Commitment

2.5.1. Positive Aspects of Organizational Commitment

Organizational psychologists have become increasingly interested in process improvement. Human resources are being assessed, developed, and managed based on their strengths and psychological talents. This was done in order to increase performance at work today. According to some researchers, work involvement, which is considered to be the inverse of burnout, is an important factor in life satisfaction (Schaufeli, 2006). It is a good idea to engage in labor if you do not exhibit any signs of fatigue, cynicism, or diminished professional management of your current job. It is also possible to define employee engagement as the degree to which an employee feels responsible for his or her performance on the job and how committed they are. As a result, completing the task has a deeply personal value for its creator. (Hakkanen, 2009) Job engagements described as appositive and satisfying mental condition related to work indicated through energy, devotion, and motivation. (Schaufeli, 2006) Job engagements clearly linked to organizational commitment, according to research (Hakanen et al., 2008).

Employee commitment to the organization is a positive experience in general, thus the term should not be confused with work holism. Perhaps the rest of his life hooked to his profession will be meaningless, even if he will or would appreciate his employment. In general, if you are motivated to work in an organization, you will usually be satisfied with other areas of your life (Häkanen, 2009). If an organization can hire, train, train, and retain qualified employees, the organization's overall sustainability is maintained. Productivity and economic viability are affected by this (Falote, 2014). Commitment to the organization is also an indicator of an employee's effectiveness in achieving the goals and vision of the organization and the department. (Jabari and Gazawi, 2019).

2.5.2. Negative Aspects of Organizational Commitment

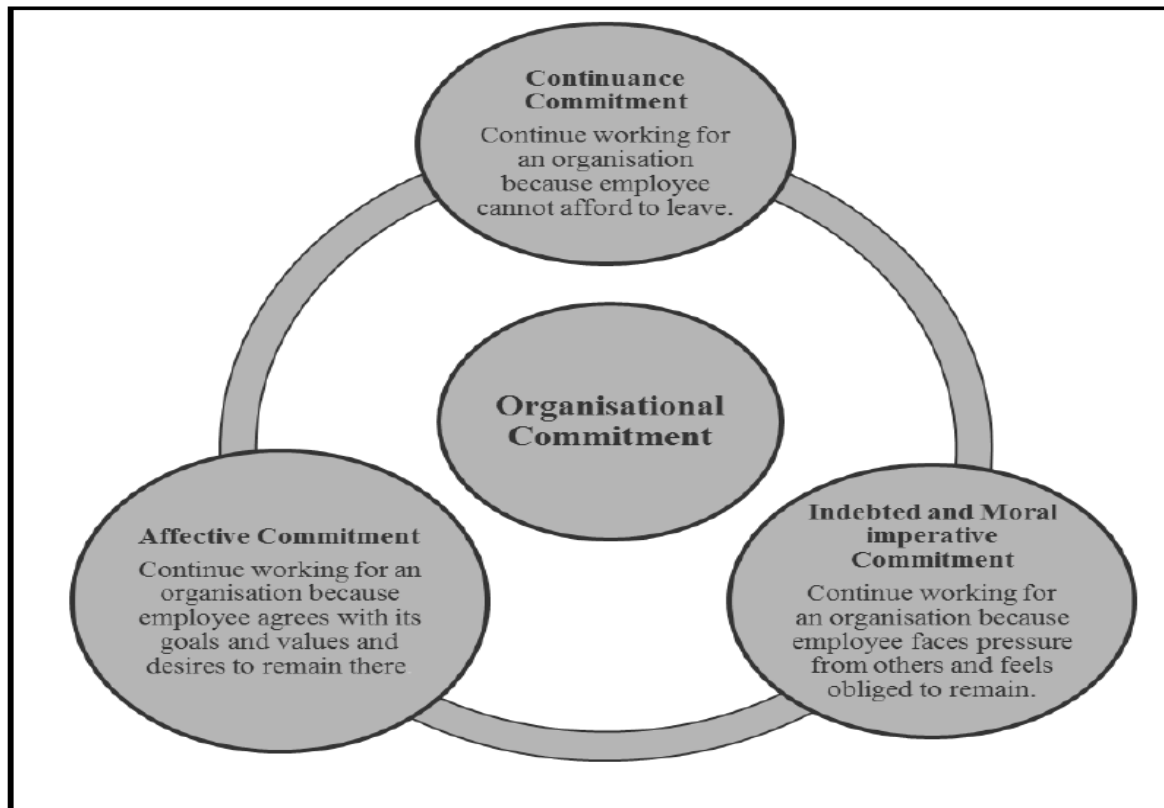
Many academics and managers in this field characterize organizational commitments something we desire and also as a valuable tool for keeping individuals accountable. It can enhance organizational productivity while decreasing employee turnover and absenteeism. (Janonienė & Endriulaitienė, 2014) Much research has discovered some negative effects of long-term devotion to an organization. This is because oft that the fact more dedicated individuals to the organization; they are more probable to know-how pressure, work-family conflict, and decreased all-around life contentment (Meyer et al., 2002).

Although affective commitment is commonly can be seen as a desirable part of corporate dedication, continual commitment can be harmful to employee well-being. This indicates that the more individuals, who are consistently dedicated, the more probable it is that they may experience burn-out and stress. Life satisfaction may decline as a result of the pressures of job and family. A high degree of continuance commitment may have negative impacts for both the person and the organization. If the person has limited options, concerns about losing the job, and a sense of being imprisoned by the organization. Instead of good job performance, an individual may be dissatisfied, perform weakly, and even laziness at work. High levels of long-term commitment also tend to be rigid and resistant to change. (Janonienė & Endriulaitienė, 2014, Meyer et al., 2004).

2.6. The Three Elements of the Commitment Model

Meyer and Allen's (1991) model presents organizational commitment (OC) as a contract consisting of three separate but interrelated components: the component's actual (emotional) attachment to the organization and the perceived cost of leaving the continuity component), and the commitment to remain a member (the debtor and moral duty component) The three-component model of OC is illustrated in Figure 2.2 (Meijen 2007:53).

Figure 2.2. The Three Components Models of Organizational Commitment (Meijen, 2007)



In this model, employee commitment is defined as a mental state that represents an organization's relationship with the employee and predicts the employee's future behavior toward the company (Meyer & Allen 1991). In creating this model, Mayer and Allen's goal was to transition to behavioral research and lay the foundation for future research (Tojari, Esmaeilli&Majedi 2013).

2.6.1. Affective Commitment

Meyer and Allen (2002) characterize affective commitment as an employee's emotional relationship with, involvement with, and acknowledgment of the organization and its objectives. Additionally, Mowday et al. (1982) conceptualized successful organizational commitment as "an individual's attitude toward the organization, consisting of strong belief and acceptance of the organization's goals, willingness to make a significant effort on behalf of the organization and a strong desire to maintain membership in the organization." affectively engaged members to stay with their organization as they perceive that their

personal working relationship is improving compatible with the values and aims of the organizations (Beck & Wilson, 2000).

An employee's emotional attachment is referred to as an affective commitment, awareness, and commitment to an organization. Employees who have deep emotional ties to the organization want to stay. According to Mowday (1982), emotional commitment leaders are classified into four types: (1) personal attributes, (2) structural (organizational) features, (3) work-related traits, and (4) job experience

The affective commitment comprises of three components: belief in the mission and ideals of the organization, striving for the organization, and desire to maintain membership in the organization. According to Meyer and Allen's (1996) Organizational Commitment Model, job challenges, role clarity, goal clarity, goal complexity, administrative acceptance, peer cohesion, equality, individual importance, feedback, Involvement, and trust all affect emotional attachment. Affective commitment describes the state of determination and dedication with which employees voluntarily remain with the organization (Allen & Meyer, 1990).

Agreeing with Kaiser et al. (2012), this measurement is impacted by an individual's recognition of the defining characteristics of science; to be specific the degree of freedom and differing qualities of abilities required the nearness and course of administrators and the employee's sense of tolerance. He effectively takes part in the decision-making of the organizational environment in which he works, in expansion to the input he gets from the organization.

Mayer et al. (2002) found that the type of work and work experience employees had been closely related to the affective commitment. It has been proven that organizational structure and personal characteristics have an additive effect on emotional commitment. Moreover, affective commitment is significantly influenced by both internal communication satisfaction and leadership style. Another predictor of affective organizational commitment has been identified as job satisfaction. Affective commitment is sometimes situational, and in this scenario, the employee perceives themselves as integral members of the organization. People who are emotionally invested to a high degree continue working out of a desire to do

so. Because strong affective commitment indicates that employees are eager to stay in the organization and support its goals and values, it is essential for businesses that their employees feel emotionally committed.(Allen & Meyer, 1990).In a transnational study, Chordiya, Sabharwal, and Goodman (2017) clearly show that this is genuine for general managers in both the United States and India, noting that if employees are more satisfied with their job, more effective they will be (that is, emotionally) committed to their organization.

Additionally, according to Döckel, Basson, and Coetzee (2006), individuals develop emotional commitment when they recognize the significance of value and/or derive their identity from their involvement with an organization or its operations. Due to the variety of actions that occur from the many dimensions of commitment expressed by employees, many researchers believe that emotional commitment has a positive effect with a variety of organization-related consequences like a lower turnover and absenteeism. Compared to normative adherence and continuity, work performance, and OCB (Meyer, Stanley, Herscovitch&Topolnytsky 2002; Morrow 2011; Meyer et al., 2012). This view is supported by the logic that employees are emotionally attached to the organization, which makes hard for them to leave the company.

2.6.2. Continuance Commitment

The continuance commitment is the second kind of commitment. According to Meyer et al. (2010), continuance commitment is described as being conscious of the costs associated with quitting the organization. Any activities that raise the perceived costs are viewed as side bets or investments because this kind of commitment represents the cost of leaving the organization (Meyer & Allen, 1991:71). Salary, pension, benefit, tenure, status, or utility reductions are all examples of these costs (Iqbal 2010:17). According to Beck & Wilson (2000), continuance commitment can be viewed as a significant attachment to the organization. An individual's attachment to the organization is determined by evaluating the economic benefits gained. The positive extrinsic rewards that are received through the use of a business transaction without acknowledgment of the values and objectives of the organization lead members of the organization to develop a commitment to the organization. Younes (2016) also stated that workers with a high level of continuance commitment remain, and that continuance commitment refers to the investment value that workers achieve if they

continue to work in the region in exchange for what they will lose if they leave other jobs. They serve because they have to, not because they want to. Natarajan & Nagar (2011) investigated that an employee remained in the organization for his non-transferable investment e.g. relationship with co-workers and because of some special skills needed for organizations and that continuance commitment and external rewards are related to wages and promotion.

Continuance commitment emotion of the employee and feeling linked to the decision to continue in the organization that's because the leaving's cost is higher and it is better to stay (Chowwen, 2012). As a consequence, the employee maintains the relationship with the business since of potential employees remuneration does not fulfill the employee's expectations. Furthermore, employees can choose to stay with the organization as a result of their own investments, like being close relationships formed at work, friendships formed at work, benefits for retirement and acquired skills in the organization, length of employment, feeling comfortable in the organization, and engagement in the community, as well as different elements that make leaving the organization more expensive when compared to other job opportunities (Chowwen, 2012).

According to Allen and Meyer (1990), two factors lead to continuance commitment: the amount of money people put into their current job and the perception that there aren't any other options. This investment can be anything that a person considers important, such as pension plans, benefits offered by the company, or their reputation, which would be lost if they left the company (Meyer & Allen, 1993). It can also be used to encourage them to stay with their current job.

Consequently, the continuity clause acknowledges the costs of leaving the company, and anything that raises perceived costs is considered precedent. People who are very committed to continuity stay with the company because they have to.

2.6.3. Normative Commitment

According to Yalçin and Iplik (2005), employees with normative commitment are loyal to the company because they believe they owe it to the organization and view remaining there as an ethical obligation. A sense of engagement is when employees are motivated to stay with the company and have a sense of responsibility and commitment to their organizations (Wasti,

2002). Employees are more likely to remain with the company if they are grateful to their employers. According to Yalçın and Iplik(2005), this is due to the fact that they have such high-value evaluations or such positive feelings about their organization. This aspect is influenced by prior and subsequent experiences with the organization (Allen & Meyer, 1990), such as the individual's moral principles and justifications and the views and expectations of their family. For employees from low-income families and collectivist societies, normative adherence is likely to be crucial due to expectations and pressures from family members and society as a whole. This is also true in cultures with a high-power distance, where people are expected to respect and be loyal to authority and where such standards are part of a society with such a high hierarchy (Fischer & Mansell, 2009).

Mayer and Parfyonova (2010) argued, the well-established normative commitments perceived as either a moral responsibility or a sense of obligation, each with different conclusions to the work's situations. Normative commitment refers to the willingness of the employees to stay with the organization. Normative commitment is the overarching value of having a complete belief in a job. Normative commitment is natural and originates in society. This is because of religion and family background. Likewise, when it comes to the workplace, this is a moral responsibility to the organization (Chen, Tsui, &Farh, 2002).

Schneider (2003) in this sense describes normative organizational commitment as the ethical commitment developed by an employee when the organization invests in it. He claims that an employee may decide to stay with the company if they believe the company has invested a significant amount of time and money in its training and development. When employees are unable to achieve a profit on the organization's investment in them, normative organizational commitment is more probable.

CHAPTER THREE

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT

A numerous studies has been conducted to examine connection between organizational commitment and transformational leadership. There is a summary of most relevant ones.

Simon (1994) conducted a survey of his 228 employees in three different companies in the United States to examine the effect of transformational leadership on organizational engagement of leader's ability to spread out transformational behaviors (such as idealistic influence, intellectual stimulation, and individual concern) was discovered to be a critical factor of organizational commitment in the research.

In order to evaluate the connection between transformational leadership and organizational effectiveness, Bono and Judge (2003) conducted research on 247 leaders and 954 followers of these leaders. And a number of traits associated with their followers (self-conformity, job satisfaction, and job performance). In addition, additional research in this area revealed a significant and positive connection between organizational commitment and transformative leadership.

An exploratory study was carried out by Emery and Baker (2007) to investigate the effects of transformational and transactional leadership on the commitment to the organization and job satisfaction of bank and supermarket customer service employees. The researchers assessed leadership and organizational commitment in 77 branch managers from three regional banking organizations and 47 store managers from one national food chain using the Multifactor Leadership Questionnaire (MLQ) and a 15-item questionnaire developed by Porter et al., 1974). The research found that organizational commitment was strongly correlated with three transformational leadership elements: intellectual stimulation, individual concern, and charisma.

And tested an empirical research model emotional organizational commitment was the subject of comparison in the model between transformational leadership and integration strategy. This study found that emotional commitment was statistically explained by inspiring

reasons and individual characteristics, according to this study. In addition, the study discovered that emotional commitment was not statistically associated with charisma or intellectual stimulation, the other two aspects of the target language.

The connection between organizational commitment and transformative leadership was examined by Younes and Ibrahim (2015). The research also sought to determine whether the interaction between the leader and the participant altered the connection between organizational commitments and transformational leadership. 122 Shah Alam SME's employees provided the information. Among all the characteristics of transformative leadership, only individual concerns have been shown to have a significant association with emotional commitment. The results also indicate that LMX alters the connection between organizational commitment and transformative leadership.

By demonstrating a set of leadership behaviors and attitudes, inspiring transformational leaders and employees to go above and beyond the minimum organizational requirements. Such as inspiring and addressing the emotions of subordinates, piquing subordinates' interest, meeting special developmental requirements of subordinates, and improving their readiness. Subordinates for growth and development (Bass et al., 2003). His principles of social exchange and reciprocity can be used to describe the reciprocal effects between transformative leaders and their followers. Economic rewards, trust, and long-term purpose completion are critical features of this trade partnership between these leaders and followers. Transformational leaders force their followers to rely on long-term interest rather than self-interest (Sheehan et al., 2020). In doing so; they can motivate followers at a higher performance level (Turner et al., 2002). Previous researchers have found the significant impact of transformational leadership on workers behaviors and attitudes such as work satisfaction, OCB, confidence sharing in knowledge, commitment, and task performance (Lussier & Achua, 2015). Transformational leadership may have a creative and innovative leadership style that encourages follower for making reasonable choices and growing their job (Nielsen et al., 2009). Additionally, in numerous organizational contexts, transformational leadership has been found to directly correlate with organizational commitment (Top et al., 2015).

The followers of transformational leaders have a high level of devotion because they are encouraged to come up with novel solutions to problems and overcome obstacles. There are a number of factors that play a mediating role in the transformational leadership styles effect on employee outcomes, such as engagement, empowerment, and trust in the leader, among other things. Transformational leadership behavior is a precursor to many workplace behaviors and organizational performance. For instance, McCann, Langford, and Rawlings (2006) found that the charismatic transformational leadership traits of leaders are significantly linked with followers' opinions and organizational commitment in an analysis of 182 followers working under 29 leaders in 17 businesses. The study of 323 frontline hotel workers found that participation partially mediates the link between the performance of employees and transformational leadership (Martnez, Buil& Mate, 2019).

Mohammed et al. (2020) investigated the impact of the five components of transformational leadership on employee performance among 76 workers of the Ministry of Scientific Research and Higher Education of the North of Iraq Government. The findings revealed that inspiring motivation has an impact on employee performance. According to several research, transformative leadership is closely linked to organizational engagement (e.g., Anwar and Ahmed, 2012; Bass and Avolio, 1994; Marmaya, Hitam, Torsiman, and Balakrishnan, 2011). Transformational leaders collaborate with their followers to identify key changes and develop a vision. Your duty is to lead, coordinate, and execute improvements with the help of dedicated individuals from various groups. However, there are considerable differences in this research.

For instance, Abasilim et al. (2016) examined the impact of transformational leadership on faculty commitment to the organization at a private Nigerian university. They found that transformational leadership had no significant impact on commitment to the organization. Furthermore, they discovered that those who rated their commitment as moderate rated their leaders' transformational leadership style as high. As a consequence, they recommended more investigation because the findings contradicted the literature.

According to Leithwood and Gantz (2005), transformative leadership is particularly effective for (1) fostering a cooperative and professional work environment among employees. 2) Assisting leaders in effectively solving problems and encouraging leaders to

grow. Gulluce et al.'s search findings (2016) demonstrated a strong positive correlation between the extent of organizational commitment and the scale of transformational leadership. Employees' commitment to the organization is significantly affected by transformational leadership. Continued employment with the business, according to Al-(2016) Quraan's research. These findings show that transformational leadership improves long-term organizational commitment by developing leaders' skills. School administrators in Jordan, according to Al-Khasawneh et al. (2012), demonstrating moderate to high levels of innovative leadership behavior, resulting in strong organizational commitment among teachers. In contrast, according to the study of Novitasari's (2020), organizational commitment had no a positive and significant relationship with transformational leadership.

As a successful leadership style that identifies an individual's commitment to the organization. If leaders have the capacity to empower, move, and inspire employees can have an impact on the commitment of the organization. If a leader own ability for understanding the requirements of subordinates, is able to inspire his subordinates, is able to offer solutions and resolve issues, and can also serve as a mentor in preparing subordinates for success, it leads to greater organizational commitment from employees, but leaders who are less responsive in the previously mentioned matters, this will have the effect of diminishing. According to the minister of health in his research in Indonesia entitled "Transformational Leadership and Organizational Commitment: Mediating the Exchange Role between Leader and Member," and through using social exchange theory as a perspective to study the relationship between organizational commitment and transformative leadership, it was concluded that emotional one indicator of organizational commitment is commitment. It has a wider effect on employee retentions, satisfaction at work and social behavior. The supportive transformational leadership styles enhance the emotional bond among leaders and their followers, reducing motivation to leave the organization. Whereas, having a personal appreciation for transformational leadership will make followers more loyal and will make them more committed over time. (Keskes et al., 2018). Organizational commitment can be used to evaluate emotional commitment, commitment to continuing, and commitment to the normative. Will increase in the state a leader can build trust and values towards the organization.

Swid (2014) concluded that transactional leadership and organizational commitment had a linear connection. Additionally, this researcher investigated the fair-trade passport's advantage in leading transactions and discovered that leadership and regulatory compliance do not have a linear relationship.



CHAPTER FOUR

RESEARCH METHODOLOGY

This chapter of the ongoing study gives detail clarification of analysis and methods carried out, for the assortment and examination of data. Moreover, the research framework is discussed in this chapter, study design, questionnaire design, analytics division, population, sample size, and method of sampling, chosen of measures, participants, and the scale that was used to collect the data and lastly the statistical methods for interpreting and analyzing data.

4.1. Study Population

A very precise group of respondents is defined as having a crucial role in each research study because the appropriate group of respondents generates a conclusion that is scientifically valid (Sekaran, 2000). The current population of public institutions surveyed by administrative department heads in a number of general directorates in the Duhok governorate and other nearby areas including Zakho and Simele. The rationale for this study explains this based on the literacy rate of respondents compared to other Iraqi cities and provinces.

4.2. Sample Size and Method of Sampling Technique

Effective sample selection is crucial in conducting research as it can significantly influence the study's outcome. A sample is a subset of a population used to represent the entire population, and researchers carefully select groups of respondents to obtain scientifically valid results. However, when dealing with a wide population set, it may be challenging or impossible to contact each person or gather data from them. It is worth noting that selecting samples from areas of interest may compromise the scientific validity of the study. Therefore, researchers must pay close attention to sample selection to ensure scientific validity (Sekaran, 2000).

This study examined the impact of transformational leadership on organizational commitment in public institutions through the heads of administrative departments in several general directorates in the Duhok governorate. The study employed a descriptive design, and the population was statistically surveyed under the direction of the head of the administration department of the directorate general of Duhok province. The sample size consisted of 194 heads of administrative department, out of which 130 department heads were selected using a

convenience sampling technique. The researchers distributed 130 questionnaires, out of which 124 valid questionnaires were collected, and 95.38 percent of respondents responded. Six questionnaires were rejected due to insufficient information. The collected data was analyzed using SPSS, a statistical software package for the social sciences. The study highlights the importance of carefully selecting a sample to ensure scientific validity in research.

4.3. Study Design

4.3.1. Investigation Method

The present research is descriptive in nature and describes the effects of independent factor on dependent factor. In research, descriptive analysis is widely employed. This study examined to investigate the independent variable affected the dependent variable using simple linear regression analyses. A regression analysis is performed to find out whether or not there is a connection between the independent and dependent variable.

4.3.2. Study Setting

The current investigation takes a look at changes are made in a non-synthetic environment. Variables and participants have not been manipulated in any way. Investigator intervention in the study was minimal.

4.3.3. Analytics Division

The analytics division of the study is the administrative department heads from several general directorates in the Duhok governorate were chosen as a sample for the study.

4.3.4. Time Horizon

Cross-sectional analysis was used in the current inquiry. Throughout the month of November, the data collection was done once.

4.4. Data Collection Sources

4.4.1. Primary Data Source

The authors employed a structured questionnaire method since it is regarded as a crucial data source. The questions in questionnaires are designed to gather data from certain respondents (Sekaran, 2000). For scientists, the design of the questions in every research study must follow a logical progression. Avoid asking the same question more than once,

because this reduces the usefulness of your survey and tends to confuse respondents. The questionnaire needs to be appropriate for the study's objectives. Questions that are pointless or irrelevant should be researchers should try and avoid vague questions. Moreover, the questionnaires help researchers gather more data in a shorter amount of time (Sekaran, 2000).

4.4.2. Questionnaire Design

This study used a questionnaire as a data collection tool (Zikmund, 2003). It can also be defined as a tool used in a scientific research curriculum that includes a series of questions directed at individuals to obtain specific data (Benounnas, 2016). After reviewing the literature and research on the subject of research and reviewing some of the tools used therein, we found that questionnaires were the best tool available to collect field data for research. For this objective, we have developed a survey questionnaire addressed to the heads of administrative departments of a number of directorates in Duhok Province.

When questionnaires, items, or questions require respondents to answer a series of questions or data, the responses of those participants are digitized and statistically analyzed (Bowling, 1997). The questionnaire that was used in this study had three sections to make it easier to analyze the data. In the first section, the degree of transformational leadership is measured. The second section measures the degree of organizational commitment. The respondents' personal information and other employment-related information were the subjects of the third section.

The first section of the level of employee survey relates to the dimensions of transformational leadership, and the second section relates to organizational commitment. And the participants' demographics were the focus of the third section: such as gender, age, level of education, number of years of experience, status of marriage, and career level.

The third section of the questionnaire was collected by the heads of the administrative departments in a number of general directorates in the governorate of Duhok and the surrounding areas such as Zakho, Simele, etc. It was asked of respondents to use the seven-point likert scale for the first and second sections.

The first part of the questionnaire covered the dimensions of transformative leadership, and the second part focused on the organizational commitment of the survey participants. This

component of the survey deals overall the general assessment of subordinates. They were requested to assess the organization's organizational commitment and level of transformational leadership practice on a likert scale with seven points. The collection of the essential data was one of the most challenging aspects in the research effort. Due to their busy schedules and other commitments, it took more than two weeks to obtain the necessary data.

4.5. Instruments of Measurement

Two scale measurements were used by the researcher: the organizational commitment scale and the multifactor leadership scale. These instruments are as follows:

Transformational leadership scale: To measure transformational leadership levels of participants we use global transformational leadership scale developed by Carless et al. (2000). The scale consists of 7 items.

Organizational commitment scale: To measure organizational commitment levels of participants we used the scale developed by Mowday et al. (1979). The scale consists of 15 items, and the scale has a 6 reverse items.

4.6. Statistical Methods for Interpreting and Analyzing Data

For scientific data analysis, researchers need to use both descriptive and inferential statistics correctly. They can use pie charts, graphs, averages, and other tools to create summaries of data and look into current behavioral patterns and trends. Inferential statistics let researchers draw inferences about a specific group of populations with taking the right amount of samples from that population. The use of techniques statistics in practice helps researchers get useful results based on a variety of statistical tests and methods (Jan, 2018).

Before being approved by the statistical package software 26 SPSS, the questionnaires were collected, completed, coded, entered into the computer, and processed. Appropriate statistical methods were utilized to be able to accomplish the study's goals, evaluate the data and respond to study-related inquiries, and test the hypotheses.

CHAPTER FIVE

FINDINGS, RESULTS AND DISCUSSION

This chapter presents and discusses the current study's findings. These results were derived empirically from sample responses to the study and analyzed using various data analysis techniques or methods. And plotting frequencies, percentages, and circles, standard deviations, and standards to confirm the validity of the study's standard model. Descriptive and diagnostic tests inferential statistics have been utilized by scholars for the study's data and analysis. This chapter concludes with a comprehensive discussion of the obtained results.

5.1. Description of the Participants

As indicated in the following table, a researcher gathered data from the induction section of the questionnaire form unloading and used it to describe the population in the study, including the characteristics' percentages and frequency distribution of the responders of people in the study sample.

Table 5.1. Distribution of Participants According to Gender

	Gender	Frequency	Percent
Valid	Male	71	57.3
	Female	53	42.7
	Total	124	100.0

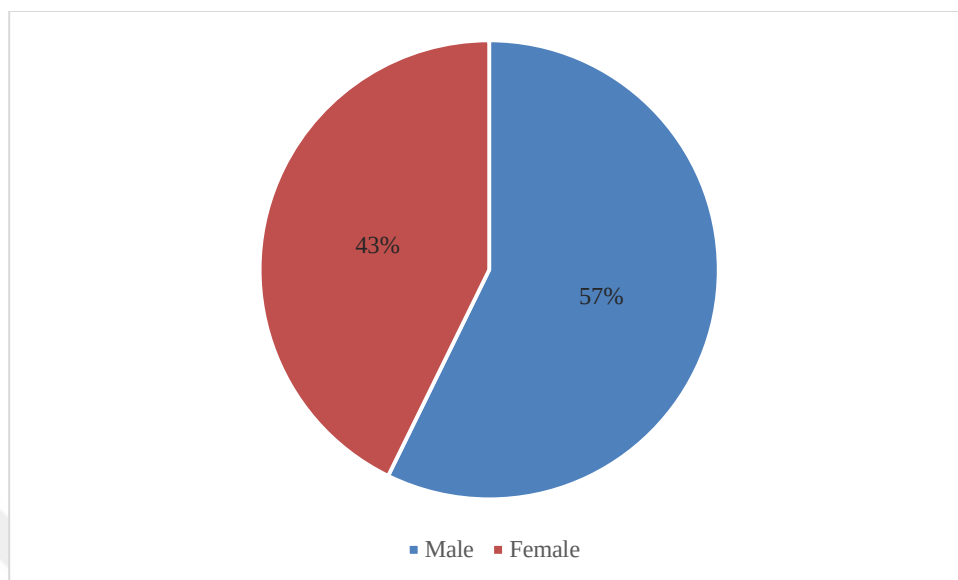


Figure 5.1. Distribution of Participants According to Gender

Gender: Based on the data in the aforementioned table we answered that the majority of the study sample members are males, as their number reached 71 heads of departments, and they represent 57.3%. While the number of female reached 53 heads of departments in the rate of 42.7% of the total sample size. We discover that the percentage of males is higher than the percentage of females, these shows that the largest percentages of the heads of administrative departments in a number of general directorates in Duhok governorate are males.

Table 5.2. Distribution of Participants According to Age

	Age	Frequency	Percent
Valid	20-29	4	3.2
	30-39	54	43.5
	40-49	37	29.8
	50-59	24	19.4
	More than 60	5	4.0
	Total	124	100.0

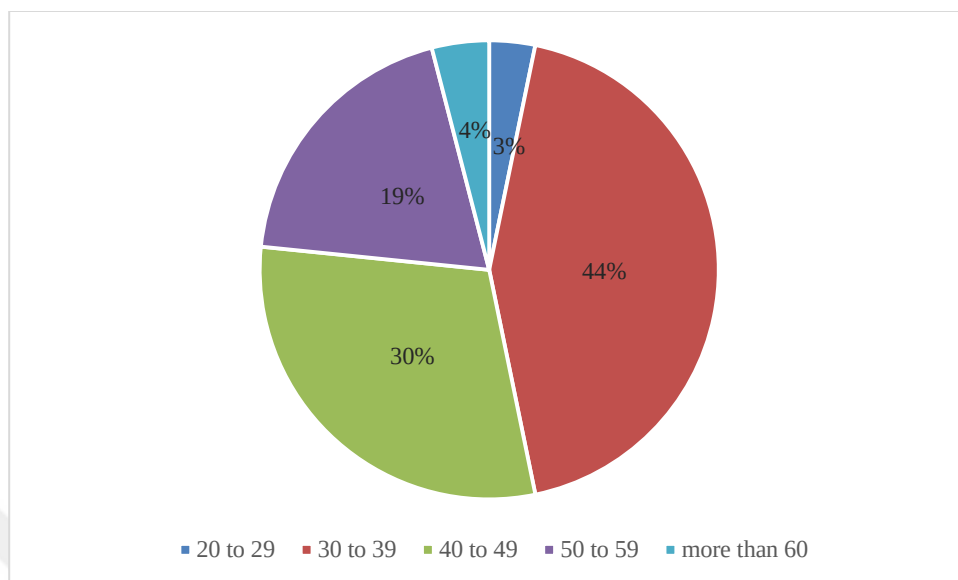


Figure 5.2. Distribution of Participants According to Age

Age: We find that the highest age group in the study sample is between the ages of from 30 to 39, the number of members it has 54 accounts for 43.5% of the members of the study. The age group of from 40 to 49 year olds came in second place, with 29.8 %; the number of its members was 37. The age group of from 50 to 59 years old came in third with 19.4%; the number of members was 24. The age group of from over 60 years old came in fourth with 4.0% and the number of members was 5. The age group of from 20 to 29 years old came in last with 3.2% of the members of the study. The number of members was 4. This demonstrates that people between the ages of from 30 to 39 make up the majority of the population in the administrative region.

Table 5.3. Distribution of Participants According to Years of Service

	Year of service	Frequency	Percent
Valid	Less than 5 years	4	3.2
	6 to 10 years old	33	26.6
	11 to 15 years old	38	30.6
	16 to 20 years old	14	11.3
	More than 20 years	35	28.2
	Total	124	100.0

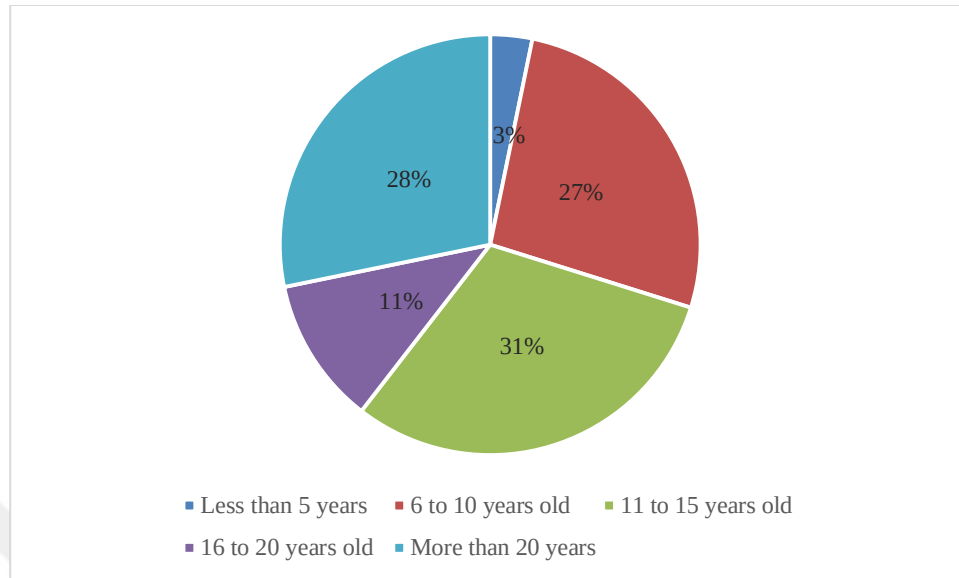


Figure 5.3. Distribution of Participants According to Year of Service

Years of Service: We note through the results from the above table, it is obviously that the largest percentage of the respondents has years in the field of work in the category of the that the highest percentage in the category from 11 to 15 years with a rate of 30.6% With the number of people estimated at 38 members, while the category with experience more than 20 years ranked second with 28.2% With the number of people estimated at 35 members, and the third rank was for the category with experience from 6 to 10 years with a rate of 26.6% the number of its members 33 members, while the fourth rank was for the experienced category 16 to 20 years with a rate of 11.3% with the number of people estimated at 14 members, while the last rank was for the category less than 5 years with 3.2% with the 4 members.

Table 5.4. Distribution of Participants According to Educational Level

	Educational Level	Frequency	Percent
Valid	Elementary level	3	2.4
	Secondary level	32	25.8
	University level	84	67.7
	Postgraduate	5	4.0
	Total	124	100.0

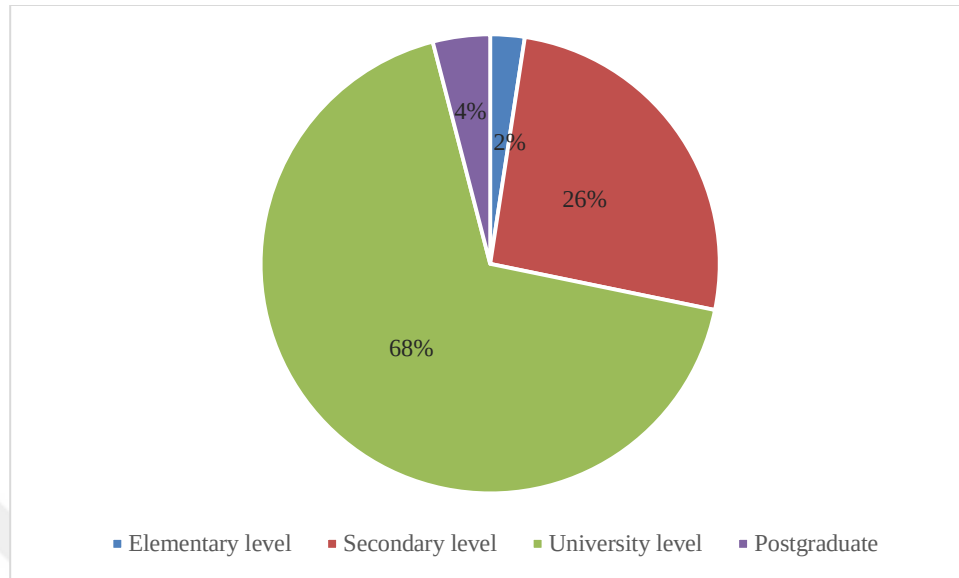


Figure 5.4. Distribution of Participants According to Educational Level

Educational Level: The largest percentage of the sample members had a university-level degree in the rate of 67.7%, and the number is 84 members, came in second place with a secondary level degree in the rate of 25.8%. and the number is 32 members, came in third place in the rate of 4.0% had postgraduate master's and doctoral degrees and the number is 5 members, and came in fourth and last were their main qualifications elementary level in the rate of 2.4% and 3 members.

Table 5.5. Distribution of Participants According to Marital Status

	Marital Status	Frequency	Percent
Valid	Married	108	87.1
	Single	16	12.9
	Total	124	100.0

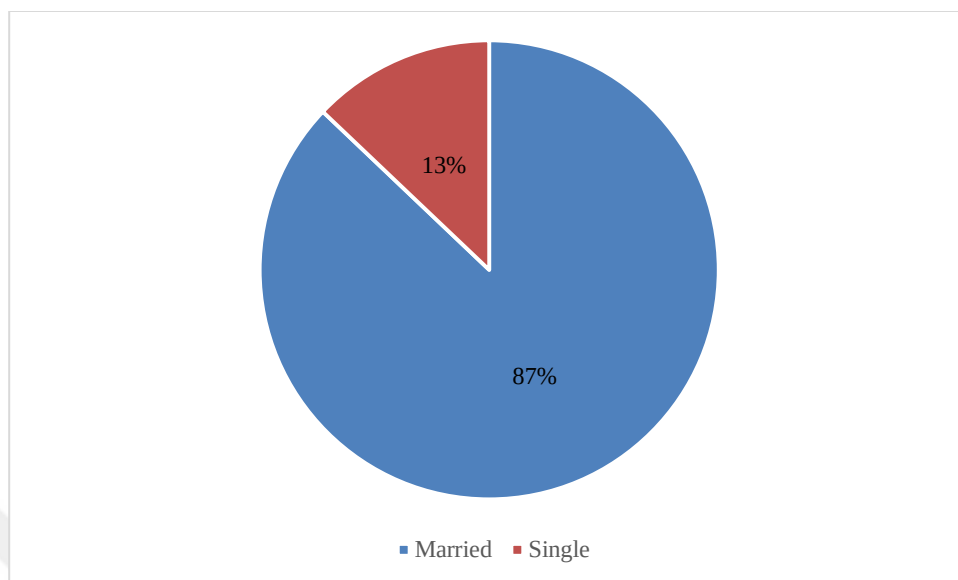


Figure 5.5. Distribution of Participants According to Marital Status

Marital Status: The above table makes it clear that the social situation represented the largest portion of the sample that was examined. This social situation ranked first in the married category with a rate of 87.1%, which represents the highest percentage and the estimated number of individuals 108 of married individuals, while it ranked second in the single individuals category with a rate of 12.9% and the estimated number of individuals 16 unrelated individuals, and this shows that the majority percentage of administrative department heads in several general directorates in the Duhok governorate are married.

Table 5.6. Distribution of Participants According to Career Level

Career Level		Frequency	Percent
Valid	Head of the Department	63	50.8
	Head of the administrative division	31	25.0
	Head of the administrative unit	30	24.2
	Total	124	100.0

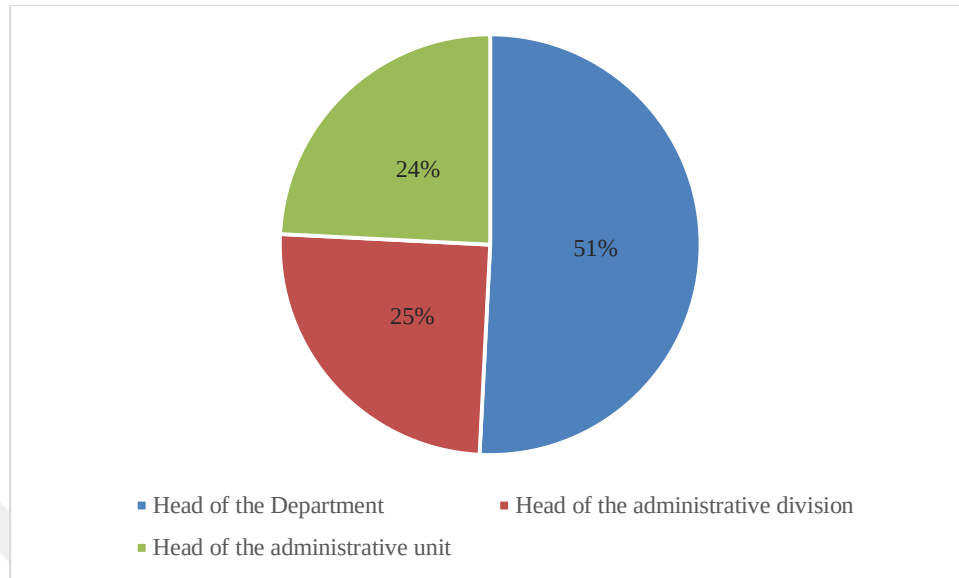


Figure 5.6. Distribution of Participants According to Career Level

Career Level: It is evident from the above table that the head of the department makes up the largest proportion of the sample members in the rate 50.8%, which is the highest percentage and the number of members are 63 members, and this is due to the directorates' need for them and the nature of the jobs in them, while it ranked second from the category of the head of the administrative division with a rate of 25.0% with the number of members are 31 members, while it ranked third in the category of the head of the administrative unit with a rate of 24.2% the number of members are 30 members, and this indicates that the majority of the percentages of heads of administrative departments makes up the proportion of the sample.

5.2. Variables Descriptive Statistics

Descriptive statistics of variables are done with the aim of providing an understanding of the data. This section shows how the data are distributed with measures of central tendency, which can be demonstrated by means of descriptive data summaries, such as mean, median, mode, and standard deviation (Alreck & Settle, 1995). In this research the mean and standard deviation of the items were calculated to provide descriptive statistics on the data.

5.2.1. Transformational Leadership

Table 5.7 shows the mean, standard deviation, minimum, and maximum values for the variable items of transformational leadership.

Table 5.7. Descriptive Statistics of Transformational Leadership Items

No	Items	N	Minimum	Maximum	Mean	Std. Deviation
1	My leader communicates a clear and positive vision of the future.	124	1.00	7.00	5.4274	1.57817
2	My leader treats staff as individuals, supports and encourages their development.	124	1.00	7.00	5.5161	1.59003
3	My leader gives encouragement and recognition to staff	124	1.00	7.00	5.6210	1.58547
4	My leader fosters trust, involvement and cooperation among team members.	124	1.00	7.00	5.4113	1.56700
5	My leader encourages thinking about problems in new ways and questions assumptions.	124	1.00	7.00	5.2984	1.61789
6	My leader is clear about his/her a value and practices which he/she preaches.	124	1.00	7.00	5.3145	1.39899
7	My leader instills pride and respect in others and inspires me by being highly competent.	124	1.00	7.00	5.5887	1.56180

Table 5.7 shows that the items of transformational leadership have an average between 5.2984 and 5.6210. Among the items, item 3 ("My leader gives encouragement and recognition to staff") has the highest average (5.6210) and item 5 ("My leader encourages thinking about problems in new ways and questions assumptions") has the lowest average (5.2984).

5.2.2. Organizational Commitment

Table 5.8 shows the mean, standard deviation, minimum, and maximum values for the variable items of organizational commitment.

Table 5.8. Descriptive Statistics of Organizational Commitment Items

No	Item	N	Minimum	Maximum	Mean	Std. Deviation
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	124	1.00	7.00	5.6452	1.73061
2	I talk up this organization to my friends as a great organization to work for.	124	1.00	7.00	5.5484	1.48901
3	I feel very little loyalty to this organization. (R)	124	1.00	7.00	4.1935	1.99462

4	I would accept almost any type of job assignment in order to keep working for this organization.	124	1.00	7.00	5.2742	1.83169
5	I find that my values and the organization's values are very similar.	124	1.00	7.00	5.0806	1.53335
6	I am proud to tell others that I am part of this organization.	124	1.00	7.00	5.4839	1.67470
7	I could just as well be working for a different organization as long as the type of work was similar. (R)	124	1.00	7.00	5.3548	1.56274
8	This organization really inspires the very best in me in the way of job performance.	124	1.00	7.00	5.0242	1.55372
9	It would take very little change in my present circumstances to cause me to leave this organization. (R)	124	1.00	7.00	4.5887	1.74380
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	124	1.00	7.00	5.4194	1.53600
11	There's not too much to be gained by sticking with this organization indefinitely	124	1.00	7.00	4.7661	1.57784
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.(R)	124	1.00	7.00	5.1855	1.67413
13	I really care about the fate of this organization.	124	1.00	7.00	5.4274	1.76310
14	For me this is the best of all possible organizations for which to work.	124	1.00	7.00	5.1452	1.92415
15	Deciding to work for this organization was a definite mistake on my part.(R)	124	1.00	7.00	3.9435	2.13108

Table 5.8 shows that organizational commitment items have an average between 3.9435 and 5.6452. Among the items, item 1 ("I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.") has the highest mean (5.6452) and the lowest mean (3.9435) belongs to item 15 ("Deciding to work for this organization was a definite mistake on my part."), and this is a reverse issue.

5.3. Diagnostic Tests

5.3.1. Normality Tests

To use parametric statistics techniques, the data distribution of the variables must be normal. According to Levin (1980)'s book of applied management statistics, the best method for Likert-scale data and questionnaires is to check the skewness and kurtosis of the data. Skewness is a measure of the symmetry or asymmetry of the distribution function. For a completely symmetric distribution, the skewness is zero; for an asymmetric distribution with a skew toward higher values, the skewness is positive; and for an asymmetric distribution with a skew toward smaller values, the skewness value is negative. Table 5.9 shows the skewness and elongation of the research variables.

Table 5.9. Skewness and Kurtosis of variables

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Transformational Leadership	-1.065	.217	.740	.431
Organizational Commitment	-1.173	.217	1.646	.431

As Table 5.9 shows, the skewness of both transformational leadership variables (-1.065) and organizational commitment (-1.173) is in the range (-2, 2), and the kurtosis of transformational leadership (0.740) and organizational commitment (1.646) is also in the range (-2, 2), so the normality of the data can be confirmed.

Next, in order to test the normality of the study data, histograms and p-p charts were used, and normal trends were observed in the data. Figure 5.7 shows that the data used in this research are normally distributed.

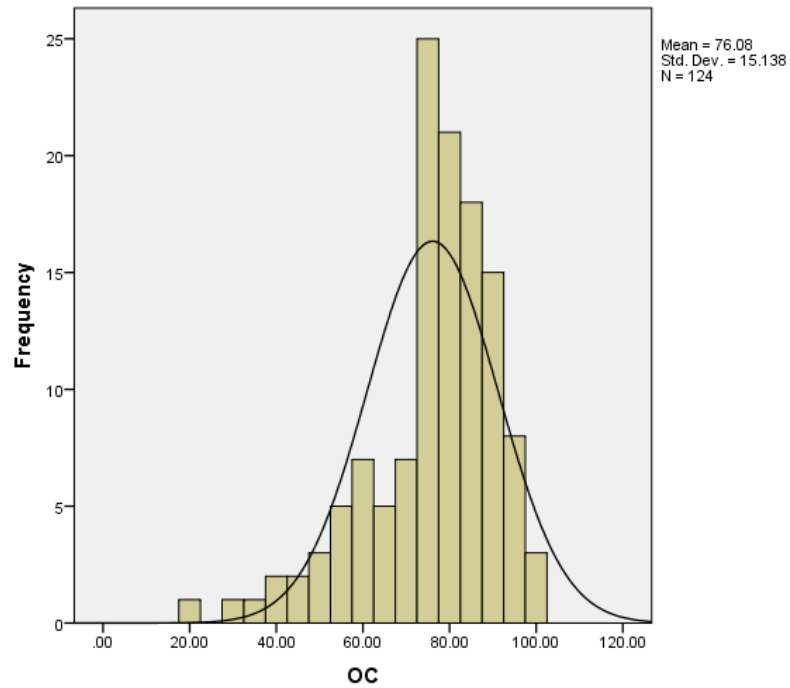


Figure 5.7. Normality Test (Histogram)

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: OC

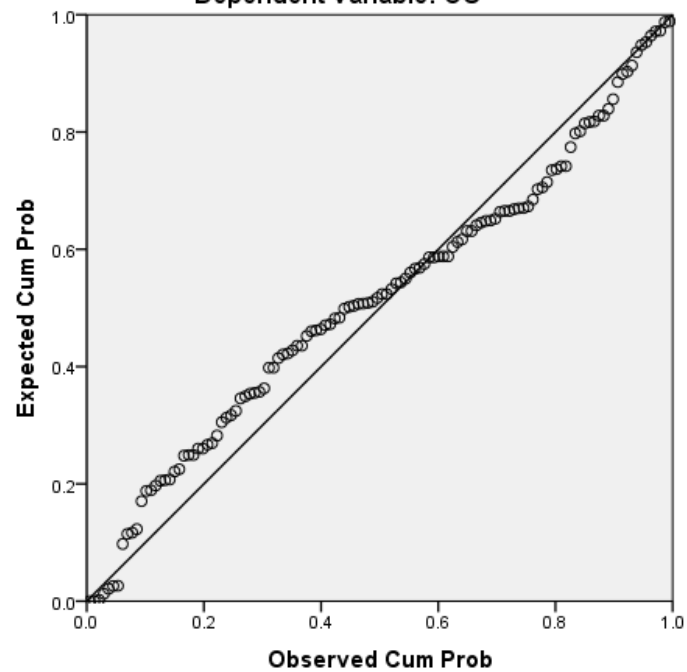


Figure 5.8. Normality Test (P-P Plot)

Figure 5.8 below shows that the data used are normally distributed because they lie on either side of the normal trend line. Due to the normality of the data, parametric tests can be used for data analysis.

5.4. Relationships between Variables

Based on parametric statistics, the pearson correlation method depicts the strength and direction of the relationship between two variables. This coefficient calculates the degree of correlation between two distance or relative variables, and its value is between +1 and -1. If the obtained value is positive, it indicates that the changes of two variables occur in the same direction, that is, as the value of one variable increases, the value of the other variable increases, and vice versa. If the obtained value is negative, it indicates that the two variables act in the opposite direction, that is, as the value of one variable increases, the value of the other variable decreases, and vice versa. If the obtained value becomes zero, it shows that there is no relationship between two variables; if it becomes +1, it means a complete positive correlation; and if it becomes -1, it means a complete and negative correlation. Table 5.10 shows the correlation between research variables.

$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$

Table 5.10. Relationships between Variables

Variables	Mean	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
TL	38.177	8.990	1							
OC	76.081	15.137	.466**	1						
Gender	1.427	.496	-.034	-.091	1					
Age	2.774	.935	-.240**	.126	-.176	1				
Years of Service	3.346	1.236	-.187*	.117	-.071	.785**	1			
Educational Level	2.733	.571	.122	.003	.003	-.204*	-.328**	1		
Marital Status	1.129	.336	.108	-.061	-.041	-.217*	-.226*	.307**	1	
Career Level	1.7339	.82746	.116	-.013	.081	-.288**	-.227*	-.013	.153	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

According to the findings of the Table 5.10 Pearson correlation coefficients between transformational leadership and organizational commitment is 0.466 and more than 0.3, which indicates a moderate and inverse relationship. This finding indicates that as the level of transformational leadership increases, so does employee organizational commitment.

Next, among the demographic variables, the results showed that there is an inverse and significant relationship between age and transformational leadership (-0.240), which shows that with increasing age, the employees' score of transformational leadership decreases. Further, the relationship between year of service and transformational leadership was reversed and significant (-0.187), which is consistent with previous outcomes and shows that with the increase in year of service, employees' scores on transformational leadership decrease. The relationship between education, gender, marital status, and job level and transformational leadership was not significant. Also, the relationship between organizational commitment and any of the demographic variables is not significant.

5.5. Regression Model

In order to answer the main question of the research, i.e., the effect of transformational leadership on organizational commitment, a linear regression test was used. Table 5.11 shows the summary of the general review of the regression model. This table shows two important values: R^2 and Adjusted R^2 .

Table 5.11. Model Summary of Transformational Leadership Effect on Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.466 ^a	.217	.211	13.449

As shown in Table 5.11 of the study, R^2 is equal to 0.217. This means that 21.7% of the dependent variable, which is organizational commitment, can be justified by the research predictor, which is transformational leadership style. However, the remaining 78% can be explained by other factors that were not included in this study because it only focuses on one leadership style. The second most important value shown in the table is the Adjusted R^2 , which is 0.211, and can be used as a cross-validation to fit the model. In this case, the

difference between the two values of Adjusted R^2 and R^2 , which is equal to 0.006, means that if the sample was taken from the entire population, a change of 0.6% would occur. Table 5.12 shows the significance test of ANOVA and regression coefficients.

Table 5.12. Linear Regressions Analysis of Transformational Leadership Effect on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Anova	
		B	Std. Error	Beta			F	Sig.
1	(Constant)	46.136	5.289		8.722	.000		
	transformational leadership	.784	.135	.466	5.815	.000	33.814	0.000

a. Dependent Variable: organizational commitment

As shown in Table 5.12, it shows a significance level of 99%, which is within an acceptable range. Therefore, it can be said that the model is statistically significant. Also, the coefficient of variables, or linear regression analysis, shows the variable nature of the relationship as well as their statistical significance or not. In Table 5.12, it can be concluded that, at the 99% confidence level, the impact of transformational leadership style on organizational commitment is statistically significant ($\text{Sig} < 0.001$). The value of the T statistic is equal to 5.815 and it is outside the range (1.96 to -1.96), which shows the significance of the effect. Finally, the standard regression coefficient $\beta = 0.466$ shows a positive and moderate relationship between organizational commitment and transformational leadership in the staff. Therefore, the regression equation is presented as follows:

$$\text{Organizational commitment} = 0.784(\text{transformational leadership}) + 46.136$$

Figure 5.9. shows the regression chart transformational leadership and organizational commitment. This chart shows that as transformational leadership increases, so does organizational commitment.

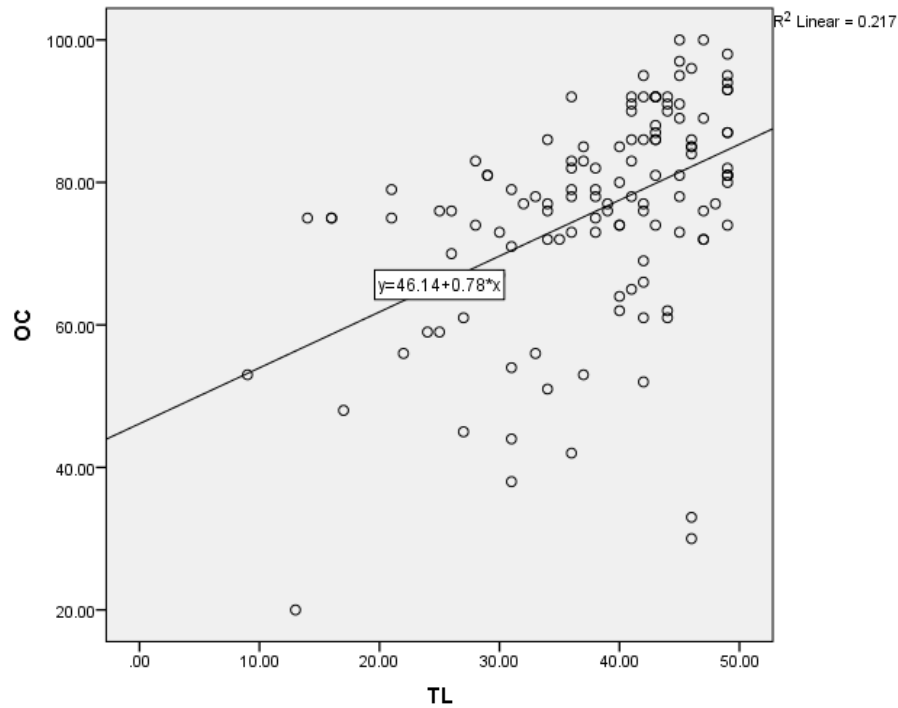


Figure 5.9. Scatter Plots of Transformational Leadership and Organizational Commitment

5.6. Summarizing and the Testing of Hypotheses

H1: There is a significantly impact of transformational leadership on organizational commitment among heads of administrative departments in a number of general directorates in Duhok governorate.

At the 99% confidence level, the impact of transformational leadership style on organizational commitment is statistically significant ($T=5.815$; $Sig<0.001$). Furthermore, the standard regression coefficient of 0.466 suggests a positive and moderate relationship between transformational leadership and employee organizational commitment.

DISCUSSION AND CONCLUSION

The current chapter includes the discussion and conclusions of the study findings. This section first presents a summary of the results from the data analysis and then discusses and compares the findings. In the next section, the theoretical and practical applications of the research are stated. Finally, the limitations of the research are presented, then some suggestions for future research.

Summary of Findings

Below are the most important research findings inferred from the previous chapter. The current research has been carried out following the investigation of the effect of transformational leadership on organizational commitment among heads of administrative departments in a number of general directorates in Duhok governorate. Out of 130 distributed questionnaires, 124 complete questionnaires were received; hence the return rate of questionnaires is 95.38%. The findings showed that the skewness and kurtosis of the data are in the range of 2 to -2, which means that the data have a normal distribution based on the criteria of Field (2009), and we are able to use parametric tests to analyze the data. Further, the correlation findings show that the correlation coefficient between the two variables of organizational commitment and transformational leadership was significant at 1% and 5%, and the correlation between organizational commitment and transformational leadership was 0.466, which shows that these two variables have a correlation coefficient and are moderately positive. The results of the regression analysis showed that 21.7% of the dependent variable, organizational commitment, is predicted by the transformational leadership style. It was also found that, at the 99% confidence level, the effect of transformational leadership style on organizational commitment is statistically significant and positive ($\beta=0.466$; $T=5.815$; $\text{Sig}<0.001$).

Discussion and Findings of Research Questions

The current research has one question that was confirmed based on data analysis in the fifth chapter. In the following, the findings of the research regarding the one proposed questions will be discussed.

RQ 1: Is there a significant impact of transformational leadership on organizational commitment among the heads of administrative departments in a number of general directorates in Duhok governorate?

Based on these results, by strengthening the transformational leadership style, organizational commitment will increase significantly in these organizations. As Mowday et al. (1982) claimed, leadership is a vital determinant of organizational commitment, and many researchers specifically emphasized the importance of transformational leadership with respect to organizational commitment. Likewise, this hypothesis has been confirmed in several studies (Baek, 2012; Eliyana&Ma'arif, 2019; Liu, 2013). Based on what was said in the literature, the transformational leadership style acts as a behavioral mechanism that guides and shapes the attitudes and behaviors of the followers. According to Peng et al. (2020), transformational leaders may employ symbolic behaviors, inspirational and visionary messages, and non-verbal communication to create a positive job attitude in employees. Despite such a positive attitude, employees tend to feel a deeper commitment to their organization. In this regard, Puni et al. (2020) found that transformational leadership style increases employee commitment in developing countries, which is in line with the results of this research. It has also been stated in previous research that the variable of transformational leadership can have positive effects on some human resource outputs of an organization, such as job satisfaction (Shibru&Darshan, 2011), organizational citizenship behavior (AherGharaibeh, 2019), organizational learning (Abazeed, 2018), and performance (Jamali et al., 2022), which explains and confirms the findings of this research. However, it should be noted that based on R^2 , 21.7% of organizational commitment changes are explained by transformational leadership, and another 78% are predicted by other variables that were not investigated in this research. This suggests that other leadership styles, when combined with transformational leadership, may have a greater predictive power of organizational commitment. In this context, Baek et al. (2012) found that the two styles of transformational and transactional leadership should be considered complementary as vital elements of effective leadership. Therefore, the effect of using other leadership styles as a supplement to transformational leadership on organizational commitment can be considered by researchers and polic-makers.

Theoretical Implications

Based on the literature review, although in organizational research transformational leadership style and organizational commitment have attracted considerable attention, due to the nature of the work of public organizations, which are generally associated with bureaucratic structures, the results for these organizations may be significantly different. Attention is different. Most of the research so far has focused on business organizations, which are significantly different from public organizations in terms of mission, vision, goals, and organizational structure, and public organizations often use traditional leadership styles due to their vertical and closed structures. On the other hand, research shows the trend of developing countries towards new leadership styles such as transformational leadership; however, empirical evidence in this field is scarce and requires more attention. Also, past research has often been conducted in the employee community, and the effect of transformational leadership on managers' organizational commitment has been neglected in the literature. In this regard, the findings of this study have expanded the research literature in this organizational field.

This research investigated the effect of transformational leadership on organizational commitment among managers of general departments in Duhok governorate for the first time, and the results of this study, confirming the role of transformational leadership on organizational commitment, provide valuable results regarding the adoption of an effective leadership style to increase organizational commitment. Therefore, it was found that transformational leadership, which includes encouragement, interaction, and inspiration among all members, is important in predicting the organizational commitment of managers in public organizations. In general, this study has contributed to the literature of public organizations in developing countries and provided valuable information for researchers.

Practical Implications

The results of this study have practical implications for managers and policy-makers in public sector organizations. First, the results showed that transformational leadership can predict managers' organizational commitment. As a result, managers of organizations should make certain that the characteristics transformational leadership, including inspiration, ideal

influence, individual considerations, and intellectual stimulation, are developed to stimulate and maintain the organizational commitment of managers. For this purpose, training managers with transformational leadership characteristics should be included in the agenda of public sector organizations.

According to the results of the level of transformational leadership, the findings showed that leaders needed more reinforcement in presenting new work methods, so this shows that focusing only on the training and development of transformational leadership may not be enough (Peng et al., 2020). And attention should also be paid to organizational structures to ensure the cultivation and facilitation of transformational leadership. In this context, by delegating over power to leaders and followers in the organization and giving wide independence to middle managers in making decisions in their daily tasks, favorable background conditions can be created for transformational leadership. Even in bureaucratic structures, managers can still actively shape conditions by utilizing their resources and authority.

According to the results of the level of organizational commitment, leaders should focus more on job inspiration to create the groundwork for creating positive job attitudes among middle and senior managers. In order to create organizational commitment in public organizations, leaders must create a strong emotional network with subordinates. In other words, according to the characteristics of transformational leadership, managers can provide emotional support by relying on individual attention and consideration and focusing on the requirements of followers.

Considering the low predictive power of the model, it is suggested to consider the transactional leadership paradigm as a complementary construct along with the transformational leadership style. However, this claim needs further investigation in future research.

Limitations

This research, like any research, was faced with limitations that are mentioned below.

First, in this research, self-administered questionnaires were used to collect data. The answers obtained from the self-administered questionnaire are subject to the respondent's personal perceptions. In this research, both variables of organizational commitment and transformational leadership were measured from the point of view of managers, which may be influenced by managers' biases about their behavior and do not reflect the views of employees.

Secondly, the current research was conducted among administrative departments in a number of general directorates in the governorate of Duhok, this may affect the generalizability of the study results. Therefore, the generalization of the results to other societies may be accompanied by some considerations.

Thirdly, the research was conducted cross-sectionally, and cross-sectional research does not show changes over time, hence limiting conclusions about causality. Conducting a longitudinal study allows for a more comprehensive review.

Finally, this research used the short form of transformational leadership, including seven items to measure transformational leadership, which lacks the dimensions of transformational leadership. This scale does not provide the possibility of examining each dimension of transformational leadership in relation to organizational commitment.

Further Research Recommendations

Considering the limitations of the research, the following are offered as suggestions for future researchers:

1. As mentioned in the limitations, the questionnaire may not show the true views of organizational commitment of the followers according to the variables of organizational commitment. Therefore, by developing instruments that are measured by leaders and followers, future research should examine both leadership behaviors and organizational commitment in a more objective manner (i.e., from the perspectives of leaders and followers simultaneously).

2. In order to increase the generalizability of the results, the study should be conducted longitudinally and in larger statistical communities.
3. The impact of transformational leadership dimensions separately on organizational commitment in the public sector should be investigated in future research.
4. Considering the impact of organizational structure on leadership characteristics, the moderating role of focus and formality as dimensions of organizational structure on the connection between transformational leadership and organizational commitment should be investigated.
5. In future research, the impact of other leadership styles, such as transactional leadership, should be investigated as a complement to transformational leadership.
6. This study examined the impact of transformational leadership behavior on organizational commitment. Organizational commitment, as a dependent variable, is one of the attitudinal components of employees. Future research can consider other organizational outcome variables as dependent variables. For example, job satisfaction, job performance, and organizational citizenship behavior.

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ANNEXURE

S\ Questionnaire Form

Greetings, Gentlemen.....

May Allah grant you his blessings, peace, and mercy...

In the framework of preparing the study on **“The impact of transformational leadership on organizational commitment”** We kindly ask you to answer the statements contained therein with the aim of adopting them as a source of data necessary to prepare scientific research as a requirement to obtain a master's degree specializing in business administration. And we would like to inform you that all data provided will continue to be kept secret and only be applied to scientific studies.

Please accept our profound thanks and respect

Section I:

Please specify the score for your answers by ticking (✓) in the appropriate box for your choice.

NO	Item	Strongly Disagree	Moderately disagree	Slightly disagree	Neither disagree nor agree	Slightly agree	Moderately agree	Strongly agree
1	My leader communicates a clear and positive vision of the future.							
2	My leader treats staff as individuals, supports and encourages their development.							
3	My leader gives encouragement and recognition to staff.							
4	My leader fosters trust, involvement and cooperation among team members.							
5	My leader encourages thinking about problems in new ways and questions assumptions.							
6	My leader is clear about his/her a value and practices which he/she preaches.							
7	My leader instills pride and respect in others and inspires me by being highly competent.							

Section II:

Please specify the score for your answers by ticking (✓) in the appropriate box for your choice.

NO	Item	Strongly Disagree	Moderately disagree	Slightly disagree	Neither disagree nor agree	Slightly agree	Moderately agree	Strongly agree
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.							
2	I talk up this organization to my friends as a great organization to work for.							
3	I feel very little loyalty to this organization.							
4	I would accept almost any type of job assignment in order to keep working for this organization.							
5	I find that my values and the organization's values are very similar.							
6	I am proud to tell others that I am part of this organization.							
7	I could just as well be working for a different organization as long as the type of work was similar.							
8	This organization really inspires the very best in me in the way of job performance.							
9	It would take very little change in my present circumstances to cause me to leave this organization.							
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.							
11	There's not too much to be gained by sticking with this organization indefinitely.							

12	Often. I find it difficult to agree with this organization's policies on important matters relating to its employees.							
13	I really care about the fate of this organization.							
14	For me this is the best of all possible organizations for which to work.							
15	Deciding to work for this organization was a definite mistake on my part.							

Section III: Personal and Functional Characteristics

Please fill in these blanks and put a tick (✓) in the appropriate box

1. Gender:

Male

☐

Female

☐

2. Age:

3. Number of Years of Your Service:

4. Educational Level:

Elementary level

☐

Secondary level

☐

University

level

☐

Postgraduate

☐

5. Marital Status:

Married

☐

Single

☐

6. Career Level:

Head of the Department

☐

Head of the administrative

division

☐

Head of the administrative unit

☐