A Study of Employee's Job Satisfaction: The Relationship Between Transformational Leadership Organizational Commitment and Work Performance in The Iraqi Public Sector

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Abstract

The purpose of the study was to identify the relationship between transformational leadership (TL), Organizational Commitment (OC) and work performance (WP), determine the impact of TL on both OC and WP, and determine the statistically significant differences for the impact of TL on OC and WP with the variables of (Length of service and Education Level). The authors s distributed 260 questionnaires to participants. 250 questionnaires were received and completed properly, and 10 questionnaires were missing, so the sample size of the study was 250 participants, including employees who work in the public sector in Erbil city from 10 November 2021 to 3 February 2022. The Findings were obtained by performing ANOVA and Chi-Square tests using SPSS -24. The findings of the study indicated that there was a strong relationship between TL, OC and WP, there was an impact of TL on both OC and WP.

Keywords: Transformational Leadership, Organizational Commitment, Work Performance, Public Sector.

Çalışanın İş Doyumu Üzerine Bir Araştırma: Irak Kamu Sektöründe Dönüşümcü Liderliğin Örgütsel Bağlılığı ile İş Performansı Arasındaki İlişki

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Öz

Çalışmanın amacı, dönüşümcü liderlik, örgütsel bağlılık ve iş performansı arasındaki ilişkiyi analiz etmek, dönüşümcü liderliğin hem örgütsel bağlılık hem de iş performansı üzerindeki etkisini ortaya çıkararak, hizmet süresi ve eğitim düzeyi değişkenleri temelinde, dönüşümcü liderliğin örgütsel bağlılık ve iş performansı üzerindeki etkisiyle birlikte faktörler arasındaki anlamlı ilişkiyi istatiksel olarak test etmektir. Çalışmanın evrenini Irak'ın Erbil şehrindeki kamu çalışanları oluşturmaktadır. Örneklem büyüklüğü kamu çalışanları arasında rastgele seçilen 260 kişidir. Bu amaçla hazırlanan anket soruları 10 Kasım 2021- 3 Şubat 2022 tarihleri 260 kişiye dağıtılmış ve 250 kişiden geri dönüt alınmıştır. SPSS -24 kullanarak ANOVA ve Ki-Kare testleri analizleri yapılmış ve çalışmada dönüşümcü liderlik, örgütsel bağlılık ve iş performansı arasında güçlü bir ilişki olduğu, dönüşümcü liderliğin hem örgütsel bağlılık hem de iş performansı üzerinde önemli etkisinin olduğu görülmüştür.

Anahtar Kelimeler: Dönüşümcü Liderlik, Örgütsel Bağlılık, İş Performansı, Kamu Sektörü.

1. INTRODUCTION

Because each leader is unique and possesses distinct abilities, an organization must develop a talent map for chosen structural positions. The talent mapping process is used to discover leader prospects who possess the necessary abilities and fit into the organization's culture and work environment, with the goal of enhancing employees' performance (Eliyana, Ma'arif, & Economics, 2019:144). Because TL has a favorable effect on cognitive and affective trust, managers who demonstrate more TL will increase employee cognitive and affective trust in management. Transactional leadership has a detrimental effect on cognitive trust; this effect may be due to the suppressive influence of TL, or because employees perceive managers exercising transactional leadership to use expedient punishment more frequently than they do expedient rewards (Chiang, Wang, & management, 2012:9). TL is the process of exerting intentional influence over individuals or groups in order to effect continual changes and improvements to the status quo and overall performance of the organization. OC refers to the psychological attachment and loyalty of employees to their employer (Avolio, Zhu, et al., 2004: 953). Numerous studies demonstrate that the traits of followers have an important impact in the efficacy of a leadership style. Among personal factors, we would mention emotional intelligence,

which has received considerable attention in management literature (Barling, Slater, Kelloway, & Journal, 2000: 160). Following cross-formal leadership principles helps people develop a deep emotional bond with the leader, a shared big picture, and the ability to work together for the good of the group, helping people to grow personally and professionally (Cetin, Kinik, & Sciences, 2015: 525; Kelloway et al., 2003: 163). Transformational leadership is widely recognized in the leadership literature as having a significant impact on an organization's performance (Zhu, Chew, & Spangler, 2005: 48). The rapidly developing corpus of research on TL continues to back up the idea that TL is beneficial, and that employees who work with transformational leaders produce more effective outputs (Arnold, Turner, Barling, Kelloway, & McKee, 2007: 200). Transformational leadership has long been viewed as an important element of fostering employees' OC in a variety of organizational settings (Hoffman, Bynum, Piccolo, & Sutton, 2011: 793; Mesu, Sanders, & van Riemsdijk, 2015: 985). However, a research gap persists. While the performance and attitudes of a workgroup are important indicators of a leader's efficacy (Dionne, Yammarino, Atwater, & Spangler, 2004: 190), In spite of the fact that the idea behind TL was originally developed to help individuals and groups understand how to be more effective leaders, the vast majority of research into the topic has focused on the individual (Hoffman et al., 2011: 790). TL is a theory that talks about how the organization will be better off because of it (Yammarino, Dionne, Chun, & Dansereau, 2005: 904). Many studies have looked into the relationship between TL and the success of an organization. Furthermore, leadership is the most important thing to talk about when you want to know how it affects your subordinates (Piccolo & Colquitt, 2006: 337). Numerous types of literature demonstrate the link between TL and WP (Bass, Avolio, Jung, & Berson, 2003: 215). Research on the mediating process between TL and organizational success is very sparse, although empirical research has looked at causal linkages between TL and WP (Kark, Shamir, & Chen, 2003: 254). Many scholars whose investigations on the association between TL and performance produce contradictory outcomes. According to certain research, there is a transformational and significant link

between effective leadership and improved performance (Brown, Bryant, Reilly, & Journal, 2006: 346). Unfortunately, in a large part of the public sector organizations in Iraq, it will not be common for leaders and subordinates to participate in achieving the planned goals of the organization by cooperating and exchanging views among them. Therefore, the current study aims to shed light on the importance of TL and its relationship with OC and WP, as well as its impact on each of them.

2. TRANSFORMATIONAL LEADERSHIP

The term "managerial leadership" refers to a leadership style that places a premium on supervising, organizing, allocating, managing, and monitoring individual performance. Leaders who follow a transactional leadership style will reward exceptional employees directly, monitor employee jobs, and issue warnings and sanctions to employees who violate specified criteria (Mekpor, Dartey-Baah, & Journal, 2017: 76). The term "inspirational motivation" refers to a leader's capacity to develop and explain a vision and a set of demanding goals for his or her employees (Shin & Zhou, 2003: 710). The idealized version of influence describes an environment in which subordinates adore, respect, and trust their leaders. Individual consideration refers to a leader's capacity to pay close attention to an individual's achievement and development needs while acting as a coach or mentor (Bass et al., 2003: 208). Additionally, TL has the greatest overall benefit when compared to transactional and non-interference leadership styles (Judge & Piccolo, 2004: 765). On the other hand, transitional leadership has grown to be the most extensively researched framework and is widely regarded as a form of leadership with influence at institutional, sectoral, and state levels (Gyensare, Anku-Tsede, Sanda, Okpoti, & Development, 2016: 258). The four components of TL, such as exemplary influence or charisma, indicate the leader who offers direction and a notion of a goal, which builds confidence and earns followers' respect and trust. Inspira Motivation, in which the leader establishes high standards and uses deceptive gestures to validate the followers' behaviors, demonstrates that Satan establishes critical goals and functions as a standard of behavior. Intellectual stimulation through which a leader inspires employees to be creative and innovative,

increases awareness of their followers' challenges, facilitates thought, reasoning, and diligent problem solving, and individual consideration through which a leader provides leaders with individual attention, provides input and assigns duties to employees, and treats each employee personally, directs and directs employees (Rafferty & Griffin, 2004: 330). The leader can motivate employees for increase work performance by various things. Motivation is a set of principles for organizations' policies that try to make the most of all available human resources by incorporating a variety of economic incentives that motivate workers to enhance their performance in a variety of ways, whether through pecuniary or moral incentives (Izci & Hamad Ameen, 2021: 3). Additionally, it might be difficult to distinguish between individual concerns and intellectual stimulation, as both concern employee development (Mesu et al., 2015: 985). Additionally, idealized influence encompasses a leader's emotional connection with subordinates, which occurs as a result of the leader's visionary and ethical behaviors (Linge, Sikalieh, & Science, 2019: 266). The reason charismatic leaders (idealized influence) have such a powerful influence on followers is that these leaders are deeply committed to the organization's goals and are actively involved in their actions (Tajeddini, Mueller, & Journal, 2012: 357). Intellectual stimulation enables a leader to be innovative in the pursuit of new ideas or solutions. Additionally, that dimension promotes intelligence in the workplace, which results in increased productivity and prospects for advancement (Bayram & Dinç, 2015: 273). Additionally, experts stated that the goal of TL supporting behaviors is to raise subordinates' understanding of organizational challenges, views, and values (Budur & Poturak, 2021: 83; Yildiz, Amin, & Sciences, 2020: 29). Finally, individual consideration refers to coaching followers for the purpose of advancing their careers and achieving personal goals (Faeq & Marketing, 2020: 59; Zardasht, Omed, Taha, & Marketing, 2020: 54). Additionally, thinking and listening to employees individually, assisting them in identifying and improving their weak points, and giving corresponding training are all instances of this dimension (Kanwal, Rathore, Qaisar, & Sciences, 2019: 287). Transformational leadership aims to focus on the work environment in general and to stimulate interaction between

workers in order to prevent and improve job performance, resulting in the transformation of their work practices into those of leaders in each position and the consolidation of the concept of TL. The system strives for confidence and optimism in its development and evolution while delegating tasks to those around it with the highest level of morale and motivation.

3. ORGANIZATIONAL COMMITMENT

Organizations need to put various endeavors to urge employee retention to be committed, given, and established in the organization or organization (Commitment to the organization has a substantial and favorable correlation with WP (Hettiararchchi, Jayarathna, & management, 2014: 81). It is necessary for organizations to take a variety of initiatives in order to convince their employees to stay in the organization and achieve their job satisfaction within the organization (Job satisfaction has a favorable and considerable effect on OC, as well as on the relationship between OC and WP (Shahab, Nisa, & Research, 2014: 76). Commitment to an organization is defined as an individual's attitude or thinking toward his or her own organization. The concept of OC has attracted increasing attention over the last three decades (Choi, Oh, & Colbert, 2015: 1542). Emotional commitment demands a relational attachment to a group that transcends individuals. The employee's affiliation with the organization is a compelling motive to engage in acts that benefit the organization (Vandenberghe, Bentein, & Stinglhamber, 2004: 48). Persistent commitment, which contributes to the type of cost-based connection engendered by the unavailability of alternative options or the expenditure of personal sacrifices connected with suspension of membership in the organization (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002: 37). Commitment is a term that refers to the force that binds an individual to a course of action that serves one or more objectives (Meyer & Herscovitch, 2001: 301). OC refers to an individual's feelings or their affective response to an organization. OC is derived from an individual's assessment of his or her job condition inside an organization (Joo, Park, & Journal, 2010: 485). Scholars have studied the philosophical and experimental underpinnings, correlates, and consequences of OC, which has grown in prominence in the

literature. Employees' OC has been shown to have a significant impact on a variety of crucial outcomes, including job satisfaction and organizational citizenship behavior (Peng et al., 2016: 8). Organizational commitment is a fundamental indicator for predicting a variety of behavioral characteristics, most notably the incidence of job turnover. It is anticipated that committed individuals would stay longer in the organization and contribute more to its success. The area of OC has captivated educators and behavioral scientists alike, owing to the fact that it exemplifies desirable conduct. Simultaneously, OC can assist us in describing how individuals discover meaning in life.

4.TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT

Regardless of style, leadership has an effect on organizational dedication (Chen, 2004: 437). The relationship between TL and OC is a favorable one (Erkutlu, 2008: 720; Pillai & Williams, 2004: 154). By promoting critical thinking and involving employees in decision-making, leaders may inspire loyalty and OC (Fred Ochieng Walumbwa & Lawler, 2003: 1097). Because it promotes leadership productivity and OC, TL is a more transformational type of leadership (Limsila, Ogunlana, & management, 2008: 179). Transformational leadership does have an effect on followers' commitment, and there is a considerable positive relationship between these two characteristics. Transformational leadership is the most successful style of leadership for determining employees' OC (Ismail & Yusuf, 2009: 101). Transformational leaders inspire and respond to subordinates' feelings, pique subordinates' interest, meet subordinates' special developmental needs, and enhance their readiness through a set of leadership attitudes and behaviors: inspiring and responding to subordinates' feelings, pique subordinates' interest, satisfy subordinates' special developmental needs, and enhance their readiness. Subordinates who help the organization grow and become more successful (Bass et al., 2003: 215). Several previous studies examined the beneficial effects of TL on employee attitudes and behaviors such as job satisfaction, trust in information sharing, commitment, and task performance (Khattak, Zolin, & Muhammad, 2020: 20). Transformational leadership may

employ a creative and inventive style of leadership that helps followers to make rational choices and advance in their careers (Nielsen, Yarker, Randall, & Munir, 2009: 1242). Additionally, TL has been shown to be associated with OC across a wide variety of organizational groupings (Abouraia, Othman, & Management, 2017: 420; Top, Akdere, & Tarcan, 2015: 1277). Previous study has established a positive correlation between TL and OC (Hoffman et al., 2011: 793; Mesu et al., 2015: 985). By integrating followers in transformational decisions, increasing loyalty through the expression of an inspiring vision, and offering individualized support, transformational leaders enable followers to become more devoted to their jobs, resulting in increased OC (Mesu et al., 2015: 983).

Several previous studies, most notably in the public sector and large conglomerate contexts, have established the beneficial link between TL and OC (Joo, Yoon, Jeung, & journal, 2012: 577; Kim, 2014: 412). Given the significant cost of recruiting, onboarding, and training new employees, employee commitment is crucial (Holtom & O'neill, 2004: 15). The benefits of employee commitment to their organizations, often referred to as 'OC,' have been extensively documented in the literature. Individual and organizational outcomes such as absenteeism, turnover intentions, work stress, organizational citizenship behavior, job satisfaction, job participation, work motivation, individual performance, productivity, profitability, and quality are all dependent on OC (Bogler, 2005: 21; Meyer et al., 2002: 37; Reichheld, 2001: 76). For instance, individuals who are devoted to their organization's principles and goals work harder, are less likely to be absent from work, have fewer plans to resign, report higher job satisfaction, and are more productive (Lu, Lin, Wu, Hsieh, & Chang, 2002: 218; Stallworth, 2003: 405). Commitment to the organization is a necessary condition for effectiveness, even more so when the costs associated with increased turnover and absenteeism are minimized (Bartlett, 2001: 346). Organizational commitment can be defined as a person's level of attachment to the organization in which they work (Bartlett, 2001: 336). TL has gotten a lot of attention and has been the subject of more research than any other leadership theory combined (Judge & Bono, 2000: 751; Lowe & Gardner, 2000: 503). The interest in TL is justified by the fact that

numerous studies have demonstrated a positive correlation between transformational leaders and their followers' performance (Boehnke, Bontis, DiStefano, DiStefano, & Journal, 2003: 17). Additionally, numerous studies have discovered a favorable, direct association between school administrators' TL and their followers' trust, teamwork, and job happiness (Pillai & Williams, 2004: 156). The leadership of any organization is supposed to work on motivating and inspiring employees and convincing them to adopt the organization's goals and mission, and this is what the TL mechanism aims to accomplish: to influence employees' OC, to encourage them to exert maximum effort toward the organization's goals, and to convince them to believe in the organization's values, culture, and goals.

5. WORK PERFORMANCE

Work performance refers to an individual's capacity to carry out activities that contribute to the organization's technical core development (Santos, Neto, Verwaal, & Management, 2018: 1353). Traditionally, when defining the construct of WP, two major components are proposed: task performance is defined as the aptitude with which employees' complete core technical tasks associated with their job, and contextual performance is defined as positive behavior that contributes indirectly to the organization's goals (Koopmans, Bernaards, Hildebrandt, de Vet, & van der Beek, 2014: 217). The state of one's well-being is one of the variables that has an effect on the resulting performance (Judge & Zapata, 2015: 1169). Psychological well-being, defined as the existence of positive affect, the absence of negative affect, and the presence of satisfaction, appears to be an outstanding mechanism for promoting individual and organizational success and performance (Loon, Otaye-Ebede, & Stewart, 2019: 176). Group affect can have an effect on the efficacy and performance of the group (Barsade & Knight, 2015: 41). The effect of favorable group effects on group WP and the mediating role of social resources inside the group, such as teamwork, coordination, cohesion, and a supportive team climate (Peñalver, Salanova, Martínez, & Schaufeli, 2019: 388). The way group members interact consistently had a beneficial effect on group task performance (Knight & Eisenkraft, 2015:

1222). Individuals who meet the criteria of a homogeneous negative group may not be harmed by the group's strong negative affect. In terms of positive affect, the correlations between the group's positive affect constructs were consistent with earlier research. Positive affective groups with limited positive affective variety provided the optimal environment for positive individual performance levels (Yeo, Andrei, Hall, Tang, & Restubog, 2019: 341). At the group level, and in explanatory models of WP, consider moderators at several levels. Consideration of job satisfaction as a communal phenomenon is a contentious question. Recent study, however, has attempted to investigate this potential, including the "happy, productive worker" theory at the team level; findings indicate that it is entirely possible (Warr & Nielsen, 2018: 14). Transformational leadership can help to improve knowledge management and boost employee satisfaction and productivity. Knowledge management methods are reliant on the process of putting data to work, implying that knowledge management plays an essential part in improving employee productivity (Ameen & Othman, 2022: 26; İzci & Hamad Ameen, 2021: 192) WP is a concept that has garnered considerable attention and research in administrative studies in general and human resource studies in particular, owing to the concept's importance at the individual and organizational levels, as well as the overlap of influences affecting performance and its diversity. As such, the purpose of this topic is to shed light on the most significant definitions of performance presented in the ad. The concept of performance refers to the outputs and goals that an organization seeks to achieve through its employees, and thus it is a concept that encompasses both the goals and the means necessary to achieve them, that is, it is a concept that connects the various aspects of activity and the objectives that organizations seek to accomplish through the tasks and duties performed by their employees.

6. TRANSFORMATIONAL LEADERSHIP AND WORK PERFORMANCE

Globalization has forced the pursuit of a lasting competitive edge, which necessitates constant product and system management improvements (Majeed & Management, 2011:

195). Human resources are priceless assets that are one-of-a-kind and capable of generating a durable competitive advantage through innovative thinking (Ward, Grudnoff, Brooker, & Simpson, 2013: 77). To keep them motivated for new breakthroughs, one requires somebody capable of effectively managing/leading these human resources (Liaw, Chi, Chuang, & Psychology, 2010: 489). In this situation, leaders are critical (Chou, Lin, Chang, & Chuang, 2013: 7). Their capacity to lead contributes to attracting and retaining a high-quality workforce (Kwan, 2009: 383; Sharma & Jyoti, 2006: 360). Although there are other leadership styles documented in the literature, TL is one of the most frequently used approaches in businesses to manage change (Kejriwal & Krishnan, 2004: 38). It contributes to the development of beneficial and good changes in followers by presenting role model attributes, offering intellectual incentive, and demonstrating individual concern for followers (Darshan & Research, 2011: 343). According to exchange theory, when one person provides something of value to another, the recipient is obligated to reciprocate, resulting in beneficial outcomes for followers such as trust, career advancement, self-efficacy, identification, job satisfaction, and WP (Humphrey, 2012: 50; Ibraheem, Mohammad, AL-Zeaud, Batayneg, & Horizons, 2011: 35). There is evidence that TL has a direct effect on WP (Bushra, Ahmad, Naveed, & science, 2011: 266; Grant, 2012: 473). However, other scholars believe that TL has an effect on WP via additional variables such as trust, self-efficacy, collective efficacy, and organizational citizenship behavior (Cavazotte, Moreno, & Bernardo, 2013: 505; Fred O Walumbwa et al., 2011: 168). Employees' WP improves when they are more satisfied with their jobs and more committed to their jobs (Fred O Walumbwa et al., 2011: 167). WP is significantly impacted by TL. Transformational leadership characteristics inspire and influence employees to perform at a better level (Khanzada, Naeem, & Butt, 2018: 6). There is a relationship between TL and employee performance, and there is an influence of TL and job satisfaction on employee performance. Thus, TL has a large and beneficial effect on employee performance; TL results in an improvement in employee performance (Mangkunegara & Huddin, 2016: 195). The TL style has a positive and significant impact on the job

performance of employees (Mahmoud, 2008: 292). Transformational leadership has a substantial impact on employee performance; in fact, it has been demonstrated that TL can significantly enhance employee performance (Ekaningsih & Management, 2014: 116). Transformational leadership has a favorable and significant effect on WP. Additionally, TL is good at enhancing staff performance. TL is critical in an organization, and job performance serves as a mirror that reflects the organization's state in all of its facets. To obtain highly efficient and effective WP, the organization must establish successful leadership, given that the leader is a critical and significant component, as he exerts control over the organization's most valuable resource.

7. CONCEPTUAL FRAMEWORK

The conceptual framework for this study was presented in Figure 1, based on the strong relationships discovered through theoretical and empirical research on the variables that became the focus of this study. The following hypotheses are based on the above explanation:

H1. There is no relationship and a statistically significant effect at the level of significance ($α ≤ 0.05$) to transformational leadership and organizational commitment of a group of Iraqi organizations.

H2. There is no relationship and a statistically significant effect at the level of significance ($α ≤ 0.05$) to transformational leadership and work performance of a group of Iraqi organizations.

H3. There are no statistically significant differences at the level ($α ≤ 0.05$) of the effect of transformational leadership on Organizational Commitment and work performance due to demographic variables (Gender, Age, Length of service, Education Level).

Figure 1. Conceptual Framework
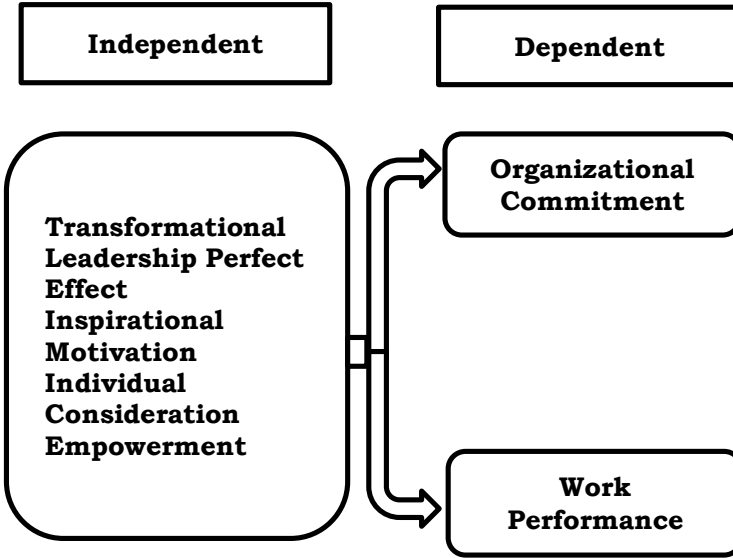
8. METHODOLOGY

The study was a descriptive cross-sectional design, conducted in the Iraqi public sector in different organizations in Erbil city from 10 November 2021 to 3 February 2022. The author distributed 260 questionnaires, and gave the participants enough time to respond, 250 questionnaires were received and completed properly, and 10 form were missing, so the study's sample size was 250 participants. Data were collected with interview techniques for employees by using the questionnaire form. SPSS version 24 software was used to enter data, analyze it, and interpret the results. All participants who desired to participate were included in the inclusion criteria, but exclusion criteria were included for those who did not respond to the questionnaire format. Ethical considerations and permission from the organizations' management were taken to conduct the study. The questionnaire was used to collect data consisting of four parts, the first part related to socio-demographic characteristics comprised of 4 questions, the second part associated with TL consisted of 24 questions, the third part related to the OC consisted of 9 questions, and the fourth part related to the WP consisted 9 questions addressed to the participants through the questionnaire formats. The limitation

of the study was the COVID-19 pandemic, for this reason, the researcher faced many obstacles in collecting data. The aftermath of the Covid-19 accident, which continues to put people in danger on a daily basis, caused individuals to distance themselves from one another (Yilmaz & Hamad Ameen, 2021: 79).

9. THE VALIDITY AND RELIABILITY OF THE STUDY'S VARIABLES

The tool's validity was established by presenting it to arbitrators with expertise and competence in order for them to express an opinion on each of the areas for which the tool was developed and on the paragraphs within each field, in terms of their relevance to the fields of study, their clarity, and the language's integrity. After examining the arbitrators' opinions and comments, it was determined that the arbitrators unanimously agreed on the validity of the fields in terms of their relevance to the fields of study, their linguistic soundness, and their clarity. The majority of the Items were accepted, while others were modified in light of the arbitrators' opinions and notes.

To measure the reliability of the research tool according to the dimensions of the axes of TL, OC and WP, the Cronbach Alpha test was used to find out the consistency of the study paragraphs, and their stability as shown in Table 1.

Table 1. Cronbach's Alpha Coefficient to Measure the Stability of the Questionnaire Axe

Variables	Cronbach's Alpha	N of Items
Transformational Leadership	0.820	24
Organizational Commitment	0.729	9
Work Performance	0.758	9
The Tool as a Whole	0.907	42

Table 1 shows that the variables in the study have a high degree of internal consistency. The tool as a whole was about 0.907, and the stability values ranged between 0.729 as a minimum and 0.820 as a maximum. Cronbach's alpha indicators above indicate that the study tool has a high stability

coefficient and the ability to accomplish the study's objectives, as all of these values are appropriate and sufficient for the study's objectives and indicate appropriate stability values.

Table 2. Demographic Characteristics of the Study

Items		Frequency	Percent
Gender	Male	169	67.6
	Female	81	32.4
	Total	250	100.0
Age	18-25	54	21.6
	26-35	87	34.8
	36-45	54	21.6
	46 and above	55	22.0
	Total	250	100.0
Length of service	less than 5 years	42	16.8
	6-10	69	27.6
	more than 10 years	139	55.6
	Total	250	100.0
Education Level	Secondary	70	28.0
	Diploma	61	24.4
	bachelor	87	34.8
	Master and PhD	32	12.8
	Total	250	100.0

Table 2 showed that the majority of them were male, with 169 people, or 67%. This means that most of the people who work in administration are male. The table also showed that most of the sample members were between the ages of 26-35, the number of sample members was 87, which is about 65.5%. This means that the organizations focus on young people with experience. The majority of participants in the sample have a bachelor's degree 62.8%, which shows that organizations are interested in hiring people who have university degrees. As for

the number of years of experience, it shows that most of the people who took the survey had more than 10 years, which was about 55.6%. This shows that the organizations are looking for people who have a lot of experience.

What are the main reasons for organizations' interest in TL for increasing OC and WP?

To answer this question, the author examined the key argument phrases that drive organizations to be interested in TL by calculating the arithmetic means and standard deviations of responses from participants. As shown in Table No. (3).

Table 3. Descriptive Statistics About Organizations' Interest in TL to Increase OC and WP

Items	Mean	Std. Deviation
Perfect Effect		
Your manager has a high level of ethical behavior.	3.7880	0.98943
Your boss is behaving in an exemplary way that employees try to emulate.	3.8240	1.01050
Your manager has experience that helps him deal with difficult situations with tact.	3.8120	1.01824
Your manager has the ability to convince employees to increase their enthusiasm for work.	3.7480	1.07008
The manager pays attention to the wants and needs of the workers.	3.8440	1.01972
Inspirational Motivation		
The manager encourages employees to work in team spirit.	3.8000	1.07919
The manager is concerned with motivating employees financially to achieve the goals of the organization.	3.8200	1.06590
The manager is concerned with motivating the employees morally to achieve the goals of the organization.	3.7960	1.03860
The manager works to arouse enthusiasm among the employees.	3.6880	1.08229
The manager encourages the employees to achieve more than they expected.	3.8040	1.06306
The manager has an optimistic personality about the desired future of the organization.	3.7640	1.03566
Individual Consideration		

The manager provides an effective means of communication with all employees of the organization.	3.9120	0.97779
Your manager respects the decisions of his delegates.	3.7000	1.09490
The manager deals with me in a way that suits me.	3.7840	1.05346
Pay special attention to workers who are not accepted by their colleagues.	3.8880	1.00773
The manager appreciates employees when they do a good job.	3.8280	1.05207
The manager gives personal attention to employees who have abilities that distinguish them from others.	3.8120	1.08691
Empowerment		
The manager encourages employees to take responsibility.	3.8000	1.08291
I am free to deal with the problems I encounter in my work.	3.8760	0.96350
The manager discusses with the employees the requirements for their fulfillment of their job roles.	3.8760	1.04354
The Director supports the exercise of the powers vested in each individual.	3.8800	1.02264
The director delegates some of his powers to employees on scientific grounds.	3.7080	1.09340
I have the opportunity to take any action that guarantees the high quality of my work.	3.8120	1.04931
I play a key role in making changes aimed at developing the organization.	3.7560	1.00624
Overall average for all items	**3.805**	**1.041961**

Table 3 shows the high acceptance rate for most of the items about TL in Iraqi public organizations. This indicates that all the items received are among the infrastructure requirements that organizations require to increase OC and WP. The overall average for all items was about 3.805 for means, and 1.041961 for standard deviations. These findings support that organizations are more effective when they focus on TL.

Table 4. The Results of The Multiple Regression Test for the Impact of TL in Increasing OC.

Model	Sum of Squares	df	Mean Square	F	Sig.	R Square	R
Regression	2300.158	1	2300.158	228.070	.000		
Residual	2501.158	248	10.085			0.479	.692
Total	4801.316	249					

Table 4 shows that the calculated F-value amounted to 228.070 at the significance level of 0.05, and this requires rejecting the null hypothesis and accepting the alternative hypothesis which states that there is an effect of TL in increasing OC. This result confirms the significance level (f) of 0.000 as it is less than 0.05 at the approved significance level. As for the explanatory power of the model, it reached (R Square = 0.479), which is an acceptable explanatory power, which means that the dimensions of the independent variable (TL) are explained by 47.9% of the dependent variable (OC). As for the degree of correlation between TL and OC, it reached R = .692, that is, there is a direct and strong relationship between the two variables.

Table 5. Results of the Influence Power Factor for the Dimensions of TL in Achieving OC

Model	B	Std. Error	Beta	T	Sig.
Perfect Effect	0.217	0.094	0.134	2.311	0.022
Inspirational Motivation	0.226	0.071	0.182	3.211	0.002
Individual Consideration	0.334	0.078	0.241	4.283	0.000
Empowerment	0.370	0.067	0.321	5.501	0.000

Table 5 indicated that there is a statistically significant effect of the TL in increasing OC of the Iraqi organizations' group at the level of significance 0.00, depending on the high value of (T) with the level of significance (0.000), which is a statistical

function at the level of significance (α ≤ 0.05), and this is reinforced by the high values of (Beta) for these operations, The results also showed that (Empowerment) ranked first in increasing OC, (individual consideration) from the second rank, and (inspiring motivation) from the third rank, and (ideal influence), which ranked last in increasing OC in a group of Iraqi organizations.

Table 6. The Results of the Multiple Regression Test for the Impact of TL on WP

Model	Sum of Squares	df	Mean Square	F	Sig.	R Square	R
Regression	2589.727	1	2589.727	215.502	.000		
Residual	2980.257	248	12.017			0.465	.682
Total	5569.984	249					

Table 6 shows that the calculated F-value amounted to 215.502 at the significance level of 0.05, and this requires rejecting the null hypothesis and accepting the alternative hypothesis which states that there is an effect of TL in increasing WP. This result confirms the significance level (f) of 0.000 as it is less than 0.05 at the approved significance level. As for the explanatory power of the model, it reached R Square = 0. 0.465, which is an acceptable explanatory power, which means that the dimensions of the independent variable (TL) are explained by 46.5% of the dependent variable (WP). As for the degree of correlation between TL and WP, it reached R = 0. 682, that is, there is a direct and strong relationship between the two variables.

Table 7. Results of the Influence Power Factor for the
Dimensions of TL on WP

Model	B	Std. Error	Beta	T	Sig.
Perfect Effect	0.360	0.100	0.207	3.591	0.000
Inspirational Motivation	0.046	0.075	0.034	0.609	0.543
Individual Consideration	0.487	0.083	0.327	5.861	0.000
Empowerment	0.377	0.072	0.303	5.257	0.000

Table 7 indicated that there is a statistically significant effect of the TL in increasing WP of the Iraqi organizations' group at the level of significance 0.00, depending on the high value of (T) with the level of significance (0.000), which is a statistical function at the level of significance (α ≤ 0.05), and this is reinforced by the high values of (Beta) for these operations, The results also showed that (Individual Consideration) ranked first in increasing WP, (Empowerment) from the second rank, and (Perfect Effect), which ranked last in increasing WP in a group of Iraqi organizations. As for (Inspirational Motivation), there is no statistically significant effect of TL in increasing the WP of the Iraqi organizations at the level of significance 0.00, given the weak value of (T) at the level of significance (0.543).

Table 8. The Analysis of Variance Table (ANOVA Table) on the Presence of Statistically Significant Differences for the Impact of TL on OC and WP due to the Variables of (Length of Service and Education Level)

Model		Sum of Squares	df	Mean Square	F	Sig.
Length of service	Between Groups	4322.377	2	2161.188	23.683	0.000
	Within Groups	22540.023	247	91.255		
	Total	26862.400	249			
Education Level	Between Groups	6106.212	3	2035.404	24.123	0.000
	Within Groups	20756.188	246	84.375		
	Total	26862.400	249			

Table 8 indicated that there are statistically significant differences for the impact of TL on OC and WP due to the variable (Length of service), where the value of (f) calculated for the variable reached 23.683 at the significance level (0.000). The result requires rejecting the null hypothesis and accepting the alternative hypothesis which states that there are statistically significant differences at the level of significance ($α ≤ 0.05$) for the effect of TL on OC and WP. However, showed that there are statistically significant differences for the variable (Education Level), due to the higher value of (f) calculated than its tabular value, where the value of (f) calculated for the variable 24.123 at the significance level (0.000).

10. DISCUSSION

The study's findings indicate the positive impact of TL on OC and WP, this result agrees with the study done by (Eliyana et al., 2019: 149) about the impact of TL on OC, they mentioned that TL has a significant direct impact on OC. But not agree with their study about WP, who revealed that when it intervenes through OC, TL cannot have a major impact on WP, and it also

cannot have a direct impact on WP. The result of the present study revealed the relationship between TL on OC, this similar with the study done by (Farahani, Taghadosi, & Behboudi, 2011: 216) they mentioned that TL and OC have a clear and beneficial relationship. The relationship between TL and OC is altered by emotional intelligence. However, our findings agree with the study done by (Bushra et al., 2011: 266), They discovered that employee job happiness and OC, as well as increasing earnings, are crucial to a organization's motivation and efficiency. TL is a method of increasing employee work satisfaction and organizational engagement through improved interpersonal employees between supervisor and subordinate. Transformational leaders also assist employees in becoming more creative and innovative, as well as introducing new ideas that allow the organization to grow competitively and adapt to changing external environments. It was also noted that managers who adopt TL behavior can have more satisfied and committed employees. (Udin & Opinion, 2020: 2625) discovered that employees who are inspired by transformational leaders are more likely to be committed to their jobs because of their enthusiasm, inspirational encouragement, individual interest, and intellectual stimulation. This is because transformational leaders use the principle of reciprocity to make their employees more committed to their jobs. develop in this kind of environment, employees build a sense of organization identity and work well together with their boss. The finding of the study done by (Thamrin & Technology, 2012: 570) shows that OC has a large positive impact on job satisfaction and employee performance, and TL has a significant positive impact on OC and employee performance.

(Atmojo, 2015: 127) studied about the influence of TL on job satisfaction, OC, and employee performance which the results showed that Job satisfaction is influenced by TL, and OC is influenced by TL. Employee performance has been found to be influenced by job satisfaction, and employee performance has been shown to be influenced by OC. The present study's result is opposite with the study done by (Vipraprastha, Sudja, Yuesti, & Review, 2018: 20516) they mentioned that WP suffers as a result of TL. The study by (Abdullah, Shamsuddin, & Wahab, 2015: 28) showed that the impact of TL on OC is

mediated by organizational culture. In other that (Khasawneh, Omari, Abu-Tineh, & Leadership, 2012: 504) studied the relationship between TL and OC: the case for vocational teachers in Jordan which the study results showed that The dimension of OC and TL, in general, have a strong, positive, and meaningful link. Furthermore, each component of TL was found to have a moderate, positive, and meaningful link with OC. (Sani & Maharani, 2012: 101) and (C. Top, Abdullah, Faraj, & Sciences, 2020: 56), found in their research that WP is positively associated with transformational leaders. Furthermore, WP is influenced by inspirational motivation and individual consideration.

Limitation of The Study

The limitations of the study were the COVID-19 pandemic, so the author encountered difficulties in conducting field visits to collect information, and the financial crisis was the other limitation.

11. CONCLUSION

The findings of the study revealed that there was a strong relationship between TL with OC and WP. On the other hand, there was an impact of TL on OC, for this, TL should be a priority for organizations, as it will help reduce employee turnover by fostering a sense of belonging in the workplace. The result indicated the positive impact of TL on WP among employees in Iraqi organizations. Other findings of the study there are statistically significant differences for the impact of TL on OC and WP due to the variables (Length of service, Education Level). It is suggested that Iraqi organizations should implement TL to improve OC and that employees in these organizations should attend education sessions to learn about TL, develop their own leadership skills, and raise overall WP and teamwork morale. The present study suggested the need to emphasize the importance of transformational leadership in Iraqi public organizations because of its significant impact on boosting organizational commitment and enhancing work performance by administrative leaders.

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A STUDY OF EMPLOYEE'S JOB SATISFACTION: THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP ORGANİZATIONAL COMMITMENT AND WORK PERFORMANCE IN THE IRAQI PUBLIC SECTOR

Extended Summary

The researchers' belief in the significance of leadership that has a clear vision, is able to anticipate future prospects, and is able to transform this vision into a tangible reality that helps push the organization to change has increased as a result of the developments and changes that organizations today are facing. Traditional leadership is no longer able to meet these challenges and requirements. Positive in its ability to stand out and compete, particularly in light of the fact that pursuing organizational excellence has emerged as one leadership organizations can use to differentiate themselves from rivals by avoiding or lessening the impact of external risks and threats; This required the direction of transformational leadership, and this is due to the traits of this leadership that allow it to respond to the spirit to elevate the moral maturity of the followers to a high degree, increasing their eagerness and interest in survival to specific interests in global achievement, progress, and development subjectivity. To increase the followers' confidence in themselves, improve their abilities through ongoing support and guidance, and raise their morale through ongoing motivation accompanied by sincere affection towards them.

Due to the fact that each leader is unique and possesses various skills, an organization must create a talent map for specific structural positions. The purpose of the talent mapping method is to identify prospective leaders who possess the requisite skills and are compatible with the organization's culture and work environment (Eliyana, Ma'arif, & Economics, 2019:144). Because transformational leadership has a positive effect on cognitive and affective trust, managers who exhibit more transformational leadership will improve cognitive and affective trust in management among employees. Transactional leadership has a negative impact on cognitive trust, which may be owing to the suppressive effects of transformational

leadership or because employees perceive transactional leaders to deploy expedient punishment more frequently than expedient rewards (Chiang, Wang, & management, 2012:9). Due to the lack of a clear methodology linking transformational leadership practices and their impact on organizational commitment and work performance among their employees, Iraqi public sector organizations require a more in-depth formation of the relationship between transformational leadership, organizational commitment and work performance. The problem of this study is to determine the extent of interest in applying transformational leadership in Iraqi public sector institutions, what are the levels of organizational commitment among employees, and whether transformational leadership plays a role in enhancing organizational commitment and improving employee performance. The importance of this study is evident by attempting to present the treatments and organized proposals examined and directed, putting them into practice, and benefiting from them. The organizations of today for us on attracting qualified individuals, as they work on their training and the development of their capabilities, and the follow-up of modern leadership policies in dealing with them until they are real partnerships in managing their organizations. Additionally, each of the following ideas—transformational leadership, organizational commitment, and work performance—has a big impact on improving and developing an organization's performance. The purpose of the study was to identify the relationship between transformational leadership, Organizational Commitment, and work performance, determine the impact of transformational leadership on both Organizational Commitment and work performance, and determine the statistically significant differences in the impact of transformational leadership on Organizational Commitment and work performance with the variables of (Length of service and Education Level). The study was a descriptive cross-sectional design, conducted in the Iraqi public sector in different organizations in Erbil city from 10 November 2021 to 3 February 2022. The author distributed 260 questionnaires, and gave the participants enough time to respond, 250 questionnaires were received and completed properly, and 10 forms were missing, so the study's sample size was 250 participants. Data were

collected with interview techniques for employees by using the questionnaire form. SPSS version 24 software was used to enter data, analyze it, and interpret the results. All participants who desired to participate were included in the inclusion criteria, but exclusion criteria were included for those who did not respond to the questionnaire format. Ethical considerations and permission from the organization's management were taken to conduct the study. The questionnaire was used to collect data consisting of four parts, the first part related to socio-demographic characteristics comprised of 4 questions, the second part associated with transformational leadership consisted of 24 questions, the third part related to Organizational Commitment, which consisted of 9 questions, and the fourth part related to the work performance consisted 9 questions addressed to the participants through the questionnaire formats. The limitations of the study were the COVID-19 pandemic, so the author encountered difficulties in conducting field visits to collect information, and the financial crisis was the other limitation.

Eliyana et al (2019: 149) illustrated the impact of transformational leadership on organizational commitment, they mentioned that transformational leadership has a significant direct impact on organizational commitment. But not agree with their study about work performance, which revealed that when it intervenes through organizational commitment, transformational leadership cannot have a major impact on work performance, and it also cannot have a direct impact on work performance. Farahani et al (2011: 216) mentioned that transformational leadership and organizational commitment have a clear and beneficial relationship. The relationship between transformational leadership and organizational commitment is altered by emotional intelligence. Also, Bushra et al (2011: 266) discovered that employee job happiness and organizational commitment, as well as increasing earnings, are crucial to an organization's motivation and efficiency. Udin and Opinion (2020: 2625) discovered that employees who are inspired by transformational leaders are more likely to be committed to their jobs because of their enthusiasm, inspirational encouragement, individual interest, and intellectual stimulation. This is because transformational

leaders use the principle of reciprocity to make their employees more committed to their jobs. develop in this kind of environment, employees build a sense of organization identity and work well together with their boss.

The findings of the study revealed that there was a strong relationship between transformational leadership with organizational commitment and wp. on the other hand, there was an impact of transformational leadership on organizational commitment, for this, transformational leadership should be a priority for organizations, as it will help reduce employee turnover by fostering a sense of belonging in the workplace. the result indicated the positive impact of transformational leadership on work Performance among employees in Iraqi organizations. other findings of the study there are statistically significant differences for the impact of transformational leadership on organizational commitment and work performance due to the variables (Length of service, Education Level). It is suggested that Iraqi organizations should implement transformational leadership to improve organizational commitment and that employees in these organizations should attend education sessions to learn about transformational leadership, develop their own leadership skills, and raise overall work performance and teamwork morale. the present study suggested the need to emphasize the importance of transformational leadership in Iraqi public organizations because of its significant impact on boosting organizational commitment and enhancing work performance by administrative leaders.