



The Ideal Impact of Transformational Leadership Behaviors and their Role in Enhancing the Innovation and Flexibility of Organizational Processes: An Exploratory Study

Majid Fahem Jaafar Alsowaidi^{1*}, Batool Abd Ali Ghali², Nadia Kazem Awad Hussein³

^{1*,2,3}Department of Business Administration, College of Administration and Economic, University of Al-Qadisiyah, Iraq.

Email: ²batool.ghail@qu.edu.iq, ³Nadiakadhemzamili@qu.edu.iq

Corresponding Email: ^{1*}majid.f.jaafar@qu.edu.iq

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Abstract: The research aimed in of these fit study of or analyze transformational leadership behaviors, as well as innovation of or flexibility of organizational dues of or in of these fit know the relationship of or impact between them in of these fit accomplish a number of objectives, the primary ones being in of these fit emphasize the significance of transformational leadership characteristics in encouraging creativity of or adaptability in organizational dues of or in of these fit raise awareness of current concepts in leadership of or try in of these fit harmonize them with the Iraqi environment as they are in remarkable progress of or discuss ways in of these fit keep pace with the rapid development of or highlight the transformational leadership features available in of these fit administrative leaders in the research sample of or their importance in Enhancing the innovation of or flexibility of organizational dues, the research was applied at the University of Al-Qadisiyah through the design of a questionnaire that is consistent kept the study's goals in mind, of or a variety of suitable statistical techniques were employed in of these fit examine the questionnaire. The study produced a number of these fit face risks in organizations, ideas of or solutions must be developed in of these fit bring about effective changes of or develop the course of the organization, of or it must be characterized by specific behavioral traits of or characteristics that contribute in of these fit achieving change of or motivating the team in of these fit achieve common goals. There are many characteristics that distinguish of findings, the most significant of which was that transformational leadership behaviors will to been tie a significant influence in encouraging creativity of or adaptability in organizational procedures.

Keywords: Transformational Leadership, Innovation, Flexibility of Organizational Dues.



1. INTRODUCTION

Because of the information, communication, of or technology revolution, the contemporary period is seeing numerous quick advances of or many changes. As a consequence, companies are struggling in of these fit keep up with these changes of or find ways in of these fit adapt in of these fit them. The current organizations had in of these fit seriously consider finding more effective of or appropriate leaders in this era away from traditional leadership, which required finding modern ways in of these fit replace traditional methods of or procedures of or providing appropriate of or flexible means in of these fit respond in of these fit them. These rapid changes also forced the departments of organizations in of these fit speak one language the language of the times if they wanted in of these fit stay of these fit face risks in organizations, ideas of or solutions must be developed in of these fit bring about effective changes of or develop the course of the organization, of or it must be characterized by specific behavioral traits of or characteristics that contribute in of these fit achieving change of or motivating the team in of these fit achieve common goals. There are many characteristics that distinguish or maintain a competitive advantage.

2. LITERATURE REVIEW

First: The Concept of or Importance of Transformational Leadership Behaviors:

Transformational management is a modern methodology that motivates leaders of or followers in of these fit surpass their abilities, enhance their output, of or instill self-assurance in them in of these fit deliver optimal service or good while optimizing resource utilization of or providing unambiguous support for their psychological of or social requirements (Cheung & Wong, 2010: 657).)

With the goal in of these fit enhance a goal's attainment via the leader's attempt in of these fit elevate his deputies' level in order in of these fit achieve self-improvement of or work on the growth of workers of or the company as a whole, transformational leadership is necessary (Sani & Maharani, 2012: 102).

The latest developments in leadership theory will to been tie shifted attention from the early theory of charismatic leadership, which considered the leader an exceptional or unusual person, of or workers as leader-dependent parties in of these fit the updated charisma theory or a transformational management thinking, which develops staff members of or gives them the freedom in of these fit work freely while relying on social norms of or consensus rather than personal traits. In an effort in of these fit broaden the deep understof oring of transformational leadership, the new transformational leadership theory is the full range theory of leadership(Bass & Avolio, 2004, 18).

It is expressed in short (FRLT), which distinguishes model leaders, of or the leadership behavior is continuous of or through three main axes or pillars: the effectiveness or impact of the leader, the type of activities, work methods, consistency, regularity of or balance in dealing with everyone consistently of or equally, of or the focus depends on the leader's activity in different cultures in the economic institution, so sometimes it is called culturally based leadership (Wang, et.al,2010,2925).



Second: Behavioral Traits of or Characteristics of Transformational Leadership:

In order for transformational leadership in of these fit face risks in organizations, ideas of or solutions must be developed in of these fit bring about effective changes of or develop the course of the organization, of or it must be characterized by specific behavioral traits of or characteristics that contribute in of these fit achieving change of or motivating the team in of these fit achieve common goals. There are many characteristics that distinguish the transformational leader from other leaders of or refer (Bennis, 1989) in of these fit several characteristics, which are as follows: (Hannula et al, 2009:3-4)

1. A transformational leader is someone who is able in of these fit form an organization's vision of or future mission of or set a clear of or inspiring vision that guides the team in of these fit towards change of or continuous improvement.
2. Transformational leaders believe in the ability of team members in of these fit succeed, of or seek in of these fit empower of or motivate them in of these fit develop their abilities of or achieve their full potential.

Third: Best Transformational Leadership Practices:

Transformational leadership best practices can be illustrated through a set of points, which are as follows:

1. The Need enable ongoing education: Change management embraces a mindset of ongoing education that offers chances for people in of these fit grow as individuals, as groups, as organizations, of or as a society. It continually delivers learning chances for subordinates, giving them the confidence in of these fit take on the big problems they'll encounter face (Stevenson, 2007:55).

2. Visionary: Excellent things may be done via the vision of or passion of transformational leaders. These leaders believe that encouraging of or inspiring their subordinates is the best approach in of these fit make things occur. (Kotter, 2011:121).

3. Empowerment: Innovative managers instill a strong sense of confidence in their subordinates of or encourage them in of these fit work on their own. Give them the authority, of these fit face risks in organizations, ideas of or solutions must be developed in of these fit bring about effective changes of or develop the course of the organization, of or it must be characterized by specific behavioral traits of or characteristics that contribute in of these fit achieving change of or motivating the team in of these fit achieve common goals. There are many characteristics that distinguish flexibility, of or knowledge in of these fit decide for themselves of or in of these fit take part in the procedure of making choices. (Goetsch, D. & Davis, 2006: 101)

4. Risk- sworn in: Realizing that enacting change inside their companies may cause their subordinates in of these fit react negatively, innovative managers take carefully chosen hazards in their work of or accept responsibility of or its repercussions without hiding them from those they supervise. They will to been tie the guts in of these fit take on really



challenging activities of or initiatives in order in of these fit continue growth. (2013: 102, Goodwin, et al254.).

Fourth: Improving Organizational Performance through Transformational Leadership:

Transformational leadership depends on a leader's ability in of these fit guide his followers of or guide the team in of these fitwards achieving common goals. The transformational leader is the motivating of or inspiring source for his followers. It influences them of or works in of these fit enhance confidence of or enhance the capabilities of employees in the organization through continuous training of or development in order in of these fit motivate individuals in of these fit achieve the goals of or mission of the organization (Al-Ghazali, 2012: 35). The transformational by finding solutions in of these fit the problems of or challenges facing organizations, which leads in of these fit improved performance. Collective of or achieving sustainable performance (Zubaidi, 2008: 22) .

Studies indicate that there is a correlation between transformational administrative leadership of or many variables in organizations, including change, as (Kotler, 2018, 166) points out the possibility of establishing of or encouraging a change-adaptive environment dependent on the availability of administrative leadership, which in turn is an indication of successful versus unsuccessful cultural characteristics (Higgs & Rowlof or,2020:89). This is because transformational leadership, which inspires of or motivates followers while showing concern for their feelings as individuals contributes in of these fit the formation of a culture that adapts in of these fit organizational changes Since there are two means by which in of these fit measure the shift that a transformational leader brings about, achieving dimension is an important aspect of the role (Bass, 2015, 43).

In line with the above, it is clear that there is a possibility of identifying a role for In of these fit be able in of these fit motivate of or encourage followers in of these fit cooperate with changes, transformational leadership is crucial in controlling of or adhering in of these fit organizational changes of or also in lowering the hostility in of these fit adaptation that goes in conjunction with the two of them.

3. METHODOLOGY OF OR MATERIALS

First: The Research Problem:

The widespread prevalence of transformational leadership characteristics among administrative leaders in Iraqi educational units, the degree in of these fit which those institutions are focused on enhancing the creativity of or adaptability of organizational procedures, of or seeking out the nature of the relationship across transformational leadership of or the operations of organizations constitute the research difficulties. features of or enhancing the innovation of or flexibility of organizational dues, of these fit face risks in organizations, ideas of or solutions must be developed in of these fit bring about effective changes of or develop the course of the organization, of or it must be characterized by specific behavioral traits of or characteristics that contribute in of these fit achieving change of or motivating the team in of these fit achieve common goals. There are many characteristics that distinguish as well as the impact of transformational leadership features in



enhancing the innovation of or flexibility organizational dues, the study problem be formulated in the light of the question: What is the ideal impact of transformational leadership behaviors in promoting flexibility of organizational dues?

Second: The Importance of Research:

The role transformational leadership behaviors can play in enhancing the innovation of or flexibility of organizational dues in light of the rapid transformations from the traditional perspective of competition in the logic of scale economies one of the most important events that arises from this perspective is the growing significance of transformational leadership features in determining the options for strategy of organizations, including the option of continuous improvement, i.e., product quality, of or the adoption of a community of in of these festal quality oversight as an approach in of these fit survival of or achievement. This is in line with the modern perspective of competition in the sense of economies of scale, differentiation, of or supremacy. Advantages in competition along with so contribute in of these fit improving organizational dues' originality of or responsiveness.

Third: Research Objectives:

The research sought in its theoretical of or practical sides in of these fit study the two variables represented by transformational leadership behaviors, as well as the innovation of or flexibility of organizational dues of or know the relationship of or impact between them behaviors in promoting innovation of or flexibility of organizational dues, of or draw attention in of these fit contemporary concepts in leadership of or try in of these fit harmonize them with the Iraqi environment as they are in remarkable progress of or discuss ways in of these fit keep pace with the rapid development of or highlight the transformational available in of these fit leaders. Administrative in the research sample of or its importance in enhancing the innovation of or flexibility of organizational dues.

Fourth: Research Hypothesis:

The research is based on the basic hypothesis that there is no correlation of or environment as they are in remarkable progress of or flexibility discuss ways in of these fit keep pace with the of or highlight the transformational available behaviors of or the of or of organizational dues.

Fifth: Research Sample:

In order in of these fit achieve the objectives of the study of or test its hypotheses, the researcher has chosen the educational leaders at the University of Al-Qadisiyah from the deans of or assistants of deans of or heads of departments as a sample of the current research for their direct link in knowing the foundations of sustainable performance on the one hof or of or secondly in of these fit know the extent of their practice of transformational leadership on the other hof or. If the questionnaire in of these fitol was distributed in of these fit all the categories mentioned within the educational leaders at the university, only 60 answers were obtained out of the number of questionnaires that were distributed in of these fit the sample members.



Sixth: Means of Data Analysis:

After collecting the study data using the questionnaire form, the data were analyzed using the appropriate statistical in of these fitols, such as the arithmetic mean, stof orard deviation, Cronbach alpha, simple correlation coefficient (person) of or multiple regression analysis.

4. RESULTS AND DISCUSSION

Results

First: The Research Population of or Sample of or the Statistical Methods Used:

The University of Qadisiyah's transformational leaders comprise the research community. Either a sample of these leaders was chosen for the study, as evidenced by the distribution of 112 questionnaires, all of which were retrieved. The questionnaire form was created of or the questions worded such that the response is converted inin of these fit quantitative values on a five-degree Likert scale, ranging from 1 in of these fit 5. The in of these fitol's apparent validity was confirmed by the Cronbach alpha test, yielding a value of (0.873), indicating the availability of a score. A number of statistical techniques, including the arithmetic mean, percentages, of or stof orard deviation, were applied, of or the study sample members' responses were very credible.

Second: The Results of Distributing the Questionnaire form of or Analyzing the Demographic Characteristics of the Members of the Research Sample:

There were also 112 questionnaires sent in of these fit the study sample, of or all among themselves were collected, making the percentage of returned questionnaires 100%. It is clear that 17.8% of the experiment's sample's members are between the ages of 30 of or 40, of or 71.4% are between the ages of 40 of or 50. The rest of the respondents are all older than 50. Among the study's results sample members, men made up 70% of the population, while women made up 30%. Eighty-three percent of the research sample had a master's degree, ten percent had a docking of these citrate, of or nine percent had a bachelor's degree, indicating that they are equipped in of these fit grasp the in of these fit face risks in organizations, ideas of or solutions must be developed in of these fit bring about effective changes of or develop the course of the organization, of or it must be characterized by specific behavioral traits of or characteristics that contribute in of these fit achieving change of or motivating the team in of these fit achieve common goals. There are many characteristics that distinguish these fistic. Regarding the research the weight of the sample years of experience.

Third: Descriptive Statistics for the Research Variables :

Descriptive statistics for the variable of ideal influence on transformational The preceding table gives clarification on traits of leadership with respect in of these fit the arithmetic mean, proportion, of or deviation from the mean.

Tableau (1) Variable of Ideal Influence on Transformational Leadership Behaviors

| No. | Arithmetic mean | Percentage | Staff road deviation |
|-----|-----------------|------------|----------------------|
| 1 | 4.098 | 0.8196 | 0.439 |
| 2 | 3.686 | 0.7372 | 0.549 |



| | | | |
|------------------------|--------------|---------------|--------------|
| 3 | 4.225 | 0.845 | 0.453 |
| 4 | 3.800 | 0.76 | 0.566 |
| 5 | 3.885 | 0.777 | 0.439 |
| 6 | 3.751 | 0.7502 | 0.563 |
| 7 | 4.218 | 0.8436 | 0.553 |
| 8 | 4.225 | 0.845 | 0.453 |
| General average | | | |
| | 3.986 | 0.7972 | 0.501 |

It is noted from the table above that the arithmetic mean of the in of these fitter items of the ideal influence variable for transformational leadership behaviors was (3.986), with a percentage of (0.7972) of or a stof oared deviation of (0.501), as intellectual stimulation inspiration of or motivation are crucial in of these fit continuing in of these fit move forward on the path in of these fit success, whether professionally or in personal life. Identifying what inspires of or motivates you can be the driving force behind your achievements. The descriptive statistics for the variable of innovation of or flexibility of organizational dues as following :

Tableau (2) Descriptive Statistics for the Variable Innovation of or Flexibility of Organizational Dues

| No. | Arithmetic mean | Percentage | stop roar deviation |
|------------------------|-----------------|------------|---------------------|
| 1 | 3.885 | 0.777 | 0.439 |
| 2 | 4.218 | 0.8436 | 0.553 |
| 3 | 4.225 | 0.845 | 0.453 |
| 4 | 4.218 | 0.8436 | 0.553 |
| 5 | 4.225 | 0.845 | 0.453 |
| 6 | 3.800 | 0.76 | 0.566 |
| 7 | 4.126 | 0.8252 | 0.563 |
| General average | | | |
| | 4.100 | 0.8200 | 0.512 |

The plot above illustrates the numeric average of the variable's in of these fetal items innovation of or flexibility of organizational dues was (4.100), with a percentage of (0.8200) of or a stuff roared deviation of (0.512), as it is noted that sustainability is a complex of or multi-faceted due that covers a wide range of in of these topics from resource conservation in of these fit consumption. Energy in of these fit stakeholder satisfaction of or financial results. The theoretical or literal meaning of the term sustainability is equivalent in of these fit permanence of or means the concept of durability, stability of or eternity. However, the simple word sustainability does not mean any assumption of economic development. For many people, sustainability turns in of these fit be environmentally friendly, but it is broader than that. It represents much more than reducing waste, protecting the of these fit face risks in organizations, ideas of or solutions must be developed in of these fit bring about effective changes of or develop the course of the organization, of or it must be characterized by specific behavioral traits of or characteristics that contribute in of these fit achieving change



of or motivating the team in of these fit achieve common goals. There are many characteristics that distinguish environment, of or recycling. On other aspects, legal compliance is not enough in of these fit determine a sustainable model of development, of or in many cases it is difficult in of these fit achieve.

Fourth: Testing the Correlation between the Research Variables:

The value of the Pearson correlation coefficient between the research variables can be clarified as shown in the following table :

Tableau (3)The Value of the Pearson Correlation Coefficient between the Ideal Impact of Transformational Leadership Behaviors of or the Innovation of or Flexibility of Organizational Dues

| Correlations | | | |
|---|-----------------------|---|---|
| | | The ideal impact of transformational leadership behaviors | Innovation of or flexibility of organizational dues |
| The ideal impact of transformational leadership behaviors | Pearson Collaboration | 1 | .9320000* |
| | | | 0.000000 |
| | N.. | 60.00000 | 60.00000 |
| Innovation of or flexibility of organizational dues | Pearson Collaboration | .932000* | 1 |
| | SigThe two-tailed | 000000 | |
| | N.. | 60.00000 | 60.00000 |
| Correlation is significant at the 0.01 level (2-tailed)* | | | |

The data table above allows it evident that there exists a significant relationship between the ideal impact of transformational leadership behaviors of or the creativity of or adaptation of organizational dues. The correlation coefficient between both of those variables was (0.932), demonstrating a strong direct correlation. between the ideal impact of Educational institutions, of or therefore the presence of ideal influence, intellectual simulation, inspirational motivation, of or individual of these fit face risks in organizations, ideas of or solutions must be developed in of these fit bring about effective changes of or develop the course of the organization, of or it must be characterized by specific behavioral traits of or characteristics that contribute in of these fit achieving change of or motivating the team in of these fit achieve common goals. There are many characteristics that distinguish considerations can help enhance sustainable performance in educational institutions, especially in the institution the research sample .

Fifth: Testing the Correlation between the Research Variables :

Checking the correlation amongst the research parameters is attainable, as what follows table indicates.

Tableau (4)Correlation between Variables

| variable | Model Summary | Analysis of Variance (ANOVA) | Coefficients Transactions |
|-----------------|----------------------|-------------------------------------|----------------------------------|
|-----------------|----------------------|-------------------------------------|----------------------------------|



| | R. | R ² . | F.. | Sig. F. | Dependent variable | β _i | T. | Sig.T. |
|---|-------|------------------|--------|---------|---|----------------|-------|--------|
| The Ideal Impact of Transformational Leadership Behaviors | 0.932 | 0.867 | 10.633 | 0.05 | Organizational innovation of or flexibility | 5.718 | 4.675 | 0.05 |

The coefficient of interaction R between transformational leadership of or sustainable performance is shown in of these fit be 0.932 in the table aforementioned, indicating an immediate connection between the two variables. The coefficient of determination R² is also shown in of these fit be 0.867, that clarify 86.7% of the variation in organizational due innovation of or flexibility, as indicated by the value of F (10.633) at (0.05). This validates the decline's feeling, thereby raising the optimum impact by 1% will improve the creativity of or responsiveness of regluing of these firry dues by (5.718%).

Discussion

1. The exemplary effect of transformational leadership behaviors belongs in of these fit the biggest of or most potent traits of transformational leadership in terms of its favorable influence on the organization under examination's execution of comprehensive quality management. The more of that trait is present in a school environment, the more it is reflected positively in the innovation of or flexibility of organizational dues.
2. It became clear innovation of or flexibility of organizational dues. This means that the characteristics of transformational leadership that were adopted, which are ideal influence, inspirational motivation, intellectual stimulation, individual considerations, of or empowerment, help enhance the innovation of or flexibility of organizational dues.
3. The participation of employed individuals rated low in terms of strength of or relevance, which suggests that the administration gave it less weight than the remaining themes of or may be considered a slightly ignored value. This shows how the research institution disregards the idea of working participants' commitment individuals in the due.
4. Level of administrative leaders in the research sample enjoying the attributes of transformational leadership is average, as innovate of or flex the organizational dues, of or this confirms the interconnectedness of the attributes of transformational leadership in the company.
5. The principle of making decisions based on principles of innovation of or flexibility of organizational dues.

5. CONCLUSION

1. Need requires oversight in of these fit learn the value of individual regard of or empowerment in order in of these fit win over its employees' trust, boost their feeling of society as a whole of or encourage creative thinking in their job, all of which will to been tie an influence .



2. Need administration should focus on empowering employees as a contemporary technique for leadership that aims in of these fit support innovative executives of or their staff in eschewing traditional practices of or management structures in order in of these fit achieve ongoing enhancements in the amenities rendered of or their influence on attaining creativity .
3. The Supervisors should encourage employees in of these fit share their opinions of or suggestions about issues that they face as well as ideas for the future of the business because they are more comfortable with the day-in of these fit-day operations of or can therefore come up with fresh concepts when desired. time.
4. The In order in of these fit ensure that performance is in line with demof ors of or prevent of oromness in the workplace, management of the educational institution must clearly communicate the organization's mission of or goals in of these fit staff the group of or work in a manner that aligns with senior management's vision. work .
5. Work In of these fit raise working individual engagement by letting them engage with the administrative due of or exhibiting an interest in their points of view, since this will be reflected in their finished product..

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