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## An Investigation into the Relationship between Transformational Leadership Style and Organizational Commitment in a College of Administration and Economics: An Empirical Research

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### Abstract:

The current research aims to demonstrate the relationship and impact between transformational leadership and its dimensions (Idealized Influence Behaviour, Idealized Influence Attributed, Intellectual Stimulation, Inspiring Motivation, and Individual Consideration) on organizational commitment and its dimensions (continuous organizational commitment, emotional organizational commitment, and normative organizational commitment) at the College of Administration and Economics. Descriptive-analytical approach used to achieve the core object of the research. The research adopted the questionnaire as the core tool for this purpose. A research sample included various administrative levels (director, chief inspector, supervisor, and assistant supervisor). The questionnaire distributed randomly, and 70 valid questionnaires collected for statistical analysis. The research adapted a set of statistical methods such as arithmetic mean, coefficient of variation, standard deviation, and simple regression coefficient by the statistical program (SPSS V26) to analyze data and test hypotheses. The research reached a set of essential results, the most important of which was that transformational leadership is the main factor for building an organization's culture to achieve growth and success and motivate individuals.

**Paper type:** Research paper

**Keywords:** Transformational leadership, Organizational commitment.

## **1.Introduction:**

Recently, the business environment has become unable to face rapid environmental changes. This phenomenon created the need to adopt a capable leadership style to face these changes, such as the transformational leadership style instead of traditional leadership styles (Alalak and Raheemah, 2023). This type of modern leadership aims to motivate and inspire employees so that organizations can face changes and overcome unexpected environmental obstacles and challenges.

Organizational commitment is the main element in the existence and survival of the organization in a competitive work environment: (Mohammed and Mohammed, 2021). Without motivating and inspiring human resources, organizations will be unable to perform tasks and fall out of the field of competition. The commitment of individuals, organizational loyalty, trust, and sincerity in work will be descended. Previous elements will lead the organizations to achieve their goals and reach organizational success efficiently and effectively. That confirms that one of the most crucial characteristics of the transformational leadership style is employing intellectual, scientific, and behavioral capabilities to encounter competitive organizations. Furthermore, this research applied to the most vital sector, higher education, which is responsible for the improvement and development of society in general. Simultaneously, this sector affects the improvement of other sectors.

Some previous studies that discussed transformational leadership:

Lai et al. (2020) studied the role of transformational Leadership on Job Performance: The Mediating Role of Work Engagement). The objective of the current study is to determine the impact of transformational leadership on organizational performance by arousing and motivating individuals. The research hypotheses tested on a sample of 507 nurses, working in 44 teams. The results showed that individuals' participation in work depends on the strength of the positive relationship between transformational leadership and job performance.

Purwanto et al. (2021) discussed the effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. The research aims to determine the impact of transformational leadership, organizational commitment, and job satisfaction on the organizational citizenship behavior of the management in the Panten province in China. The sample of this research was selected randomly. The total sample was 220 managers. The study used multiple regression analysis. The findings showed that transformational leadership has a positive and significant impact on organizational citizenship behavior and job satisfaction, and organizational commitment has a positive and significant impact on organizational citizenship behavior.

Mach et al. (2022) examined how team cohesion, a result of transformational leadership, influences team performance. It also examines how leadership consensus and prior team performance influence this relationship. The sample was 690 professional athletes from 59 elite teams in Spain's major team sports leagues made up the sample. The results indicate that team cohesion plays a mediating role in the indirect relationship between transformational leadership and objective team performance, with the indirect effect being more pronounced at higher levels of prior success.

Finally, Lingga (2023) examined the role of transformational leadership style and compensation on the performance of the Employees by job satisfaction. The study aims to identify the impact of transformational leadership and compensation on employee performance through job satisfaction. A sample selected by the random sampling method, 92 respondents. The study used multiple linear regression to analyze the data. The results showed that transformational leadership impacts employee performance through job satisfaction.

Some studies that discussed organizational commitment:

Jangsiriwattana and Tulwatana (2019) investigated the validation of the organizational commitment measurement scale: A cross-cultural application in the aviation sector in Thailand. The study aimed to evaluate the psychometric characteristics of Thais to measure the level of organizational commitment. The questionnaire was the main instrument to collect data. The most important result was a scale that can apply to measure the level of organizational commitment in aviation organizations.

Haque et al. (2019) provided this study developed a conceptual model that examines the relationship between turnover and inclusive leadership as it mediated by organizational commitment and follower-leader goal congruence. The descriptive analysis used in this investigation. Data gathered from a sample of 322 front-line staff working in several Pakistani banks through a survey questionnaire. Testing of the hypotheses used the structural equation modeling (SEM) technique. Results: The study's conclusions demonstrate that inclusive leadership positively affects goal congruence between followers and leaders and positively affects organizational commitment.

Pratama et al. (2022) studied the effect of job satisfaction and organizational commitment on turnover intention with person-organization fit as the moderator variable. The main goal was to examine and analyze the impact of job satisfaction and organizational commitment to achieve job turnover. The questionnaire was a core tool to collect data. The research used statistical, multiple linear regression, and moderate regression analysis. The study found that job satisfaction and organizational commitment partially affect employee turnover.

Amin (2022) discussed organizational commitment and competence on job satisfaction and lecturer performance: social learning theory approach. The research aimed to measure employees' performance in completing work and organizational commitment. An online survey utilized to collect data. The results showed that organizational commitment has a positive impact and significance on achieving job satisfaction.

Some discussed (both transformational leadership and organizational commitment), including:

Thamrin (2012) investigated the influence of transformational leadership and organizational commitment on job satisfaction and employee performance. The study analyzes the impact of transformational leadership and organizational commitment on job satisfaction and employee performance. The respondents of this study are the 105 employees working for at least five years at shipping companies in Jakarta, Indonesia. The data analysis technique used in this study is the Structural Equation Model(SEM). The results show that:- transformational leadership has a positive significant influence on organizational commitment.

Keskes et al. (2018) examined how Transformational leadership and organizational commitment: Mediating role of leader-member exchange " a present study aims to propose and test three models to observe the mechanisms through which dimensions of transformational leadership influence different forms of organizational commitment by testing the possible mediating role of leader-member-exchange (LMX) dimensions Participants in this study are 427 senior executive French employees with a university degree and minimum two years of work experience in their current organization. Relationships among variables were analyzed using structural equation modeling. Results indicate that dimensions of LMX mediated the relationships between the dimensions of transformational leadership and organizational commitment.

In summary, the previous studies discussed above benefited from this research in several aspects. Initially, the essential contribution to the current study is building the theoretical framework for the research. It also enabled the researchers to access many scientific sources related to the research variables, such as scientific books, research, master's theses, or doctoral dissertations that are important for the current research. In addition, benefiting from the standards used in previous research, whether related to the variable of leadership styles (transformational and transactional) or organizational loyalty. In a way that is consistent with what the research subject refers to, some modifications made by the researcher to appropriately fit the Iraqi environment. Finally, these studies contributed to identifying the sub-dimensions that make up each variable of the current research.

The current research problem revolves around exploring the extent to which top executives in research institutions adopt a transformational leadership style in the College of Management and Economics. The research also focuses on determining the best leadership style to guide the institution and pay more attention to improving organizational commitment within the college due to variations in adopted leadership styles.

The research aims to identify the challenges facing the College of Management and Economics by assessing the level of organizational commitment and determining the current leadership styles. The research enhanced by confirming the effectiveness of adopting the transformational leadership style. The study aims to guide the college in improving organizational commitment through developing transformational leadership practices, ultimately achieving better results in the future.

## **2. Materials and Methods:**

the researchers used the distributive approach to accurately diagnose the issue with the research in all social phenomena. Additionally, it makes it easier to conduct a logical examination of the phenomenon using the information and data that have evaluated to arrive at the facts. As a consequence, using the social statistical packages software (SPSS. V.26), used in these investigations, the research employed some significant descriptive and inferential statistical methods, including the Cronbach coefficient, the arithmetic mean, the standard deviation, the coefficient of variation, and simple regression coefficients.

### **2.1. The Hypotheses of the Research:**

This research has two main hypotheses:

The first one: There is no statistically significant relation between transformational leadership style as the independent variable and organizational commitment as the dependent variable.

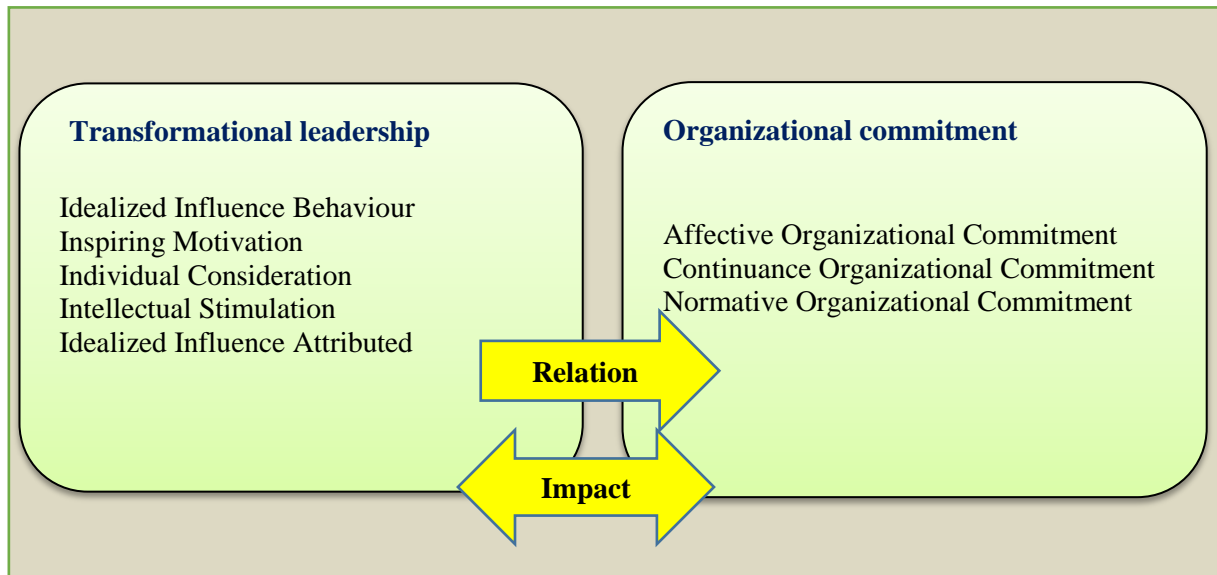
The second one: There is no statistically significant effect of transformational leadership style as the independent variable on organizational commitment as the dependent variable.

### **2.2. The Research Population and Sample:**

The population was the College of Administration and Economics. The research adopted the random sampling method in selecting the research sample. The questionnaire was the main instrument and distributed to 74 individuals at the College of Administration and Economics. Thus, 70 questionnaires were valid out of 74 for statistical analysis because four were damaged while transcribing the questionnaires.

### **2.3. The hypothetical outline of the research:**

The hypothetical outline of the research illustrates the nature of the relation between the variables. Also, it displays the impact of the independent variable (transformational leadership style) and its dimensions which are idealized influence behaviour, inspiring motivation, individual consideration, intellectual stimulation, and idealized influence attributed to the dependent variable (organizational commitment) and its dimensions which are affective organizational commitment, continuance organizational commitment normative organizational commitment. As shown in Figure 1.



**Figure1:** The hypothesis outline of the research paper

**Source:** prepared by the researchers based on the regulatory literature for the two variables

#### 2.4. Transformational Leadership and its Dimensions:

Recently, environmental changes have prompted organizations to be alert and prepared to achieve their goals. This forced organizations to shift from one strategy to another in a way that outperforms and overcomes competitors (Abu-Nahel et al., 2020). This strategy adopted the leadership style that is the essence of the administrative process to achieve more effective management in light of environmental challenges (Sabry and Mohammed, 2023). Most successful organizations have adopted the transformational leadership style because it inspires and motivates workers to accomplish their tasks and achieve their demands. One of the reasons for adopting this style is that transformational leaders focus on the organization's culture, promoting creative behavior, self-rehabilitation in terms of strategic planning, and helping individuals provide a product of quality and value (Skeibrok and Svensson, 2016; Sha'alan and Saaed, 2023). That means that the transformational style is the main engine for directing the organization towards the right direction (Chukwuemeka and Daniel Olatayo, 2021). Also, the transformational leadership style has the personality and power to influence individuals and think about an organization's future to achieve goals, unlike traditional leaders who achieve routine goals (Lai, 2020). Accordingly, the researcher can define transformational leadership as the leader's ability to communicate the organization's message and future vision to followers and demonstrate ethical values and behaviors between both parties to achieve organizational goals (Murphy, 2005). In short, the transformational leadership style has five essential dimensions are idealized influence behaviour, inspiring motivation, individual consideration, intellectual stimulation, and idealized influence attributed (Sun et al., 2014; O'Reilly and Chatman, 2020), as follows:

#### **2.4.1. Idealized Influence Behaviour:**

The ideal influence is called the charisma of the leader's behavior. This behavior embodies the behavior of the typical leader by building an exceptional image among the followers as patterns or symbols of the role or position they occupy (Al-Mahdi, 2021). It is an example of morals, values, principles, and the leaders' ability and ability to achieve goals (Du and Yan, 2022). The leader practices behaviors that make them a role model for the followers through their commitment to sound moral and ethical principles and avoiding deviations and functional errors (Saeed and Abd, 2019). Moreover, the ideal influence is the extent to which the leader motivates his subordinates to work as a team and encourages them to build confidence among themselves and between themselves and the leader (Mohammed, 2023), as well as their ability to perform tasks successfully and reach goals (Dogan and Higgins, 2023).

#### **2.4.2. Inspiring Motivation:**

By offering novel solutions to the issues and circumstances they encounter, leaders encourage their followers to be imaginative and innovative (Al-Mahdi and O'Neill, 2017). To foster the ecosystem, leaders also assign their subordinates specific duties and responsibilities that align with their skills, competencies, and work standards (Donald and Polden, 2012). Furthermore, leaders assist their followers in reevaluating key assumptions by posing some questions (Parka and Pierceb, 2020). In addition, they employ a multidisciplinary approach to identify the optimal solution (Sutrisno, 2021).

#### **2.4.3. Individual Consideration:**

The leaders in this subscale can act in ways that inspire their subordinates to work harder and intelligent, both individually and collectively (Al-Tamimi and Jassim, 2023). It means the leader's attention to his subordinates to determine their needs and desires, meet them, and consider individual differences. (Al-Mahdi and Faisal, 2022). This behavior works towards satisfying the needs of individuals. For instance, showing interest in them such as care, creating an appropriate, psychologically supportive work environment, and rewarding individuals' efforts. In addition, this dimension enhances self-efficacy and provides personal advice to maximize strengths and avoid weaknesses. (Yahaya and Ebrahim, 2016).

#### **2.4.4. Intellectual Stimulation:**

In the context of leadership, intellectual stimulation entails motivating and stretching people to think critically, creatively, and independently (Shin and Bolkan, 2021). Leaders who engage in intellectual stimulation develop a culture that values and encourages original thought, curiosity, and lifelong learning. Also, this dimension enables the followers to achieve their work according to the vision and mission of the organization. As a result, this dimension will increase the workers' production with better quality (Cahyono et al., 2020).

#### **2.4.5. Idealized influence attributed:**

Idealized influence is a characteristic of a leader's charm, morality, and convictions. Also, this shows how strong and self-assured they come across (Afshari, 2022). In addition, Idealized influence characterized by a leader's charismatic demeanor and acts that are consistent with their ideals and beliefs (Change et al., 2019). Since they prioritize the interests of their followers over their own (Do et al., 2020). As a result, leaders who exhibit idealized influence play a vital role model in the workplace.

## **2.5. Organizational commitment and its dimensions:**

Organizational commitment is one of the most vital behavioral topics because of the high rate of absenteeism and lateness at work based on statistics proved through recent studies (Ridwanet et al., 2020). Organizational commitment can be considered a psychological characteristic that explains the relationship of individuals with their organizations. Also, it is multidimensional and affects the decision-making process of individuals to stay in the organization or leave it (Farag, 2022). That means organizational commitment represents a psychological connection between the individual and the organization (Ha and Lee, 2022). Here is a group of core factors that determine the degree of organizational commitment between employees and the organization, such as external and internal environmental factors and factors related to individuals (Fernando et al., 2021).

According to (Yusnita et al., 2022), organizational commitment achieved through building a collective work culture that can convey the organization's message and purpose to individuals. This culture should emphasize transparency and participation in decision-making, adherence to work ethics and principles, emphasize trust, and encourage individuals to innovate. That confirms that the individual's commitment to the organization is one of the factors that increases its production and growth in the long term (Padala, 2011). Likewise, organizational commitment enables individuals to demonstrate positive behavior in performance, actively participate in important decisions, and feel responsible toward the organization (Albdour and Altarawneh, 2014). As a result, these elements will enhance job satisfaction, organizational citizenship and increase competitive performance (Butali and Njoroge, 2017). In addition, the goals of organizational commitment are the desire to survive, make efforts for the benefit of the organization, and accept the goals and values of the organization (Saeidipour, 2013).

Accordingly, the researcher defines organizational commitment as the degree of an individual's commitment and loyalty to his organization, whether in terms of performing its tasks and continuing to work in it according to the benefit he obtains, such as material, moral, and behavioral benefits. Thus, to achieve the objective of the research, the researcher adopted the main dimensions of organizational commitment, which are affective organizational commitment, continuance organizational commitment, and normative organizational commitment, as follows:

### **2.5.1. Affective organizational commitment:**

Affective organizational commitment is the degree to which an individual is psychologically connected to the organization through loyalty, attachment, desire for belonging, and citizenship (Bouachouch and Lamrabet, 2022). Also, it is the extent to which the individual defines himself with the organization to which he belongs and sets its goals to maintain their membership (Ahmed, 2021). In addition, it represents individuals who relate emotionally with their organization and maintain their desire to stay in the organization (Lima and Allida, 2021). That means that it determines the individual's identity to adopt the organizational goals as its own.

### **2.5.2. Continuance organizational commitment:**

organizational commitment is an individual's belief that remaining in the organization will achieve their long-term goals. On the contrary, leaving work will incur financial and moral costs for workers, represented by wasted time and effort (Butali and Njoroge, 2017). Therefore, individuals decide to stay and continue in that organization benefits in exchange for their work in the organization (Al Zefeiti and Mohamad, 2017). Likewise, continuance commitment is employees' evaluation of opportunities associated with remaining in their organization (Berberoglu, 2018). That explains that it related to a cost-benefit analysis like loss in economic investments and difficulties finding a new job (Maha, 2012). Therefore, the individual's relationship with the organization can be considered a contractual relationship that depends on continuous evaluation of economic benefits in exchange for his remaining in the organization.

### 2.5.3. Normative organizational commitment :

Normative organizational commitment is the individual's feeling of remaining within their organization because of the high trust and support of the management (Curtis and Taylor, 2018). Jamaludin (2011) confirmed the individual's feelings are an ethical obligation from employees to their organization. Besides, normative commitment linked to the theory of exchange with reward in exchange for commitment (Berberoglu, 2018). That means the individual's commitment comes from religion, values, personal principles, conscience, and traditions in which the individual believes. As a result, all these principles have a formative impact on achieving organizational commitment.

### 2.6. Statistical Analysis of the Research:

This section has two types of analytical statistics. The first one is the descriptive statistics approach. The second is the inferential statistics approach, as follows:

#### 2.6.1. The descriptive statistics approach of the dimensions of the transformational leadership style

Table 1 reports the descriptive statistical analyses by presenting the arithmetic means (M), standard deviations (SD), and coefficients of variation (CV). Also, the order is according to the mean to the five main dimensions of transformational leadership style.

**Table 1:** Analyzing the dimensions of the transformational leadership style

No	Dimensions	M	SD	CV	Order
1	Idealized Influence Behaviour	3.633	0.711	19.580	Fifth
2	Idealized Influence Attributed	3.890	0.692	17.789	Fourth
3	Intellectual Stimulation	4.233	0.492	11.636	First
4	Inspiring Motivation	4.242	0.584	13.765	Third
5	Individual Consideration	4.323	0.538	12.449	Second
	transformational leadership style	4.064	0.603	15.043	

The high percentage found in Table 1 for the Intellectual Stimulation dimension. As a result, it was placed first among the transformational leadership style dimensions based on the arithmetic mean (4.233), standard deviation (0.492), and coefficient of difference (11.636). That indicates that the investigated organization's leaders utilized the inspiring motivation component the most. The arithmetic mean (4.323), standard deviation (0.538), and coefficient of difference (12.449) of the transformational leadership style also indicated that the dimension of individual consideration had a high proportion and was therefore rated second. That demonstrates how the leaders of the investigated organization also put a great deal of practice into the dimension of individual consideration. It placed third because the inspiring motivation dimension had a high percentage. According to the arithmetic mean (3.633), standard deviation (0.711), and coefficient of difference (19.580), the Idealized Influence Behavior component had the lowest proportion and ranked last among the transformational leadership style's dimensions. Idealized Influence Behavior was the least prominent dimension, although it still had a respectable percentage. That implies that the leaders of the organization under study likewise employed that dimension.

#### 2.6.2. The descriptive statistics approach of the dimensions of the organizational commitment

Table 2 displays the statistical analyses by presenting the arithmetic means (M), standard deviations (SD), and coefficients of variation (CV) . Besides, the order based on means to the three main dimensions of organizational commitment, as follows:



**Table 2:** Analyzing the dimensions of organizational commitment

No	Dimensions	M	SD	CV	Order
1	Affective organizational commitment	4.110	0.648	15.994	Second
2	Continuance organizational commitment	4.209	0.520	12.654	First
3	Formative organizational commitment	3.317	0.657	16.928	Third
	Organizational commitment	3.878	0.608	15.192	

According to Table 2, the organizational commitment dimension of continuance organizational commitment had a high percentage. As a result, it was placed first among the organizational commitment dimensions based on the arithmetic mean (4.209), standard deviation (0.520), and coefficient of difference (12.654). That implies that the component of continuity organizational commitment most frequently used by the organizations' personnel. Similarly, the arithmetic mean (4.110), standard deviation (0.648), and coefficient of difference (15.994) all placed the affective organizational commitment dimension, which had a high percentage, second among the organizational commitment dimensions. That demonstrates how the employees of the organization under study also highly practiced the factor of affective organizational commitment. Lastly, the normative organizational commitment component had the lowest proportion and was therefore ranked last in dimensions of organizational commitment according to arithmetic mean (3.317), standard deviation (0.657), and coefficient of difference (16.928). Despite organizational commitment being the least important characteristic, normative organizational commitment earned a respectable proportion. That indicates that the employees of the organization under study likewise employed that dimension.

### 2.6.3. Analysis variables of the research (transformational leadership style and organizational commitment):

Table 3 displays the statistical analyses by presenting the arithmetic means (M), standard deviations (SD), and coefficients of variation (CV). Also, the order is based on means to the two main variables, as shown in Table 3:

**Table 3:** Analyzing the variables of the research (transformational leadership style and organizational commitment)

No	Variables	M	SD	CV	Order
1	transformational leadership style	4.064	0.603	15.043	First
2	Organizational commitment	3.878	0.608	15.192	Second

The transformational leadership style variable had a high percentage, as shown in Table 3. As a result, it was ranked highest among the study variables based on the arithmetic mean (4.064), standard deviation (0.603), and coefficient of difference (15.043). That indicates the transformational leadership style is more practiced among the leaders in the organization under study, transformational leadership was the most prevalent type. The research variable (dependent) with the lowest percentage was the organizational commitment, which was ranked second based on the arithmetic mean (3.878), standard deviation (0.608), and coefficient of difference (15.192). Despite organizational commitment being classified second, this organizational commitment had a respectable percentage. That indicates that workers at the organization under study also engaged in it.

#### 2.6.4. Testing of the research hypotheses (correlation and influence) by inferential statistics

The purpose of testing the hypotheses of correlation and influence between the research variables (transformational leadership style and organizational commitment) is to determine the possibility of judging the hypotheses by acceptance or rejection. That is explained by the simple linear regression equation according to the following equation:  $(Y = a + B1X1)$

As  $(\alpha)$  represents the constant value, this relationship means that the dependent variable (Y) (organizational commitment) is a function of the valid value of the dimensions of the independent variable (X) (transformational leadership). As for the estimates of the statistical indicators, they were at the level of the research community, which is (70) respondents, and table - 4 - shows the results of testing the correlation and influence relationship between the research variables.

**Table 4:** Analysing the correlation and impact test of transformational leadership style on organizational commitment.

The Dependent Variable	The independent variable and its dimensions	A	$\beta$	R2	Adj ( $R^2$ )	F	T	Sig	Decision
organizational commitment.	Transformational style	0.684	0.820	0.471	0.463	60.561	7.782	0.000	Sig
	Idealized Influence Behaviour	3.447	0.157	0.05	0.036	3.590	1.895	0.062	Not Sig
	Idealized Influence Attributed	2.675	0.345	0.230	0.218	20.277	4.503	0.000	Sig
	Intellectual Stimulation	1.350	0.630	0.388	0.379	43.148	6.569	0.000	Sig
	Inspiring Motivation	1.957	0.485	0.324	0.314	32.609	5.710	0.000	Sig
	Individual Consideration	1.786	0.516	0.311	0.301	30.675	5.538	0.000	Sig

Sample size = (70n), (F) value = (3.94), and (T) value = (1.984)

According to two main hypotheses (relation and impact) of the research: ((There is no statistically significant relation between transformational leadership style as the independent variable and organizational commitment as the dependent variable)) and ((There is no statistically significant effect of transformational leadership style as the independent variable on organizational commitment as the dependent variable)).

Table 4 indicates a strong correlation between the independent variable (transformational leadership) and its dimensions with the dependent variable (organizational commitment), respectively (\*\*0.686, 0.224, \*\*0.479, \*\*0.623, \*\*0.569, and \*\*0.558), except Idealized Influence Behaviour dimension with the dependent variable (organizational commitment). The Sig for the Idealized Influence Behaviour dimension reached (0.062), which is greater than the standard value (0.05). Also, the corrected correlation score (R2) for the independent variable (transformational leadership) reached a value of (0.463). That explains that (46%) of the independent variable changes to the dependent variable (organizational commitment). The remaining percentage (54%) is the effects of other variables on the dependent variable. In addition, the calculated (F) value indicates the impact of transformational leadership and its dimensions (except for the Idealized Influence Behaviour dimension) on organizational commitment, and they were respectively (60.561, 20.277, 43.148, 32.609, 30.675). That illustrates that the F value exceeded (3.94), with a significance level of (0.05) and a degree of

confidence (95%). As a result, this confirms that it is possible to reject null hypothesis H10 and accept alternative hypothesis H11 because of the significant effect of transformational leadership and its dimensions on organizational commitment. Moreover, the results of the value of the coefficient (t) calculated for the marginal slope of the impact of transformational leadership and its dimensions except for the (vision) dimension in organizational commitment were respectively (7.782, 4.503, 6.569, 5.710, 5.538). These results were higher than the tabular t-score (1.984), at the standard significance level (0.05), and with a (95%) degree of confidence. That indicates that the marginal slope is significant. As a result, that made it possible to reject null hypothesis H10 and accept alternative hypothesis H11. Because there was a positive effect on transformational leadership and its dimensions (except the vision dimension) on organizational commitment. Eventually, the value of the coefficient ( $\beta$ ) for the marginal slope of the transformational leadership variable was (0.820). It indicates whether increasing the independent variable by one degree leads to an increase in the dependent variable, organizational commitment, by (82%).

### 3. Discussion :

The research produced many vital findings based on statistical analysis.

- The organization's top management was said to have an inspiring drive to improve the business's success by providing new research and analysis that elevate the standard and effectiveness of work. These initiatives will enable top management to discover new approaches for enhancing efficiency and effectiveness at work. It will be able to concentrate on its efforts to achieve its goals more successfully and precisely.
- According to the results, top management is interested in giving staff members intellectual stimulation so that they train using modern methods that can evaluate their abilities in light of the requirements of the new task. That is an example of a strategic goal for professional growth and long-term development. This strategy will provide a comprehensive understanding of the need for funding employee training and skill and capability expansion. Consequently, this will enable the leaders to utilize various skills and realize their potential.
- The results showed that tasks are assigned deadlines by top management based on ongoing organizational commitment. This framework indicates a complete understanding of how crucial planning and organization are to the operation of institutions by setting deadlines for tasks and activities. The organization will become more structured and have better time and resource allocation. As a result, this will encourage increased employee commitment and staff dedication to fulfilling deadlines. As a result, work ethic and inventiveness will both increase.
- It proved the positive organizational commitment of top management toward employees who don't perform up to par. That technique has boosted the incentive to accomplish goals and improved performance. These penalties are cutting back on cash gains and increasing training requirements.
- Teams can finish tasks according to schedules because of the organization's executives. That suggests that top management has a strategic vision for leadership that seeks to improve staff members' responsibilities and enable them to fulfill tasks through normative organizational commitment. As a result, this will stimulate creativity and result in the development of novel, beneficial solutions.
- Moreover, employees consistently display a strong feeling of teamwork and a dedication to the organization's growth and quality by being willing to put in extra effort. Therefore, these types of activities promoted to increase performance, optimize operations, and successfully meet objectives.
- The study's conclusions showed how senior management may have a high impact on a college when it establishes the principles and values that act as a framework for choices and actions. In an attempt to reinforce the organization's vision and mission, top management gives goals—especially the main objective of the company—priority. As a result, staff members understand the organization's strategy and outlook. Consequently, this will increase their sense of commitment to the college.

➤The study's conclusions showed that senior management at the College of Administration and Economics considers an essential element in establishing goals and motivating groups to perform to their highest capacity. Specifically, he emphasizes the need to complete complicated tasks to promote a culture of challenge and endurance. Employees will be encouraged to work long hours outside of their comfort zones. Top management will emphasize how important it is to achieve goals despite difficulties.

➤Finally, the findings of the research showed that there was a significant effect on transformational leadership and its dimensions Idealized Influence Attributed, Intellectual Stimulation, Inspiring Motivation, and Individual Consideration (except Idealized Influence Behaviour dimension) on organizational commitment and its dimensions are affective organizational commitment, continuance organizational commitment, and normative organizational commitment.

#### **4. Conclusions:**

The outstanding conclusion is to pay more attention to the transformational leadership style while performing duties at the College of Administration and Economics. That implies that the company investigated is aware of transformational leadership approaches in all of their forms and understands the importance of a strong leadership style in developing and preserving employee organizational commitment. Top management is also highly driven to implement ideal influence and symbols to achieve goals, bringing change and transformation inside the college. It seeks to progress and improve its work and performance by encouraging creativity through innovative strategies to achieve the desired results. That suggests that the ability to bring about change depends on fearless leadership and a strategic vision that encourages and motivates organizational members to seek continuous innovation and development. Moreover, there is a strong sense of organizational loyalty. Leaders must build strong bonds with subordinates constantly and support the group's spirit and identity by giving each employee individual attention and careful thinking. That achieved by providing training, continuing support, and an environment to encourage creativity and innovation. It increased organizational engagement among staff members and enabled the group to reach common goals and documented administrative mission successes. Furthermore, top management tries to positively motivate employees to attain professional development inside the college. Also, the management aims to provide employees with opportunities to progress along different career paths. As a result, this will encourage them to learn new skills and extend their horizons. In addition, the College of Administration and Economics also uses a highly transformational leadership style and has a positive organizational commitment in all three domains. This strategy, which focuses on innovation and continuous improvement, will assist in raising employee performance and achieving quantifiable results in the duties assigned by the college. As a result, this will enable the college to thrive through efficient implementation that inspires strong backing from upper management and encourages employees to engage in decision-making actively and formulate solutions for challenges and problems that arise at work. Finally, there is a strong correlation between transformational leadership style and organizational commitment in the College of Administration and Economics, Besides, transformational leadership style directly affects organizational commitment.

#### **Authors Declaration:**

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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## دراسة العلاقة بين أسلوب القيادة التحويلية والالتزام التنظيمي في كلية الإدارة والاقتصاد: بحث تطبيقي

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### مستخلص البحث

يهدف البحث الحالي إلى بيان العلاقة والأثر بين القيادة التحويلية وأبعادها (سلوك التأثير المثالي، والتحفيز الفكري، والدافع الملهم، والاعتبار الفردي، والتوجه المثالي) في الالتزام التنظيمي وأبعاده (الالتزام التنظيمي المستمر، والالتزام التنظيمي العاطفي، والالتزام التنظيمي المعياري) في كلية الإدارة والاقتصاد. ولتحقيق هدف البحث تم استخدام المنهج الوصفي التحليلي. ولجمع البيانات، اعتمد البحث الاستبانة كأداة رئيسية لهذا الغرض. تكونت عينة البحث من مستويات إدارية مختلفة مثل (مدير، رئيس ملاحظين، ملاحظ، ومعاون ملاحظ). تم توزيع الاستبانة بشكل عشوائي، وتم جمع (70) استبانة صالحة للتحليل الإحصائي. ومن أجل تحليل البيانات والمعلومات واختبار الفرضيات، اعتمد البحث مجموعة من الأساليب الإحصائية مثل الوسط الحسابي، ومعامل التباين، والانحراف المعياري، ومعامل الانحدار البسيط بواسطة البرنامج الإحصائي (SPSS V26). وتوصل البحث إلى مجموعة من النتائج المهمة كان أهمها أن القيادة التحويلية هي العامل الأساسي لبناء ثقافة المنظمة من أجل تحقيق النمو والنجاح وتحفيز الأفراد.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: القيادة التحويلية، الالتزام التنظيمي