

**UNIVERSITY OF TURKISH AERONAUTICAL ASSOCIATION
GRADUATE SCHOOL OF SOCIAL SCIENCES**

**EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE
ORGANIZATIONAL COMMITMENT: A CASE STUDY ON IRAQI COMPANIES**



MASTER THESIS

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Graduate School of Social Sciences

Department of Management

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28/5/ 2018

Ahmed AL-DULAIMI



DEDICATION

I dedicate this work to the souls of the people who sacrificed their souls to protect Iraq land and to their families.

To my great parents, my dear wife, who was always available to support me and stand by me throughout my study. My beloved daughter Tulay who I can't force myself to stop loving, my beloved brothers and sisters, my friends who encourage and support me,

I would like to sincerely thank my supervisor Asst. Prof. Dr. Haydar ATEŞ who help me throughout the completion of this thesis.

I would like to thank all the lecturers in the Department of Management, the Head of Department, the Dean and to all and sundry, I want to say thank you and God bless you all.

28/5/2018

Ahmed AL-DULAIMI

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ABSTRACT

EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE ORGANIZATIONAL COMMITMENT: A CASE STUDY ON IRAQI COMPANIES

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Today's organizations need more than ever employee commitment their job so that they can participate in the sustainability of the organization in a competitive environment. The ability of the organization to retain the committed employees has become one of the significant indicators of organizational success. The literature suggested that one of the most significant factors influencing employee's attitudes and commitment is charismatic behaviour practiced by the Transformational leader. In this sense, the current research aimed to examine the correlation between the Transformational leadership style and employee's organizational commitment in the AL-FAO Engineering Company in the Iraqi Context. A total of 318 individuals from the different management levels of the company have participated in the research study. A descriptive analytical research design method was utilized to collect the data from the respondents.

Transformational leadership style was assessed by using the multifactor leadership questionnaire developed by Salome, Maina and Joseph (2016). 13 items highlight the four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) of Transformational leadership style. Organizational commitment was measured by using the effective, normative, and continuance commitment questionnaire developed by Gregory (2014).

18 items were drawn from the origin questionnaire highlighted the three types (affective, normative, and continuance) of organizational commitment using a five-point Likert scale.

The correlation and regression analysis showed significant and positive correlations between the Transformational leadership and organizational commitment. Data analysis is also suggested that the four dimensions of Transformational leadership style are all significant predictors of three type of organizational commitment.

Keywords: Leadership, Transformational Leadership style, Organizational Commitment, Company.



ÖZET

DÖNÜŞÜMCÜ LİDERLİK TARZININ ÇALIŞAN ORGANİZASYONEL TAAHHÜDÜ ÜZERİNDEKİ ETKİSİ: IRAKLI ŞİRKETLER ÜZERİNE BİR VAKA ÇALIŞMASI.

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Günümüzde kurumlar çalışanlarının rekabetçi bir ortamda kurumun sürdürülebilirliğine katılabilmeleri için kendilerini işlerine adayan çalışanlara her zamankinden daha fazla ihtiyaç duymaktadır. Kurumların kendilerini işlerine adayan çalışanlarını elinde tutabilme yeteneği kurumsal başarının en önemli göstergelerinden birisi haline gelmiştir. Literatürde, çalışanların tutumlarını ve bağlılıklarını etkileyen en önemli faktörlerden birisinin dönüşümcü liderin karizmatik davranışları olduğunu ortaya konulmuştur.

Bu bağlamda, mevcut araştırma Irak'taki AL-FAO Mühendislik Şirketinde dönüşümcü liderlik tarzı ile çalışanların kurumsal bağlılığı arasındaki korelasyonu incelemeyi amaçlamaktadır. Şirketin farklı yönetim seviyelerinden toplam 318 kişi araştırma kapsamındaki çalışmalara katılmıştır. Ankete katılanlardan veri toplamak için tanımlayıcı bir analitik araştırma tasarım yöntemi kullanılmıştır.

Dönüşümcü liderlik tarzı, Salome, Maina ve Joseph (2016) tarafından geliştirilen çok faktörlü liderlik anketi kullanılarak değerlendirilmiştir. Anketteki 13 madde dönüşümcü liderlik tarzının dört boyutunu (ideal etkileme, ilham verici motivasyon, zihinsel teşvik ve bireysel ilgi) vurgulamaktadır. Kurumsal bağlılık, Gregory (2014) tarafından geliştirilen efektif, normatif ve devam etme bağlılık anketi kullanılarak ölçülmüştür.

18 madde kurumsal baęlılıęın üç türünü (efektif, normatif ve devamlılık) vurgulayan orijinal anketten alınmıř ve beřli Likert skalası kullanılmıřtır. Korelasyon ve regresyon analizi dnüşümsel liderlik ve kurumsal baęlılık arasında anlamlı ve pozitif korelasyonlar göstermiřtir. Veri analizi ayrıca, dnüşümsel liderlik tarzının dört boyutunun kurumsal baęlılıęın üç türünün önemli göstergeleri olduęu öne sürülmüřtür

Anahtar Kelimeler: Liderlik, Dnüşümcü Liderlik stili, Örgütsel Baęlılık, řirket.



CHAPTER ONE

INTRODUCTION

Today's organizations are pointedly interested with understanding, seeking, and evolving leadership. Regardless of the nature of the organization's activity, leadership is seen as the most decisive factor in achieving organizational success and excellence.

Leaders are meeting more challenges than ever before because of the rapid changes in the business environment and the diversity of the organizational functions. Organizational complexities and fast changes in the global economy require leaders to be more able and effective to draw changes and formulating a vision for the future of the organization enhance the employee's commitment to the organization.

Today's organizations need more than ever "human element", and more precisely the ability to win the committed of a follower (Jeffrey J. Bagraim, 2003), has become one of the most significant indicators of organizational success (Kahumuza J. & Schlechter, A, 2008). This provides support to organizations that aim to achieve competitive advantage and a better position in the marketplace. Leaders need to overcome their competitors by finding new ways to develop employees and increase their skills to retain them longer and strengthen loyalty to the organization.

Leaders also need to adopt effective methods to understand and manage the needs of employees not only to achieve better performance but to enhance their commitment so that provide them with the company's attention to their personal interests and prevent them from leaving to other companies (Kahumuza J. & Schlechter A, 2008). A lot is written by researchers about employee's organizational

commitment and the influence of leadership style on employee's engagement to organizations (Freund Ron, 2014; Bekele S. & Darshan G, 2011; Stephens Jennie, 2012; Daria M. Byrne, 2011).

Organizational commitment is one of the most important phenomena that has attracted researcher's attention because of its importance to the organization. "Commitment is one among a set of energizing forces that contributes to motivating behaviour" (Stephens Jennie, 2012, P, 2). Organizational commitment has been related the achievement of organizational members, employee's loyalty, organizational citizenship behaviour, career satisfaction, and other people and group structures. Committed followers are anticipated to fulfil at a high level more than their uncommitted parallelizes (Alkahtani Ali, 2016). Committed employees also interested to develop the organization and considered it an appropriate place to work at.

Given its various benefits to the organization, many authors focused on examining the antecedents' related organizational commitment (Peter L. & John C. 2004). They classified these factors into four groups. The first is organizational factors, involving leadership, organization culture, construction and operations. The second is an individual factor, consisting personality characteristics, emotional quotient, and intellectual quotient. The third is career factor, involving career traits, payoff systems, and the last factor is the contextual factor, consisting social relationships and work conditions (Alkahtani Ali, 2016). While the main purpose of the current research is to examine the influence of Transformational leadership style on employee's organizational commitment.

Leadership is one of the most important topics that attracted the interested of researchers in a large scale because of its influencing on employee's attitudes and behaviours, including organizational commitment. It may be argued, that the leadership is one of the most observed, still least understood phenomena in the behavioural sciences (as cited in Abbasialiya A. 2010). Over time, the scholar has suggested various of leadership styles as there is no specific style of leadership can be supposed global. Regardless the many different styles of leadership, leaders should have the ability and certain skills that enable them to identify environment variables accurately and motivate employees to achieve organizational goals (Amanchukwu R, Stanley G. & Ololube N, 2015).

In this regard, Burns (as cited in Hockmeyer, Wyatt, 2015) “introduced Transformational leadership as an alternative to existing leadership methods and to explore leadership from the perspective of building followers, as opposed to managing tasks” (P.2). Transformational leadership theories, also known as relationship theories, concentrate on the relationship created between leaders and employees. The concept of leadership within Transformational leadership style refers to the process by which a person can connect with others and be able to establish a relationship that leads to increased motivational moral of both employees and leaders.

Transformational leadership style often described as charismatic leadership in which leaders with specific characteristics, such as confidence, extroversion clearly defined values and objectives, are considered as best able to stimulate employees (Alkahtani Ali, 2016). Transformational leaders promote and inspire employees by providing assistance to work members understand the importance and quality of the work. These types of leaders pay attention to the performance of the teamwork, besides focused on each employee to accomplish his or her task. Transformational leaders often have high ethical and professional values (Amanchukwu R, Stanley G. & Ololube N, 2015).

Bass noted Transformational leadership includes "idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration" (Hockmyer, Wyatt, 2015, P.2). Burns (1978) described a Transformational leader as "one that raises the followers level of consciousness about the importance and value of desired outcomes and the methods of reaching those outcomes" (P.141). The Transformational leader persuaded employees to override their self-benefits for the interest of the organization while elevating "the followers level of need on Maslow's (1954) hierarchy of lower-level concerns for safety and security to higher-level needs for achievement and self-actualization" (Bass, B. M, 2008, P.619).

In the past three decades examining the antecedents of leadership and the impact on organizational advantage have been essential, particularly with regard to Transformational leadership style. The plenty of related components that have been estimated alongside the Transformational leadership style have been as inclusive as the nature of the organizations in which it has been researched (Dhammika K, Ahmad F. & Thi L. Sam, 2013). The influence of these combined leadership methods

on employees such as engagement, job satisfaction, organizational commitment, performance and citizenship behaviours as well as organizational changes, are all founded by scholars of leadership literature (Swindell James, 2014).

Many empirical studies support the fact that Transformational leadership positively affects employees and subsequent level of organizational commitment and performance (Jim A. McCleskey, 2014). Regardless of the leadership style adapted to motivating and inspiring employees, leaders need to recognize the most important factors that foster employees' engagement and participation in the organizational activities. The antecedents of employees intended to stay longer with an organization. However, still an aspect of seeking, whilst employee's commitment and job satisfaction are most examined factors (Elangovan A. R, 2001).

An extensive study of Gallup Company in the United States conducted on employee engagement by Markus Buckingham has pointed to the fact that when the workers decide to leave the organization, they leave their leaders, not the organization (Marcus B, Curt C. & Jim H, 2005). This confirms the fact that leader's behaviour has a positive effect and strong inclusion in preventing employees from thinking about opportunities outside the organization and that leaders have a direct impact on how to inspire the employees to integrate into the organization.

From the above literature, it is evident that there is a positive relationship between Transformational leader behaviours and follower engagement and their participation in the organizational activities, and the conclusive direct or indirect impact on followers' commitment. It also seems to be a clear relationship between the leader characteristics and ability to motivate and create an environment conducive to engagement and commitment. The introductory literature review of this research seemed to suggest that questions leaders of Iraqi company should ask if they are focus on the best of their organizations, are: "what can be done to strengthen employee's organizational commitment and achieve organizational citizenship behaviour? And "what can be done to build a broad base of committed employees who are prepared to transcend their self-interest for the sake of the organization?

1.1 Problem Statement

Understanding the relationship between Transformational leadership and organizational commitment is an influential factor for evolving creative organization.

The main problem facing the organization is the decline in employee performance levels and the continuous increase in the workload of the company. This has led to a noticeable decline in the overall organizational performance of the company and an increase in the number of customers complaints. Therefore, leadership style has become an important factor in motivating employees and increasing their association with the company.

Effective leadership is one of the most influential factors that have a vital role in determining the eventual success or failure of a company. More precisely, the success or failure of a certain company depends on the efficiency of the leader in directing, implementing plans, and motivating employees (Peter G. Northouse, 2015). Previous researchers confirmed that Transformational leadership is most preferred by followers in the company.

According to Bass, Transformational leadership links the power of a position to respond needs of followers. In this style, the vision of the leader must be conveyed to the follower. These visions sometimes require a change in the organization. This style is becoming increasingly important because of the demand for the organization to change into today's world of globalization. It is important for Transformational leaders to motivate the followers regarding their vision (Alkahtani Ali, 2016. P.25). In this style, subordinates are trained and developed to become leaders who are responsible for developing the organization. The Transformational leader is also interested in encouraging subordinates to develop themselves and use their full potential to achieve the expected accomplishment (Bekele S. & Darshan G, 2011).

Today's companies need more than ever employees who are committed to their work so that they can provide the support to the company's survival in the marketplace competition. On the other hand, Transformational leadership is required to provide adequate support to the employees to be more stimulated and committed, particularly as competition grows and sales expand so that enable them to participate in achieving optimal performance. Leadership literature indicated that a large number of studies have paid considerable attention to the relationship between leadership behaviour and employees commitment.

Many studies confirmed a positive relationship between the leadership style and employee's commitment and suggested that employees' commitment reflects the goodness of the leadership style adopted in the organization (Pearce C. & Herbig P, 2004).

Sharon Hill, Seo, Kang and Taylor (2012) Ananthi and Subramaniam (2011) have determined a positive relationship between the leadership style and followers' commitment. They also reported that there were strong correlations between leader's behaviours and follower's commitment. Whilst, Jean Lee, (2008) pointed out that Transformational leadership remarkably correlates with the follower's commitment with the sample of professional in Singapore. Other researchers reported that Transformational has a moderate positive relationship with affective commitment. They also noted that there is a lower linkage between Transformational, normative and continuance commitment (Hayward Q, Goss M, & Tolmay R, 2004).

On the other hand, some researchers found a significant correlation between leader assistance and commitment. In their empirical survey, Proper, Mayseless and Castelnovo (2000) reveal empirical evidence supporting a positive relationship between Transformational leader behaviours and engagement. They reported that leadership behaviours demonstrated 48% of the distinction in organizational commitment.

The empirical study conducted by (Thamrin H. M, 2012) examined the impact of Transformational leadership on organizational commitment, job satisfaction and employee performance. The respondents of this survey are workers shipping companies in Jakarta which equalized 105 workers. The quantitative correlational of the survey reported that Transformational leadership has a positive significant important on organizational commitment as well as on employee performance.

The experimental survey conducted Shikha P. Verma & Venkat R. Krishnan (2013) examined the impact of Transformational leadership (Leaders Gender) on employees' organizational commitment, utilizing a sample of 84 leaders of manufacturing company in India. Transformational leadership quality has been measured by five elements: idealized influence attributed; idealized influence behaviour; inspirational motivation; intellectual stimulation; individualized consideration. The quantitative correlation of survey reported that masculinity promotes normative commitment, while femininity enhances continuance commitment. The results also suggested that Transformational leadership promotes continuance commitment only when the leader is androgynous, and that Transformational leadership fosters effective commitment only for a masculine leader.

An empirical study examined the relationship between Transformational leadership and organizational commitment using a sample of 322 care workers employed by non-prof, multi-level term care organization in the United States. The empirical evidence showed a strong relationship between Transformational leadership, normative and affective commitment and lower influence of Transformational leadership on continuance commitment was found (Jeanette A. Porter, 2015).

Despite the large numbers of Transformational leadership studies, most of them were conducted in developed countries demonstrating that a notion of Transformational leadership matured and publicized in the western context. Consequently, the problem meeting the leaders of Iraqi Companies is a scarcity of specialized studies related the impact of Transformational leadership on organizational outcomes including employee's commitments. In spite of the widespread of several conceptions and theories about the crucial role of Transformational leadership, but the Iraqi context still suffers from the experimental evidence of research outcomes which illustrate the skills and abilities should be available for a leader to be able to make a positive change and effective Transformation.

In this regard, we have found only two studies in Iraqi context conducted over the past decade. Rana Al-Tae (2007) examined the Leadership Styles, the organizational Trust, and Their effect on Achieving of the Organizational Commitment. The study was conducted on four manufacturing Companies in Baghdad. The respondents of this survey are the managers at different administrative levels which amounted 76 managers. The study concluded that Transformational leadership has a positive influence on enhancing organizational trust. The results also indicated that the Transformational leadership style was the more influential factor in promoting the employee's commitment than Transactional style, with no specifies which dimensions of Transformational leadership were more effective.

In the Iraqi context, another researcher tried to examine the relationship between the organizational citizenship and Transformational leadership and their effects on the organizational excellence. A poll study on four governmental and private Banks was conducted by Nadhum J. Al Zeidi (2007) using a sample of 133 managers at different administrative levels. The influence of Transformational

leaders has been measured through four sub-variables: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The research results show a positive relationship between the Transformational leaders' behaviours and the organizational excellence. He also pointed out that Transformational leadership significantly correlates with employees' citizenship behaviour. However, the result did not refer to empirical evidence about which dimensions of Transformational leadership were a greater impact on employee commitment. The researcher also found through the survey and interviews with an elected sample that the organizational commitment is a missing link in the organization in general, even if there are behaviours that express citizenships for the workers and, others which reflect the Transformational behaviours, but they were not employed for the sake of organizational performance.

It seems that most of the manufacturing organizational leaders in Iraq face ignoring the effects of Transformational leadership style in bringing about positive change. This may be due to the unstable economic and political situations that Iraq has been going through more than a decade. Therefore; it is worthwhile for this research to provide an increased understanding of the effect that guiding value of employees' organizational commitment, the importance of adopting Transformational leadership style which anticipates conformity relationship for achieving the organizational goals.

Results from the current research can be serving as a guide for the leader in terms where they should concentrate their attention by employing their followers, on organizational commitment or leadership development, or both. The selection an elected sample of managers who occupy leading positions at different administrative levels in the research population helps to adapt the best way to influence their behaviours. In addition to introducing further conception of Transformational leadership style, adds to research inventory of three types of organizational commitment: affective commitment, normative commitment, and continuance commitment.

1.2 Research Questions

The questions that can be raised within this research are:

RQ1: What is the level of relationship between Transformational leadership

style and employees organizational commitment in Al-Fao Company?

This question has led to a number of sub-questions that will be answered in the process:

Sub-Q1: What capacities and skills are required for a Transformational leader in Iraqi company?

Sub-Q2: To what extent are employees in Iraqi company are committed to their organization?

Sub-Q3: To what extent do the four dimensions of Transformational style explain the dimensions of organizational commitment in Iraqi context?

RQ2: Is there a statistically significant correlation between Transformational leadership style (Idealized influence) and organizational commitment?

RQ3: Is there a statistically significant correlation between Transformational leadership style (inspirational motivation) and organizational commitment?

RQ4: Is there a statistically significant correlation between Transformational leadership style (intellectual stimulation) and organizational commitment?

RQ5: Is there a statistically significant correlation between Transformational leadership style (individualized consideration) and organizational commitment?

RQ6: Is there a significant moderating impact of demographic factors (Gender, Age, Education level, job level and Job Experience) on the relationship between Transformational leadership style and employee organizational commitment in the research population?

1.3 Research Objectives

Considering the value of managers at different administrative levels of the company, the current research focuses on measuring the impact of managers on followers, attitudinal behaviours, and the correlation between the leadership and employee's commitment. In addition, it aims to achieve the following purposes:

- 1- Develop a theoretical understanding of Transformational leadership style.
- 2- Examine the relationship between the Transformational leader behaviour and employee's commitment.
- 3- Determine if the Transformational leadership style can be applied in Iraqi company.
- 4- Examine the type of culture in the Iraqi context.

1.4 Importance of the Research

The research is important because it contributes:

- 1- To understand the impact of Transformational leaders' behaviours on employees' commitment and their performance enhancement, this may ultimately reflect on improving the overall organizational performance.
- 2- To help human resource department to find which factors of Transformational leadership that will influence employees' commitment and job performance and serve in making the correct action in order to increase the organizational outcomes.
- 3- Results from this research may help to guide leaders to select the best means to raise the level of employees' commitment.
- 4- It's hoped that the current research may provide the basis for further exploration in the areas of Transformational leadership and organizational commitment.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The main objective of this study was to research the relationship between Transformational leadership style and employee's organizational commitment. In the approach of performing the research objective, I considered the following question:

What is the level of relationship between Transformational leadership style and employees organizational commitment?

This literature review contains relevant past and current researchers associated the impact of Transformational leader behaviours on employee commitment to an organization. The review starts with a section on Transformational leadership style and follows with a section on organizational commitment. Subjects discussed in this chapter includes the concepts of leadership and definitions, leadership theories, Transformational leadership style and its basic dimensions, the concept of commitment and types of the organizational commitment, and the relationship between Transformational leadership style and organizational commitment.

2.2 Leadership: Concepts and Definitions

Leadership: leadership is the art of influencing others to achieve a common goal or an administrative practice under which someone can direct the efforts of others to achieve the objectives of group or organization. In fast-changing business world environment, the need to have creative leadership has been a cry of days. Leadership is a concept has a great importance it is worth to study. Leadership as a phenomenon can be traced back to the beginning of human civilization. Ancient civilizations such as Egyptian ruler, Babylon, Greek heroes, and biblical patriarchs,

all these ancient civilizations have one thing in common, leadership (Gregory Stone & Kathleen Patterson, 2005, p2; Stephen P. Robbins & Mary K. Coulter, 2010, p.27).

In the past individuals lived a natural life and self-focused, they had natural proposes to set their short-term self-objectives as their advantages; therefore, leadership is capacity to shunt individual's efforts of natural propensity to working in team and setting their priority and benefits of the group over their own self-focused interest because it the best outcome for the group members working (Timothy M. Williams, 2011). Therefore, leadership has an important effect on leading contemporary organizations to achieve the success of the organizational development. Leadership plays a critical, if not most critical, role, and is, therefore, an important topic for research (Bass, B. M, 2008, p.25). Leadership as a concept has a great amount of literature, particularly, in the aspect of organizations and managerial sciences.

Yet, though of the agreement of all researchers and scholars on the importance of leadership for the success of organizations, and in addition to numberless academic efforts on the concept, the field of leadership studies had not succeeded in provide a clear explanation for a consistent approach that both researchers and practitioners can agree and work with.

Warren Bennis (2007) noted five decades ago, with all blurring and lack of clarity which prevails in social psychology, leadership candidates to be ranked for. Maybe further has been written and less is known about leadership than about any other subject in the behavioural sciences. Similarly, a recent research pointed that leadership is "curiously unformed" (Hackman J. Richard & Ruth W, 2007). As result, the researchers in the field of leadership may face some difficulty in articulating the specific and precise concept of leadership. But over the time, and further empirical studies, the puzzle may be itself is changing.

Contrary, many researchers have suggested that the leadership has an advanced structure which reflects continuance changes generated by the challenges that need leadership (Antonakis J, 2011). Probably, the lack of clarity and hazy that characterized the concept of leadership led to the disturbance and pessimism of many researchers and even calls for an indefinite on leadership research (Maslanka, Ann M., 2004). However, the new trends that emerged as a result of environmental development have re-energized researchers in the field of leadership, where research

efforts have focused on filling gaps in areas previously abandoned because of the lack of uniformity in the results (Day D. & Zaccaro S., 2007). Leadership has been defined by a large number of scholars in different ways. Many scholars pointed that the complex nature of leadership leading to the absence of a specific and widely agreement definition of leadership. Fiedler F. (1971) stated that "there are almost as many definitions of leadership as there are leadership theories, and there are almost as theories of leadership as there is the psychologist working in the field" (p.1). Despite differences among researchers about a specific definition of leadership, there seems to be a consensus, at least in principles, that leadership can be defined (Day D. & Zaccaro S., 2007) in term of:

(1) Considered as an influencing process, and the results of the interaction between the leader and subordinates.

(2) How to interoperate this influencing process by the leader's characteristics and behaviours, and subordinate perceptions, imputation of leaders, and the area in which the influencing happens.

However, leadership described by Peter G. Northouse (2007) as a process through which an individual influences group of individuals to achieve common goals

The US Military has conducted an extensive research on leadership. One of the studies was the definition of the leadership which described the leadership as a process by which a person influences other to accomplish a mission (LTC J. Keith Purvis, 2011, p.19).

While, another researcher suggested that the leadership is inspiring others to pursue your vision within parameters you set, to the extent that it becomes a shared effort, shared vision, and shared success (Freund Ron,2014). Whereas, a researcher indicated that a leader, not a title, but a process when he described eldership as a process of influencing others to understand and agree about what needs to be done and how to it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Gary A. Yukl, 2013, p.8). The above definitions confer attestation to the certainty that leadership is helpful to everyone for it's not dependent on a confirmed distinctive or characteristic.

In many situations, it may be confused between the leader and manager. This confusion may be justified by a participation of leadership and managerial positions

in the organization in some facets. Both leader and manager occupy a higher position in the organization and higher power or authority than other staffs in the organization (Maslanka, Ann, 2004). However, the similarity or rapprochement between the leader and manager does not mean that they are the same person and does not mean the manager always a leader. The manager may be leader or not (Ibid). Peter G. Northouse (2010) pointed that manager mainly depends on the authority delegated to him according to his presidential position and his functions to provide instruction and orders consistency to an organization, whilst the leader derives his authority the group itself. A leader according to the new perspective is seen as inspire the person and mean driven action that brings a change as transformation based on values, mission, and emotional changes away from using methods of coercion (Alan E. Bryman, 1992).

Whilst, other researchers used the expression leadership and managers, confirming that they both complement each other, and both are needed for effective organizational development, and considered a management as a facility to achieve performance and have a responsibility (Linda D. Hammond & Peter Youngs, 2002). In this regard, also other researchers indicated to the necessity of both to the effective organization. They suggested that organizations need to capable management and practiced leadership (Kotter. J, 1990; Peter G. Northouse, 2010).

Good leaders have a major effect on the follows when they believe that the leader can be trusted, they are symbols and skilled to make a decision and illustrate the objectives, mission, values, and the most commitment expected from the followers (Timothy M. Williams, 2011). The leader does not have to be bright to be an effective leader, the leader does have to highly understand the follower, how they feel, a way of their thought, and the best effective ways to impact and direct them. These kinds of leaders are necessary for the today's period of instability that typically dominates in companies affected by the business environmental variables (Linda D. Hammond & Peter Youngs, 2002).

One of the researchers conducted in the leadership field considered leaders as people who have the ability to overcome all obstacles and have the ambition to lead their organizations from the good to best and described them as "level 5 leaders, individuals who blends extreme personal humanity with intense professional will" (Jim Collins, 2001, p. 21), while other researchers studied level (3) Leader. He

considered them vitality first in themselves and in those working with them. These leaders are moving at three levels: (a) their evident conducts, (b) Their knowing idea, and (c) Values, appreciation, supportive, confidence, and anticipations about the methods the world either as or should be (James G. Clawson, 2002).

Due to the rapid development of leadership, there is no clear consensus upon a specific definition of leadership concept. Therefore, leaders must focus on and adopt the best leadership theory for their companies (Michael E. Brown & Linda K. Trevino, 2006). Consequently, in the past decades, many researchers have focused their attention on the other side of the leadership based on the fact the relationship between leadership and management and organizations is exceedingly understood and agreeable (James M. Kouzes & Barry Z. Posner, 2013). The boards often change leaders when the organizations are sliding assert on the importance at placed on leadership. The other side of leadership is followership. Followership is defined as a relationship between subordinates and superiors and the response of the former to the leader (Charles F. Napp, 2011, p.15). Since early 1950, there have been increasing interests in the field of followership, and the Ohio University study was important in this area. The research has indicated those were two characteristics could be either high or low and depend on each other, the called these two characteristics initiating construct and Consideration. Initiating construct refers to the performance improvement, whereas the consideration indicates the leader's interests in subordinates and individual's relationships (Charles F. Napp, 2011).

Because of the concept of leadership is related to the several theories in the field of leadership, and for a deeper understanding of leadership, various theories in the literature were presented.

2.3 Leadership Theories

2.3.1 Trait Theory

Trait theory can be traced back to the early 20th Century when researchers began attempts to identify traits that distinguish leaders from non-leaders. These early research efforts were purport theories, attention was directed towards the efficient leaders rather than how to lead the organization effectively. Trait theory confirms that special characteristics ingrained in the leaders (Maslanka Ann, 2004).

Advocates of trait theory cited historical facts which show that many leaders held leadership position because they were born distinguished from others (Carder, James, 2012) with characteristics that enabled them effectively influencing others and lead their organizations successfully (Day D. & Zaccaro S., 2007). Thus, at this stage, efforts were made to identify those personal exceptional characteristics of the individual that may have an important on making individual an effective leader (Maslanka Ann, 2004).

Although many of research conducted to determine the trait of the leaders were not found evidence or clear answers about these natural and consistent characteristics that are associated with the effective leader. It seems that the one of an inaccuracy made in this regard was the omission of situational and environmental factors that play an important role in determining of the leader's effectiveness (Melissa Horner, 1997) Trait theory has been criticized by many researchers. Some have pointed to the disadvantage of the theory and its inapplicability to use and its inability to determine characteristics that should be available for the leader (Montgomery V. Wart, 2003) while others criticized the theory because it promoted the concept of centralism and bureaucracy in which the relations between the leader and followers have become more like the relationship between slave and master, and many scholars dissecting the theory's idea and debated there is no specific set of characteristics of leadership (Malos R, 2011; Tsai Chen, 2011).

2.3.2 Behavioural Theory

These advantages of the trait theory have opened wide outlook of researchers to focus on new approaches involving leaders behavioural and interpretation of interaction relationships between the leader and subordinates (Day D. & Zaccaro S., 2007). The basic idea of the behavioural theory is the difference between an effective leader and ineffective leader based on leader behavioural with the followers (Gary A. Yukl, 2013). In the early 1950s, emerged a large number of studies focused on the foundation of leaders. Behavioural theories specified the factors that determine the leadership; therefore, the individuals could be developed by training to be leaders.

Many studies conducted to examine individuals' personality and compared with those realized to be a leader. The result of these researches led to a large list of characteristics collected from many psychological surveys. This method led to the

emergence of two problems. The first problem was that the list of traits become longer with other resumption of researchers, and another problem was related to the characteristics which were not useful and on actual indicators of attitudes (Montgomery V. Wart, 2003). Several researchers have made attempts by pay attention towards leaders behavioural. The results were the emergence of a number of theories that focused on analysing leader behaviours in the context of their organizations. One of the basic assumptions of behavioural theories is that the training programs are the best way to change manager's behaviours (Bekele S. & Darshan G. 2011).

However, studies conducted between 1940 and 1980, at the University of Michigan and Ohio State on leader's behaviours have noted many facts about various behaviours that affect the relationship between leaders and followers (Wyatt & Hecker, 2006). The idea of behavioural theories was based on the belief that the good leaders are made, not born. According to the behavioural theories, the best way to evaluate a leader recognizes his action rather than traits and characteristics or internal situations. Advocates of the behavioural theories believe that individuals can learn to become leaders by supervision and training. Thus, interest in the behaviour of leaders has been developed in different systematic ways. One of the most prominent research efforts focused on identifying the leader characteristics was a comparison of democratic and autocratic leadership style (Naylor J. 1999). The analysis of leader behaviours and qualities and comparing the behaviour of supervisor in high productivity groups and low- productivity groups has been presented by LIKERT theory (Gregory Stone & Kathleen Patterson, 2005).

LIKERT noted that the performance of these two types groups was differently:

a) Leader in high productivity groups have limited participation in doing works, he was more likely to allow them to participate in decision making, group workers have a positive feeling, and most importantly, workers not stop the leader is absent.

b) Low-productivity groups, in this group employees work well as long as the supervisor exists therefor, the dissatisfied and grumble of leadership style and express animosity. As a result, LIKERT concludes that the behaviour of leaders has an important effect on motivating followers and the democratic leadership style contributes to a better performance than autocratic leadership style (Maslanka Ann,

2004). Hence, the main objective of effective leadership was developing and animating from previously concepts of traditional and scientific management theories that considered followers as machines. Leaders are looking for followers who are actively involved in achieving organizational objectives.

It is worth to point, that one of the most important conclusions of studies leadership behaviour is that the main centres of an organization are interpersonal relationships established within work group members (Hersey & Blanchard K. 1988). The research efforts of (McGregor, 1960) which were most closely related to the assumption of behavioural theories are a reflection of that period, providing the ground of the future emergence new leadership style (Gregory Stone & Kathleen Patterson, 2005).

2.3.3 Contingency Theory

This theory is closely related to the situational approach and has been known as contingency theory. The contingency of leadership is confirmed by Edward Fiedler in his Book, Contingency Model of Leadership Effectiveness (Fiedler, F.1967). This theory focused on the importance of the two main factors, leader's responsibility and a situation in which that leader moves. Fiedler and his associated studied leadership in the diversity of situations, but essentially in military aspects (Stephen P. Robbins & Mary K. Coulter, 2010). One of the most intensive research efforts indicated that the situational factors that lead to the efficiency of leaders are the contingency of Fiedler. His method was departed from behavioural and trait theory. Fiedler's basic idea was concerned the fact that group performance is a contingent on the leaders affects their directions and actions by three factors: tasks structure, contextual variables, and group ambiance (atmosphere) (Fiedler, F.1967).

The best indication of the impact of the situation on leader's behaviour was presented by (Peter G. Northouse, 2007, p,115). He stated that "situations are rated most favourable are those having good leader-follower relations, defined tasks, and strong leadership position power. Situations that are rated least favourable have poor leader-follower relations, unstructured tasks, and weak leader-position power. Situations that are rated moderately favourable fall between two extremes" The situational favourability or facility of affecting people was considered as the collection of leader-member relations, position power, and task structure.

Fiedler asserted that specific leadership style was effective in a given situation. The fielder's contingent of leadership was usable for its simplicity and led to the intensive debates and studies about identification a leader with a situation that will be more helpful to that leader's style (Fiedler, F. 1967). The prominent of this approach led fielder and his associated to conduct a comprehensive study to test the validity of approach (Bekele S. & Darshan G. 2011). A model of contingent leaders was presented by (Hersey & Blanchard, K. 1988) to the assist much convenient behaviours to the willingness level of the subordinates. In this regard, one of the fact that has been confirmed is that more experienced, interests, and the groups working motivated, the less direction needed by leaders. The situational approach of Hersey and Blanchard is based on a lot of direction (mission behaviour) and a lot of socio-emotional obligation (relationship behaviour) a leader should pay attention to the situation and the level of rationality of followers. The proper amount of leader's mission and relationship behaviour is specified by the level of workers willingness. While the level of subordinate's willingness changes, the relationship behaviour and amount of leader mission should change to appropriate the level of subordinate willingness (Thomas D. Cairns, John H., Robert C. Preziosi & William A. Snow, 1998).

The contingent leadership model of Hersey and Blanchard asserted the idea that there could be best situations for the leader, but the appropriate leadership style with the situation may not exist. For instance, leaders mostly pay attention to and individuals, but that attention can be expressed in different ways by different leadership style, based on a situation. Therefore, an attempt was made by Hersey and Blanchard to develop a new method for leadership tasks called (quadrants) training, selling, participating, and delegating (Hersey & Blanchard. K, 1988).

Another thrust in the contingency leadership is the Path-Goal approach. This approach concerns with an analysis of individuals are led in the organizations. The basic idea of the Path-Goal is based on the fact that the followers have a great importance in leadership (Robert J. House, 1971) and leadership represented the core of interaction between the organization members' objectives and the leader. This approach also refers that leaders are most meaningful for helping individuals develop behaviours that may enable them to achieve their objectives. Other attempts were made to identify the situational variables that affect the leader behaviours. In this

regard, a model was developed by Vroom and Yetton (1973) suggested that there are different methods to make decisions and the leader should select the most proper given the nature of the situation and the context which in which the decision to be taken. The model set a number of standards for determining which making method to adopt it (John W. Medcof, 2001).

Although the contingent leadership theory was a widespread concept of leadership, it has been criticized by researchers. Nicholls, John (1985) focused on three defects related to the uniformity, continuity and identity. Bass (2008) united in point, reporting a shortage of internal unity and conceptual considerations and obscurity.

2.3.4 Transactional Leadership

Transformational leadership: Transformational leadership refers to skills that enable leaders to develop training and development strategies that help motivate followers to adhere to shared values and goals.

During the early 1970s, the interests of mainstream literature were focused on leadership at the lower level by using simplified application models, whereas executive leadership and many amorphous capacities stimulate dramatic change were largely neglected. Unexpectedly changed that interested when Burns printed his book leadership in (1978), by introducing the concept that transactional leadership style was widely being studied (Burns, J. M, 1978).

Transactional leadership theory also called a management theory. This theory concerned with the role of supervision, organizational changes and group performance and all that occur between subordinates and leaders. These theories idea of leadership adopted the system of rewards and punishment (Kendra Cherry, 2012). Transactional theories of leadership are based on the concept that leaders function is build structure that makes it ample obvious what is the perspective of followers and results (rewards and punishments) related with meeting or not meeting anticipations (Lamb. R, 2013).

Transactional defined a leader who has the capacity to perform organizational modulation successfully (Timothy M. Williams, 2011). Transactional leadership traditionally related with job orientation and described as contributory methods to manage (Janelle L. Harrison, 2011) over a situation that transaction leaders present

rewards to stimulate followers or punished them in the case of poor performance (Swindell James, 2014). In the other words, Transactional leadership includes rewarding subordinates by the leader, when the performance meets the expected level (Bass & Riggio, 2006). Transactional leadership requires illustrating how works are achieved and that may be the reward when the work is done well. It is an important role of leader to connect with followers by clarifying how jobs are done and informing them that their related rewards (Saleem, H. 2015). Most of the researchers believe that Transactional theory established on basic thought the relationship between the leaders and subordinates subject to the dimension contractual that mutual conversation (Andrea. L, 2011).

The transactional theory also embraces punishing followers who defeat to meet the desired standard. This notion reconciles with the idea that Transactional is the use of contingent rewards and sanctions proposed to initiate that follows have self-interests in achieving organizational objectives. This refers to the fact that employees are rewarded and punished when their work is appropriate with leader's interest and punished when they do not according to reader interest. Employees assumed to attain some kind of valued results when they meet leader's interest. Therefore, burns considered the style as cost benefits exchange process, a notion which agreed by another researcher who stated that Transactional leadership is an example of barter (Amanchukwu R., Stanley G. & Ololube N, 2015).

Some researchers argue that there is a similarity between Transactional leadership style and management. In this regard, some research indicated that the idea of Transactional leadership based on the fact that the organization is a structure managed by obedient plans and regulations. This fact supported by other researchers when they suggested that Transactional theory often resembled the notion and practice of management and persistent to be a much common component of many leadership styles of an organizational framework (Lamb, R. 2013). The researchers refer to three components of transactional leadership: contingent rewards, management by exception (Active), and management by exception (passive). (Soureh A. & Leyla F, 2014).

2.3.4.1 Contingent rewards

Transactional theories image of leadership suggests exchanging relationships between the leaders and subordinates by contingent reinforcement relating leaders with the employees in an exchange interaction (Antony T. Chan & Edwin H. Chan, 2005; Ronit Bogler, 2001). Contingent reward includes leader gaining subordinates agreement on doing the task with promised or real rewards provided in exchange for favourable carrying out the assignment (Bass & Riggio, 2006). Contingent reward is a system of an exchange rewards between the leader and subordinates. The subordinate's agreement requires explaining by the leader what should be accomplished and compensations that follower gets as a result of their efforts. The contingent reward has been an important effect on stimulating workers to achieve a higher level of performance. While some researchers suggested that contingent reward is not affected as Transformational dimensions (Bass & Riggio, 2006; Avolio, B., 1999).

2.3.4.2 Management by exception (active)

Another component of Transactional leadership theory is management by exception. This component can be active or passive (Bass, B, 1990). Management by exception (Active) called by (Bass & Riggio, 2006) as a corrective approach of Transformational theory. This component includes an interaction between the leader and subordinates which asserts an energetic positive exchange offering adequate rewards when employees are meeting agreed upon goals (Charles R. Emery & Katherine J. Barker, 2007), intermediating before something goes incorrect, and keeping an eye out for deviation from the norm (Bass, B, M, 1985). Employees under the barter (or quid pro quo) of Transactional theory may find fault or dissatisfaction with equity of their compensation system (Charles R. Emery & Katherine J. Barker, 2007, p.81).

2.3.4.3 Management by exception (passive)

This type of leadership is waiting to interpose in a state along after a trouble has happened (Peter G. Northouse, 2007). This approach in the leader-follower relations means that there is no involvement by a leader who instructs the followers

to mistakes or deviation during the work. It seems to be that management passive Transactional leadership style usually appropriate supervisions control context is wide and includes a large number of subordinates (Peter G. Northouse, 2010; Bass & Riggio, 2006).

However, many researchers have been criticized transactional theory. Burns (1978) stated that Transformational leadership pursuit leads to a shortly lived relationship s of exchange with leaders. Transactional relationships resort to cursory, tentative exchange of repletion and often formed discontent between the participants. Therefore, many of scholars have review Transactional leadership because it uses one-size-fits-all global method for leadership theory structure that ignores situational and contextual factors associated organizational challenges (Gary A. Yukl, 2013).

2.3.5 Transformational Leadership: Concepts and Definitions

Transformational leadership: Transformational leadership refers to skills that enable leaders to develop training and development strategies that help motivate followers to adhere to shared values and goals. Creating high-performance followers has become more important and to do considerable business effective leader must be able to inspire organizational members to go beyond their task requirement. As a result, new concepts of leadership have emerged Transformational leadership style is one of them. Whereas Transactional leadership style is a possibly old line, Transformational leadership is inspiring, visionary, intellectually, daring, risk-taker, and considerate of people needs. Transformational leaders have charisma appeal. But charisma alone scanty for changing organizational operates. Transformational inspires followers to find version solution to problems and educate, delegate, recommend, and supply feedback (Bass, B. 1990). The Transformational process suggests one of the most important ways in which a leader can reduce problems. Leaders utilizing this human resource-based system endeavour to stimulate their followers by constructing intense and trust in their work. Each person in the organization assessed as an individual (Haddock CC. 1989).

Transformational is a new style of leadership that has dominated literature since the late of 1970s. Since Burns published his book Leadership 1978, Transformational acquired agreement as a distinguished theory in leadership studies (Gary A. Yukl, 2013). In the late of 1970s, burns inserted the notion of

Transformational theory as an alternative to existing leadership approaches and to seek leadership from the view of constructing followers as a counter of achieving a task.

The Transformational theory explained by (Bass, B, M, 1985) and considered Transformational leadership as inspirational leadership way in which leader inspires follower to achieve an expected or remarkable result.

Burns visualized Transformational leadership at an end of a continuum and transactional leadership at the other end (Bass, B, M, 1985), and summarized his concept of Transformational leadership: "Such leadership occurs when one or more person engages with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Their purposes which might have stated out as separate but related, as in the case of Transformational leadership, become used power bases are linked not as counterweights but as mutual support for common purposes. Various names are used for such leadership, some of them derisory: elevating, mobilizing, inspiring, exalting, uplifting, preaching, exhorting and evangelizing. The relationship can be moralistic of course. But understanding leadership ultimately becomes moral in that it relates the level of human conduct and ethical aspiration of both leader and led, and thus it has a Transforming effect on both (Bass, B, M, 1985, p. 20).

An explanation was provided by (Bass, B, M, 1985) upon Burns work, insisting that Transformational leadership theories were not polar of the same continuum, but rather that Transformational enhanced and applauds transactional leader behaviours (Timothy M. Williams, 2011).

Bass, B, M, (1985) also looked at Transformational leaders as leaders of change and described them as inspiring followers to exceed their self-interests in favour of the group or organization by increasing their realization of the importance and values of group results.

While other researchers noted that Transformational leaders as inspiring charismatically people to develop their skills to achieve remarkable or unexpected results and they might eventually evolve action for leaders' goals. This type of leadership seeks common interests between subordinates and leaders (Daria M. Byrne, 2011).

Recent research efforts described Transformational leadership as a style of leadership simplifies redefinition of followers' mission and vision, the revival of their commitment and regenerating of their system of goals achievement. He stated that the main focus of this leader is commitment and capabilities of organizational members for achieving objectives, that are expected to result in organizational elaborating and greater productivity. These characteristics suggest a form of leadership where leaders have the ability to transform the standards and values of their followers towards the great results of an organization.

The leaders must be aware of the fact that all employees under their supervision need to be motivated and supported to achieve tasks efficiently. Consequently, such leaders are able to make the important change in both employees and organization they are associated with. Thus, from the characteristics of Transformational leadership style, it can be inferred that this type of leadership focuses on an interaction relationship between the leader and subordinates, in which he seeks to enhance positive attitudes of followers to achieve organizational objectives, mission, and purposes. Researchers stated that Transformational leaders inspire and stimulate employees by helping them conceive the importance and higher good of the task. The basic characteristics of relationship leaders are inspirational that the leader can inspire employees to find better ways of achieving goals. A large number of researchers suggested that being Transformational leader devises the leader has inherent abilities, qualities, and patterns can be applied in any organization a condition; it has been classified as a charismatic style of leadership (John E. Barbuto & Mark E. Burbach, 2006; Ahmadi, Ahmadi & Zahrabi M. 2012). They also stated that charisma is described as the basic component of Transformational leaders. It is the potency to make nominal power, a position for the organizational understood that the leader is endowed with skill and capacity. This understanding comes because Transformational leaders are good communicator qualified to convey the view for the change which inspires the substantial sense of instance. Also, the Transformational leaders are authorizing, giving employee motivation to confirm that they can do that which at first may consider impossible (Bass & Riggio, 2006).

An empirical study on Transformational leadership influences on organizational change conducted at an organizational level against an employee level is still lacking, the results of the study showed that rapid change is an important

factor in achieving the organizational sustainability (Hochkmeyer, Wyatt, 2015). Similarly, the researchers have examined the relationship between Transformational leadership and organizational change and organizational performance and have results that are regular with more traditional results on Transformational leadership influence and performance improvement (Jim A. McClesky, 2014). They described the changing behaviour of Transformational leader as one of the most important characteristics that characterize Transformational leadership from other leadership styles that has significantly influences organizational changes. They also recorded these change leadership behaviours as visualized business planning, sensibility, idealized influence and personal attention to individuals. Glom also suggested that there is a positive relationship between Transformational leader behaviours and organizational performance. Whilst, the results of another research indicated that there is an important relationship between Transformational leader and employee commitment to specific change. The findings indicated that only Transformational leaders have a positive relationship with overall organizational commitment, however, this relationship did not live well with other leadership styles (Jim A. McCleskey, 2014).

Based on the above literature, Transformational leadership can be seen as a motivational approach enhancing positive change, renowned ideals and values among followers. Through "trust, admiration, loyalty, and respect toward the leader, followers are encouraged to suspend self-interest and low order needs in order to achieve task-oriented goals for the development of organization (Gary A. Yukl, 2013, p.275). In other words, the Transformational leader persuaded his subordinates to override their self-interests for sake of organization, whereas raising the followers level of need on Maslow's (1954) hierarchy of lower level concerns for safety and security to higher level needs for achievement and self-actualization (Bass, B. M. 2008, p, 619). Derived from results of empirical studies, Bass (1985) altered the original Transformational leadership's construct. Over time, four components of Transformational leadership raised. The four components or factors of Transformational are Individualized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

2.3.5.1 Idealized influence

Idealized influence includes developing follower need first and acting as an ethical role model for subordinates (Bass, B. M. 1985).

Many researchers pointed that acting the good things along, while showing high proper standards is intense, along with obviating authority for personal acquisition (Warren Bennis & Burt Nanus, 1985). Another researcher stated that individualized influence related to charisma and described as "providing vision and a sense of mission, instilling pride in and among the group and gaining respect and trust" (Jay A. Conger & Rabindra N. Kanungo, 1988, p.152). In addition to this depiction, idealize influence blends two disconnect sides of follower relationship: (A) subordinates impute the leader with specific qualities that subordinates desire to stimulate, (B) Leaders influence subordinates by their behaviours.

While, other researchers suggested that idealized influence is created when leaders are visible as reliable by coherent and expected actions (Swindell James, 2014).

2.3.5.2 Inspirational motivation

The inspirational motivation is the major factor in the Transformational leadership process (Odumeru, J. & Ifeanyi G. 2013), and it is close to idealized influence (Peter L. & John C. 2004). An inspirational leader motivates and inspires his once they have learned.

This dimension of Transformational includes enthusiastically constructing shared vision or shared objectives. Inspirational motivation represented a portion of charismatic leadership in which leaders' impact workers by emotional attention and better vision, rising workers goals, and presenting affection and hopefulness (Peter G. Northouse, 2010). Inspirational leader communication is a view and volubility and dependability, increasing optimism, enthusiasm, giving inspirational to followers. The behaviours of these types of leaders led workers can feel an emotional connection and concurrence with Transformational leaders. This Transformational dimension has the ability to make workers achieve aspiration goals by creating zealous agitation, rising anticipation and communicatory dependence (Bass, B. & Avolio B. 2004). This dimension of Transformational leadership also includes

behaviour to motivate and stimulate employees by presenting a shared concept and a brave to those employees. Fervour and optimism are the best way of the inspirational leaders (Bass & Riggio, 2006).

2.3.5.3 Intellectual stimulation

Intellectual stimulation was indicated that a Transformational leader induces the followers' contests by encouraging questioning and decisive reflection to raise follower's innovations and creativity (Bass, B. & Avolio B. 2004). This dimension of Transformational was heartening followers to follow new understanding and new notion that their job can be accomplished best. The leaders promote followers to have new behaviours or to seek a new solution to solve old problems (Peter G. Northouse, 2010).

Intellectual stimulation also authorized leaders to excess the employee's efforts at invention by examining propositions, reframing recognized problems, and adopting new structure and viewpoint to old and determined situations and challenges (Bass & Riggio, 2006). This Transformational dimension leadership demands on the part of the leader, vastness without fear of criticism and boosted the level of reliance in conflict solving combine to increase the effectiveness of followers.

2.3.5.4 Individualized consideration

This dimension of Transformational leadership refers to the situation in which the leader by playing the role of adviser or consultant to concentrate on workers success and to evolve their highest level of performance (Avolio B. J. 1999). Individual consideration was the behaviour of leadership that subsiding to workers satisfaction by closely regards to the personal needs of workers and stimulates them to improve and self-achievement. Transformational leaders pretend individualized consideration (Bass B. & Avolio B. 2004).

Individualized consideration closely to intellectual stimulation in involves in training, braving, and advising subordinates in an attempt to promote prospect and ability as well as providing sympathy and favour when necessary (Tejeda, Scandura & Pillai, 2001). Results of an empirical research showed that Transformational

leadership has an effect on a full organizational performance involving profits increasing, employee's satisfaction, sense of assistance and organizational commitment (Jeanette A. Porter, 2015). Hence, individualized consideration includes acting as educate and mentor to help subordinates with attaining their full potency. Transformational leaders supply favourable time of learning and supportive environment (Bass & Riggio, 2006).

Finally, despite the empirical supportive evidence, many criticisms of Transformational leadership theory exist. Empirical studies defend the thought that Transformational leadership has positive effects on group members and organizational performance (Diaz-Saenz, 2011). Yet, many researchers criticized Transformational leader's behaviours (Gary A. Yukl, 2013). Gary A. Yukl (2013) stated that the implicit technical of leader impact at work was unclear and little experimental work existed testing the effect of Transformational leaders on work groups, team, or companies. He connected other researchers and asserted that an interference between the structures of idealized influence and inspirational motivations (Gary A. Yukl, 2013). He also proposed that Transformational theory in need of enough specification of the influence of stimulation and situational variables on leadership efficacy (Gary A. Yukl 2013).

2.4 Organizational Commitment: Concepts and Definitions

Organizational Commitment: commitment is the process through which individual interests become attached to the carrying out of socially organized patterns of behaviour that are seen as fulfilling those interests, as expressing the nature and needs of the person. Organizational commitment is popular phenomena that have been widely studied by many scholars and researchers due to its importance to the organizations (Kim B. 2001; May C. Lo, T. Ramayah & Hii W. Min, 2009). There is no consensus on a specific definition of organizational commitment because defined in different ways by different scholars. Commitment defined as the prorated intensity of an individual's coincidence with an organization and participation in the organization. Organizational commitment indicates the agreement of organizational values and the readiness to stay (Jeanette A. Porter, 2015).

Kathleen Dale and Marilyn L. Fox (2008) suggested that commitment to an organization includes three attitudes: a sense of enjoyable with the company's good,

feeling engagement and participation in company's activities, and strong loyalty to the company. Organizational commitment described as individuals desire to belong and his readiness to exert further efforts for sake of organization (Ahmadi S. 2013). Organizational commitment infers a number of workplace associated behaviours and situations such as satisfaction, organizational member, and a notion of staying or quitting (Meng U. Taing, Benjamin P. Granger, Kyle W. Groff, Erin M. Jackson & Russell E. Johnson, 2011). The task of retaining workers who can raise organizational ideal and values has become a challenge for today's business leaders (Moises B. & Denise S. 2012) the notion of organizational commitment conspired researchers and practitioners for many years (Morrow, Paula C. 2011). Scholars in the domain of managerial and behavioural sciences considered organizational commitment as a prime influence in the relationship between employees and organization (Rehman, Shareef, Mahmood & Ishaque, 2012). According to Ellenbecker C. and Cushman M. (2011) organizational commitment is engagement inclination to stay with the organization for several reasons. Similarly, other researchers have argued that organizational commitment was the level of relationship that workers have to their exercise organizations, their readiness to work for the sake of their organization, and their eventuality to stay members of the organization (Lorraine E. Anderson, 2015. P32).

Daniel Katz and Robert L. Kahn (1978) in his early effort described organizational commitment as "process through which individual's interests become attached to the carrying out of socially organized patterns of behaviour that are seen as fulfilling those interests, as expressing the nature and needs of the person" (p.500).

From the above literature, it seems clear that all these definitions concentrated on the ligation between workers and a sense of belonging, and their employing an organization. There are different factors that affect an individual's organizational commitment. Reception of drives of organizational commitment is more critical in exploring the relationship between commitment and intention to remain with an organization. Perception of drivers the organizational commitment is critical in exploring the relationship between organizational commitment and intention to remain with an organization.

Scholars pointed to several factors influence organizational commitment among workers (Lorraine E. Anderson, 2015). An empirical study examined the

relationship between various factors of quality of work life and organizational commitment; the results showed that the effect of workplace conditions and the increase of worker ability by managers were highest on organizational commitment (Hajieh R. & Shahrnaz V. 2013). While another researcher suggested that convinced practice of managers increases organizational commitment and procedural fairness and supervisor's attention also factors affect organizational commitment. In the other hand, Job satisfaction is an important factor and major driver of organizational commitment (Nida Qamar, 2012). Whereas (Cristina G., Safiah R. & Haim H. 2012) suggested that leadership behavioural and organizational culture has a strong effect on employee's satisfaction. Perception of the relationship between leaders and followers has mostly helped leaders' increase organizational commitment among followers (Lorraine E. Anderson, 2015).

According to Leroy H., Palanski M. and Simons T. (2011), the responsible leadership is another combination of drivers of organizational commitment. Leroy in his survey examined how responsible and disinterest leaders relate to each other in driving organizational commitment and asserted that findings showed a strong correlation between responsible leadership affective organizational commitment. In the business changing environment, the need for loyal employees is increasing and it is most advantageous to build strong relationships between those employees and the organization's leadership.

Based on the type of the linkage followers have with the organizations to which they belong, organizational commitment can be three types: affective commitment, continuance commitment, and normative commitment.

2.4.1 Affective Commitment

Affective commitment interests the follower's emotional bond consistency with and participation in the organization (Leroy H., Palanski, M. & Simons T. 2011). While researchers stated that emotional alone does not reflect adherence and involvement in an organization (Stephens Jennie, 2012).

Affective commitment refers to follower commit because of positive feelings, sense of pertinence, and gratification (Jooho Lee & Soonhee Kim. 2011). Effective organizational commitment includes the agreement of organizational ideas, values, and trust in organizational objectives, the wish to involve in and fulfil organizational

goals, and organizational citizenship. The more members personality recognizes with an organization and generates its activities and values, that stronger the commitment. (Meng U. Taing, Benjamin P. Granger, Kyle W. Groff, Erin M. Jackson & Russell E. Johnson, 2011). In another ward, affective commitment subsists when an individual characterizes with an organization and its purposes, and that individuals retain to be belonging organization and attempt to increase their productivity.

2.4.2 Continuance Commitment

Continuance commitment indicates to follower's appreciation of whether the value of leaving the organization is greater than the cost of remaining. It reaches to which an individual commits an organization based on results related to leaving the organization

(Moises B. & Denise S, 2012). Researchers defined two element of continuance commitment, involving commitment related to the lack of alternatives, chances, and commitments due to recognized of disadvantage investments regarded to leaving (Moises B. & Denise S. 2012).

Contrary, opposed to other two dimensions of organizational commitment, this dimension does not link to emotion. It dissects specific attention based on social and economic factors that followers may face when violating their commitment to an organization (Stephen Jaros, 2012). Continuance commitment particularly associated with the finance the follows make in an organization such as work efforts, fringe benefits, and co-worker relationships (Alkahtani Ali, 2016). Researchers described the notion of continuance commitment as a psychic connection to an organization that reflects the extent which follower practices a feel of being hindered in the workplace due to a high cost of leaving. Whilst, another researcher stated that it may be important to enhance continuance commitment (Freyedon Ahmadi, 2011).

2.4.3 Normative Commitment

The concept of normative commitment involves a sense of responsibility and ethical obligation to the organization or rather refers to loyalty (Shikha P. Verma & Venkat R. Krishnan, 2013). Normative commitment is the degree which followers commit to the organization due to ethical and moral obligations, liability (Moises B.

& Denise S. 2012). This form of commitment transacts with the ethical duty, followers have a sense of responsibility to commit their organization.

According to some researchers, the three dimensions of organizational commitment, affective, continuance, and normative were components rather than types because followers have different degrees of all three components (Alkahtani Ali, 2016). They symbolize the three components by reporting that one worker may feel both a positive connection to an organization and a sense of duty to remain. Another worker may enjoy remaining with the organization but also realize that leaving would be expensive from the benefits perspective. Ultimately, the last worker might experience a great degree of desire, need, and liability to stay. According to Randall D. and O'Driscoll M. (1997) normative commitment "is an employee's normal commitment that present when an organization provides moral value and financial support for its employee's development and requirement" (Alkahtani Ali, 2016, P.24).

2.5 The Relationship Between Transformational Leadership Style and Organizational Commitment

Previous studies have devoted a certain amount of attention to the relationship between leadership behaviours and organizational commitment. Results of a large number of studies have shown that there is a positive relationship between leader's behaviours and employees' commitment (Bass B. & Avolio B. 1994; Ilhami Yucel, 2012; Meng Zhou, 2012). STUM, D. (1999) stated that employee's commitment reflects the best traits of the leadership style adopted in the organization. Therefore, it is reasonable to think that leadership behaviours may play an important influence on employee's organizational commitment.

Pas literature proposed a significant relationship between leader behaviour's and follower's commitment. The results of several studies indicated that the characteristics of Transformational leadership have a positive influence in enhancing workers organizational commitment (Sharon H., Myeong G., Jae H. & M. Susan, 2012). Jean Lee (2008) noted that Transformational leadership style has an important effect on workers commitment in Singapore, whereas, some researchers stated that Transformational leadership has a reasonable positive attachment with affective commitment, in addition, they also pointed that there is a lower connection between

Transformational leaders' behaviours continuance and normative commitment.

Contrary, other researchers found the closely positive correlation between supportive leaders and organizational commitment (Bonnie S. & Lawrence H. 1992). In an extensive study, the researchers found empirical evidence supporting a positive relationship between Transformational leaders and engagement (Proper, Mayseless & Caselnovo, 2000).

The researchers also noted that individualized consideration has a strong influence on both normative and affective commitment, in addition to the significant connection between intellectual stimulation and normative commitment. While other researchers noted that leadership behaviours illustrated 48% of the difference (Aubrey K. & Packianathan C. 2001). According to (Shamir B. & Arthur, 1999; Shamir B., Zakay E., Breinin E. & Popper M. 1998) the Transformational leaders are qualified to effect workers organizational commitment by supporting higher level of authentic value related with goals achievement, confirming the connection between followers attempts and objectives performance, and by inspiring a higher level of individual commitment on the side of the leader and workers to combined vision, mission, and organizational objectives.

An empirical study conducted by (Peng Liu, 2013) examined the impact of the Transformational leadership style on organizational commitment in Chinese School context. The survey used a sample of 215 teachers from six schools to measure the effect of Transformational practices on teachers' commitment to change. The quantitative of correlational of the survey reported that the effect of transformational school leadership was moderate when Transformational school leadership and teachers' commitment to change was considered as a single variable. Four dimensions of Transformational leadership style together explained the moderate effects on the four factors of teachers' commitment to change respectively, among which the effect of managing the instructional program was the most prominent.

A research conducted by (Katherine H. Kieres, 2012) aimed to examine the value added by Transformational leadership practices to teachers' job satisfaction and organizational commitment. The survey based on Bass and Riggio (2006) accretion model of Transformational leadership, which attempted to find the magnitude of variance in teacher organizational commitment and job satisfaction that can be demonstrated by principals' Transformational leadership behaviours. The survey

used a sample of 156 teachers in five Pennsylvania high schools were surveyed about their organizational commitment and about the leadership behaviours in which their principals engaged. The results of exploration regression analysis reported that Transformational leadership behaviours accounted for between 12% and 21% of teachers' organizational commitment.

The results from the survey also indicated that the two dimensions of Transformational leadership; individualized consideration and idealized influence accounted for the greatest amount of variance in all types of organizational commitment. The study concluded that individualized consideration is the most influential dimensions of Transformational leadership on organizational commitment, and consideration for others has emerged as a consistently important aspect of leader-follower relations.

In a similar vein, Gregory L. Kedenburg (2014) examined the effect of Transformational leadership style and organizational justice on organizational commitment. The survey aimed to explore how Transformational leadership training influenced the attitudes of followers in a work environment. In his study of 201 respondents of undergraduate and graduate in western Kentucky University, the researcher noted that leaders who went through training had significantly higher employees' perceptions of their leader's Transformational leadership ability, employee organizational commitment and performance. The finding revealed that Transformational leadership has more of an impact on organizational commitment than organizational justice, as both in which leadership was high were significantly higher than the condition in which leadership was low.

An empirical study conducted by Abdalla Hani (2010) examined the influence of transactional and Transformational leadership styles on employee performance and organizational commitment in one of Abu Dhabi's leading government agencies. The survey was evaluated the transferability of Bass B. and Avolio B. (2004) full leadership model in the UAE culture. Total of 96 employees representing 20.6% percent of agency's total employees, participated in the study. Quantitative correlation analysis for the relationship between leadership style and organizational commitment reported that employees rated application Transformational leadership as "often" and "frequently" had high levels of organizational commitment 94% and 100% respectively. In a more in-depth analysis of Transformational leadership

dimensions and their impact on organizational commitment, the study indicated that the dimension groups show significant strong positive correlations between all Transformational leadership dimensions tested in MLQ 5X questionnaire and employee commitment. The study concluded that the results confirmed strong positive correlation with affective and continuance commitment types. The finding also demonstrated that strong positive correlations between Transformational leadership dimensions and affective commitment than with continuance commitment.

By enhancing followers to endeavour methods to solve problems and challenges and recognizing with follower's requirements, Transformational leadership competent to motivate their subordinates to get more engaged in their tasks, producing in higher levels of organizational commitment (Fred O. Walumbwa & John J. Lawler, 2003). This judgment was confirmed by previous research submitting that organizational commitment was higher for individuals, whose leaders promoted sharing in decision-making, confirming on individualized consideration and were helpful and attentive to their worker's advancement (Jones D. & Rudd R. 2008; Allen N. & Meyer J. 1996).

Consequently, many researchers suggested that individualized consideration has mostly positive correlation with engagement and has an important effect on both normative and affective commitment (Aubrey K. & Packianathan C. 2001). Furthermore, researchers found that Transformational leaders who promote their subordinates to think decisively and innovatively have a remarkable influence on their follower's commitment (Avolio B. 1999; Fred O. Walumbwa & John J. Lawler, 2003). Organizational commitment affects various aspects that attached organization outcomes including employee's loyalty and their willingness to stay or leave the organization.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The main purpose of this chapter is to present the method that has adopted for data collection and analysis and outlines the research design, sample, procedures, questionnaire administration, reliability and validity of research instruments, and methods used for data analysis.

3.2 Research Model

The approach used in this research was the descriptive analytical method using the research survey to compile data from the field. This study aimed to examine the relationships between the Transformational leadership style and employees organizational commitment in Al-Fao engineering company in the Iraqi context. The descriptive analytical method is a common method used by the majority of researchers to measure the correlations between the research variables to answer the research questions (Erin Crede & Maura Borrego, 2014). The importance of descriptive analytical method lies not in the descriptive the current status of a phenomena being studied, but in addition to the interpretation of its variables it goes beyond analyzing the phenomena and revealed the nature of the relationship between its variable, so that the researcher can provide a vision about its features and future directions. Therefore; the current research adopted the descriptive analytical method because it was more suitable design for this research.

3.3 Research Design

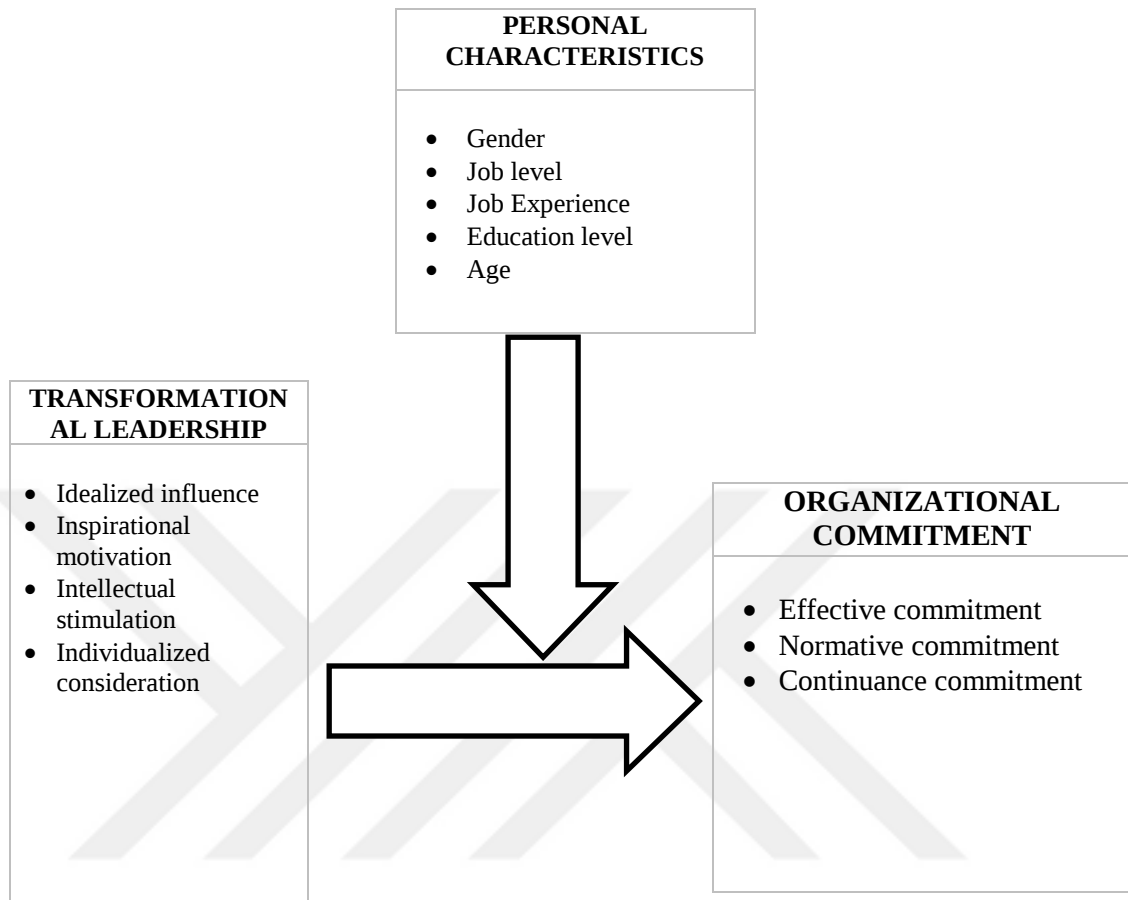


Figure 1: The research model.

Figure (1) indicates that the current research adopted two basic variables. Independent variable (transformational leadership style) with four components; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. While, the dependent variable (Organizational Commitment) with three types of commitment; effective, normative, and continuance commitment.

Research design involves a plan that helps compile data from respondents, explaining the various steps required in the study and providing the necessary guidelines for gathering data from the field. Analysis of data collected from the research population is important to provide empirical results on the problem being studied. Boris B, Donald R Cooper & Pamela S. Schindler (2008) suggested that the research design can be described as a plan adopted by the researcher to collect and analyze data collected from the respondents. This plan allows for enhancement

understanding the research objectives. In the other word, research design refers to systematic layout dreaminess the way in which the research objectives accomplished (Nicholas Walliman, 2016).

While, other researchers suggested that the research design is a systematic examination of collected data and information to answer the research questions. They also added that research design enables the researcher to choose a method that is suitable for collecting data on the research problem (Rowena Murray, 2002). In addition, the research design used to structure the study in a way that shows the main aspects of the research problem work incoherent way to process the initial research examination.

The current study used a descriptive analytical approach to examination the effects of Transformational leadership style on organizational commitment and assess the nature and quality of correlations between two competent variables. The research design of this study included the necessary steps that required fulfilling a synthesis of the research study. The researcher has carried out these procedures through four steps as shown below.

The first step began with chapter one through which the research problem was identified and enhanced by previous studies, in addition to explaining the research importance and its main objectives.

The second step of the research focused on the discussion the key literature of the two main research variables Transformational leadership style and organizational commitment, in addition to analyze the relationships between them which enhanced by the previous studies. In the third step of the study, the questionnaire was distributed to the sample in the research population. Finally, the fourth step included analyzing the data collected by the questionnaire from the research sample.

3.3.1 Population and Sample Techniques

Scholars defined the population as a group of individuals, events and subjects used in the study through which the researcher identifies some characteristics (Bless C. & Higson S, 1995). They also suggested that data collected from a large population requires a long time and costly, and a selected sample should be taken from the population to the data (Prem S. Mann, 2010). James McClave and Terry Sincich (2002) defined the sample as a ratio taken from the population used to serve

the research purposes. They also confirmed that the results attained from the sample can be generalized to the population and then called statistical inference.

The target population of research was all employees working in Al-Fao engineering company. This company is a government industrial company affiliated to the Ministry of Housing and Construction in Iraq. The company is specialized in construction and contracting to meet the needs of local market in Iraq. It was founded in the early of 1970s with a capital of (1,205,286) Dollars. The company has the ability to design and construct different types of project such as:

1. Housing complexes.
2. Industrial commercial and general buildings project.
3. Bridges and roads project.
4. Water treatment, Sewage plants and dams.
5. Electrical Power Stations.
6. Grains Silos.
7. Cold and deep freeze stores at different temperatures projects.
8. Ice production projects.
9. Portable and fixed furnaces.

The total number of employees in the company is (1829) including (engineers, technicians, administrators and craftsman) and as shown below.

Table 1: Shows the Total Population of the Research (This information was taken from the Company on 14 June 2017).

CATEGORY	MALES	FEMALES	TOTAL
Engineers	307	50	357
Technicians	767	56	823
Administrators	63	50	113
Financial	38	23	61
Craftsman	457	17	474
Others	0	0	0
Short term employees	0	1	1
Total	1632	197	1829

3.3.2 Sample Size

The sample of the study was taken from the population of (1829) individuals working in the company and the sample size was (318) employees of different management levels. Therefore, the data were collected from; Heads of the Sections (14), Administrators of divisions (55), Unit Managers (39), and (192) employees who work in the research population. The size of the sample identified by using Stephen Sampson formula as following:

$$n = \frac{N \times p(1-p)}{[N-1 \times (d^2 \div z^2)] + p \times (1-p)}$$

(Denklem 3.1)

$$n = \frac{1829 \times 0.5(1-0.5)}{[1829-1 \times (0.05^2 \div 1.96^2)] + 0.5 \times (1-0.5)}$$
$$n = 317.6210762$$
$$n \approx 318$$

Where:

n: sample size

N: Population size

Z: confidence level at 95% (standard value of 1.96)

E: error proportion =0.05

P: the probability (30% – 60%) or =50%

Accordingly, a total of 318 people were surveyed for the purposes of this research. Despite the distribution of 318 questionnaires, only 300 questionnaires were retrieved and analyzed. (11) Of questionnaires were filled inappropriately and (7) were not collected to exceed the time limit for collecting the questionnaire.

3.4 Data Collection Method

All procedures related to the collection of data from the research population have been completed upon the approval of the company. Measures were taken to ensure the protection of participants and not disclose their identities and preserve their privacy has been taken into account. The cover letter was clear for all participants regarding the nature of the study and the purpose of its conduct, in

addition to the results of the study can benefit the company. Participants were informed that the data provided by them are encrypted and can only be accessed by the researcher and remains confidential and only used for the research study purposes. The study used descriptive analytical research design. For this study, Transformational leadership style was the predictor variable, and organizational commitment was the criterion or outcome variable. The study design utilized sampling of 318 people to obtain the data from participants the surveyed company. For the current study,

For the current study, the data were collected by two questionnaires. The explanation of those two of questionnaires presented in following:

3.4.1 Questionnaire (1)

For the purpose of the current research, Transformational leadership style considered as independent variable. The independent variable was measured by using the Multi-Factor leadership questionnaire (MLQ) developed by Salome W, Maina M. & Joseph K. (2016). They used the questionnaire to examine the influence of Transformational leadership style on employee job satisfaction in the United States International University in Kenya. To measurement the Transformational leadership style, 13 items were drawn from the origin questionnaire differentiated the four dimensions of Transformational leadership style; idealized influence (4) items, inspirational motivation (3) items, intellectual stimulation (3) items, and individualized consideration (3) items.

In the current study, the respondents were asked to refer the statements that correspond with their answers by using a five-point Likert type: (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

3.4.2 Questionnaire (2)

As noted earlier in the research framework, organizational commitment considered as a dependent variable in this research. Organizational commitment was evaluated by using the affective, normative, and continuance commitment questionnaire developed by Gregory L. Kedenburg (2014) To examine the

interaction between leadership style and organizational justice and its effect on organizational commitment. To assess the organizational commitment (18) items were drawn from the origin questionnaire highlighted the three types of organizational commitment; affective commitment (6) items, normative commitment (6) items, and continuance (6) items. In the current study, participants were directed to point out the statements that correspond with their answers by using a five-point of Likert type:

(1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree).

3.5 Data Analysis Method

The main purpose of this study was to assess the relationships between Transformational style and employees' organizational commitment in the Iraqi context. The use of statistical method enables the researcher to find how far the two competent variables correlated and to determine the nature of correlations between them. A number of statistical tools for analyzing the data collected from the research population were used. Statistical techniques also utilized to test the research questions and construct indicators. The researcher sees that the tools are appropriate for the premises and constructs of the research. These tools and statistical techniques are as below.

- 1- Cronbach Alpha coefficients to verify the degree of validity and reliability of construct indicators.
- 2- Descriptive statistical analysis for demographic factors.
- 3- Mean and standard deviations for describing the research variables.
- 4- One sample (t) test, correlations, regression analysis, and moderation tests to the internal consistency of the research variables.
- 5- Statistical Package for Social Science (SPSS) used for those analyses.

3.6 Reliability and Validity of Instruments

The research study is based on the literature, the questionnaire of Salome W, Maina M. & Joseph K. (2016) was the main source to test the items of the independent variables. Whereas, and the questionnaire of Gregory L. Kedenburg (2014) was the principal for the dependent variable. Literature was reviewed to ascertain the appropriateness of items for survey to assess the correlations between

Transformational leadership style and Employees organizational commitment. So, based on the two literatures, the research sets following variables:

Transformational leadership with its four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Organizational commitment with its three types: affective, normative, and continuance commitment. As the results, thirty-one items were chosen to fit the questionnaire and variables accordingly. Thirteen (13) items are prepared for independent variables and eighteen (18) items for dependent variable.

Furthermore, the study conducts reliability and validity by testing the questionnaires through (32) individuals outside the study population to be sure that the items are appropriateness for simulation and analysis. So, reliability tests are cared out for the Transformational leadership style scale (pilot sample) and for organizational commitment scale (pilot sample). Table (2) shows scale Cronbach's Alpha for scale and number of Pilot samples.

Table 2: Reliability Statistics (pilot samples).

Scale	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Transformational Leadership Style (pilot sample:32 Valid Cases)	0.953	0.936	13
Organizational Commitment (Pilot Sample:32 Valid Cases)	0.935	0.949	18

The above table shows that the research variables are statistically reliable; Transformational leadership model is reliable either 0.953, and organizational commitment with 0.935 which is above 0.70 required as stated in the literature to valid statistically the reliability of the items.

Furthermore, the study conducts reliability and validity tests for the research variables Transformational leadership style scale and organizational commitment scale (main sample). Cronbach Alpha tool was used to the research reliability.

The measurement tool is to show the correlations between the research

variables and it should be above (0.70) to be accepted for conducting any analysis for Social Sciences (Mohsen Tavakol & Reg Dennick, 2011). Below the coefficients for this study's Cronbach Alpha as shown in the following table.

Table 3: Cronbach's Alpha Models (Transformational leadership Style and Organizational Commitment).

Scale	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
Transformational Leadership Style (Main sample:300 Valid Cases)	0.965	0.996	13
Organizational Commitment (Main Sample:299 Valid Cases)	0.897	0.915	18

From above table, we may see that all items of the research variables are reliable; the total Mean of items of independent variable (Transformational leadership style) is 0.965, and the total average of standard deviation is 0.996. The total Mean of items of the dependent variable (organizational commitment) is 0.897 and the total average of standard deviation is 0.915. In current research Cronbach Alpha used to test the reliability of the research variables. High quality tests important to assess the reliability of data in an examination or a research study. For this research study, coefficients of the two competent variables are strong value and effective indicator to highlight how far Transformational style has influence on the level of employee's organizational commitment in Al-Fao Company in the Iraqi context.

3.7 Ethical Consideration

The process of data collection for the research study was conducted according to the approval of the company it was applied. The researcher received the necessary facilitates to distribute the questionnaire to the participants who showed enthusiasm and willingness to fill out the questionnaire. Many questions were raised by the respondents, but most of them were useful and based on scientific knowledge; what

are the important areas of this research interests; whether the results of study can bring about the desired change in the company; whether the top management of the company is committed to translate the study results into decisions that stimulate employees and increase their association with the company. Such questions gave the researcher positive indicators regarding the respondents understanding of the nature of the research and its objectives as well as the benefits of their participations at the outset. Written instructions provided to the participants in order to facilitate the filling of the questionnaire and undertaking that identities and records of the respondents will be confidential. So, at all stages of the research study implementation, the procedures were in accordance with the accepted ethical standards and no harm to the respondents was taken into consideration.



CHAPTER FOUR

DATA ANALYZING AND DISCUSSION

4.1 Introduction

The chapter four deals with analyzing the research data and discussing its results and present the results of the analysis conducted to answer the research questions. It also outlines the results of the descriptive statistical analysis, one sample t tests, correlations, Regression analysis, and moderation tests used to examine the relationship between the research variables.

The research questions answered were:

RQ1: What is the level of the relationship between Transformational leadership style and employees organizational commitment in Al-Fao Company?

This question has led to a number of sub-questions will be answered in the process:

Sub-Q1: What capacities and skills are required for a Transformational leader in Iraqi company?

Sub-Q2: To what extent are employees in Iraqi company are committed to their organization?

Sub-Q3: To what extent do the four dimensions of Transformational style explain the dimensions of organizational commitment in Iraqi context?

RQ2: Is there a statistically significant correlation between Transformational leadership style (Idealized influence) and organizational commitment?

RQ3: Is there a statistically significant correlation between Transformational leadership style (inspirational motivation) and organizational commitment?

RQ4: Is there a statistically significant correlation between Transformational leadership style (intellectual stimulation) and organizational commitment?

RQ5: Is there a statistically significant correlation between Transformational leadership style (individualized consideration) and organizational commitment?

RQ6: Is there a significant moderating impact of demographic factors (Gender, Age, Education level, job level and Job Experience) on the relationship between Transformational leadership style and employee organizational commitment in the research population?

4.2 Respondents Profile

Among the variables examined by the research study are personal characteristics of the respondents. The purpose was to obtain general information about respondents and their distributions within the research sample to enhance understanding the results and explore whether demographic factors could have impacts on the relationship between Transformational leadership style and organizational commitment. The demographic factors analyzed are the gender, age, education level, job level and job experience.

4.2.1 Gender Groups

Descriptive statistical analyses for demographic variables are produced. Also, a bar chart is drawn for each demographic variable. Table (4) shows frequencies for gender, 81.7% of subjects are males and 18.3% are females.

Table 4: Frequencies for Gender Groups.

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender groups	male	245	81.7	81.7	81.7
	female	55	18.3	18.3	100.0
	Total	300	100.0	100.0	

From above table, we can observe that the males are (245) out of 300, and they are representing 81.7 % of the responding. While, females are (55) out of 300 which is equivalent to 18.3% of the responding. This indicates that the proportion of males of

gender is higher than females is due to the low number of female employees in the company. This situation may be attributed to the social and cultural values prevailing in the company's environment or the policies for women's empowerment are still in its infancy referring to the socio-cultural situations in the Iraqi context.

4.2.2 Age Groups

The research study identified four age groups through which the respondent referred to his/her age group. Table (5) shows frequencies for age groups, 41% of subjects fall into the age group 40 to 49 years old. Figure (3) represents these values in bar chart.

Table 5: Frequencies For Age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Age Groups	20-29 years	24	8.0	8.0	8.0
	30-39 years	52	17.3	17.3	25.3
	40-49 years	123	41.0	41.0	66.3
	50 and above	101	33.7	33.7	100.0
	Total	300	100.0	100.0	

The above table illustrates that the respondents between 20-29 ages are 24 out of 300, and they are representing 8% of respondents. From 30-39 ages are 52 out of 300 with 17.3% of the respondents. And those between 40-49 ages are 123 out of 300, and they are representing 41% of the respondents. Finally, those are above 50 years old are 101 out of 300 with 33.7% of the respondents. This means that the research study was influence by people between the ages of 40-49. While, the young people between 20-29 years old represent the lowest proportion of employees.

4.2.3 Education Level

The research study identified four variables to describe the academic qualifications of the respondents; these variables were high school, diploma, bachelor, and master degree. Table (6) shows frequencies foe educational level groups, 57.3% of respondents have high education (bachelor and master). This is an indication of high level of qualification attained by the respondents. Figure (4) represents these values in bar chart.

Table 6: Frequencies For Education Level Groups.

		Frequency	Percent	Valid Percent	Cumulative Percent
Education level groups	high school	65	21.7	21.7	21.7
	Diploma	63	21.0	21.0	42.7
	bachelor	166	55.3	55.3	98.0
	Master	6	2.0	2.0	100.0
	Total	300	100.0	100.0	

4.2.4 Job Level

The research study identified four categories to describe job positions occupied by respondents. These categories were, Head of Section, Administrators of Division, Unit Managers, and Employees. Table (7) shows frequencies for job level groups, 64% of respondents fall into employee group. This indicates that the majority of respondents are normal employees. Figure (5) represents career status in bar chart.

Table 7: Frequencies For Job Level Groups.

		Frequency	Percent	Valid Percent	Cumulative Percent
Job level groups	head of section	14	4.7	4.7	4.7
	administration of a division	55	18.3	18.3	23.0
	unit manager	39	13.0	13.0	36.0
	Employee	192	64.0	64.0	100.0
	Total	300	100.0	100.0	

The table and the graph show that the head of section are 14 out of 300, and they are representing 4.7% of the respondents. The administrators of division are 55 out of 300 with 18.3% of the respondents. The unit managers are 39 out of 300 with 13% of the respondents. Finally, the employees are 192 out of 300, and they are getting 64% of the respondents. This is a natural situation when we see the number of top management in pyramid-type organizations is always less than the number of employees, and it is very clear in the research population.

4.2.5 Job Experience

The research study identified six categories of job experience which the respondents referred to his or her group. These categories were; 1-5 years of job experience, 6-10 years, 11-15 years, 16-20 years, 21-25 years, and 26 years above. Table (8) shows frequencies for job experience. 53.3% of subjects had an experience of more than 21 years. Figure (6) represents these percentages in bar chart.

Table 8: Shows Frequencies For Job Experience.

		Frequency	Percent	Valid Percent	Cumulative Percent
job experience	1 to 5 years	26	8.7	8.7	8.7
	6 to 10 years	26	8.7	8.7	17.3
	11 to 15 years	36	12.0	12.0	29.3
	16to 20 years	52	17.3	17.3	46.7
	21 to25 years	69	23.0	23.0	69.7
	26 and above	91	30.3	30.3	100.0
	Total	300	100.0	100.0	

The table and graph reveal that employees experience between 1-5 years is 26 out of 300 with 8.7% of the respondents. Those are between 6-10 years representing 8.7% of the respondents with 26 out of 300. The experience between 11-15 years is 36 out of 300 with 12% of the respondents. Those are between 16-20 years is 52 out of 300 with 17.3% of the respondents. The experience between 21-25 years is 69 out of 300 with 23% of the respondents. Finally, the experience from 26 years above is 91 with 30.3% of the respondents. The total number of employees have experience from 21 years above is 160 out of 300, they representing 53.3% of the employees in the sample of Al-Fao company. This consists of more than 21 years of employees in general. It can be inferred from this findings that the job experience of the employees is corresponding to their age, their education level, and their career status.

4.3 Responding to the Research Questions

The First research question was about the level of the relationship between the

research variables: what is the level of the relationship between Transformational leadership style and organizational commitment in Al-Fao Company? What capabilities and skills are required for Transformational leadership in Iraqi Companies? To what extents are employees in Iraqi Companies are committed to their organizations? To what extent do the four dimensions of Transformational leadership style explain the three dimensions of organizational commitment in Iraqi context? To deal with the questions, one-sample t test was conducted for the independent variable Transformational leadership with its four dimensions; idealized influence, inspirational motivation, intellectual stimulation, individualized consideration and the dependent variable organizational commitment with its three types; affective, normative, and continuance commitment. The mean and standard deviations are used to the significant of the items and level of its impacts as shown in the next table.

Table (9) shows One-Sample Statistics for the Transformational leadership Scale and subscales.

Table 9: One-Sample Statistics.

	N	Mean	Std. Deviation	Std. Error Mean
Transformational Leadership Style (TLS)	300	3.5372	1.02272	.05905
Idealized Influence (II)	300	3.6283	1.07173	.06188
Inspirational Motivation (IM)	300	3.6100	1.11480	.06436
Intellectual Stimulation (IS)	300	3.5767	1.14096	.06587
Individualized Consideration (IC)	300	3.3033	1.11351	.06429

The table from one-sample statistics shows strong Means and standard deviations for the Transformational leadership style and its four dimensions. The Mean for Transformational leadership reveal 3.5372 with standard deviation 1.02272. The Mean for the idealized influence 3.6283, and standard deviation 1.07173. It gives 3.6100 for the Mean of inspirational motivation and 1.11480 for its standard deviation. The Mean of intellectual stimulation is 3.5767, while its standard deviation 1.14096. The table illustrates as well as that the Mean of individualized consideration is 3.3033 and its standard deviation is 1.11351. As a result, the general Mean of Transformational in the Al-Fao company is higher and it means that the

Transformational leadership style in the research population is well established and the managers have the skills and capabilities to use the dimensions of this type of leadership to bring about the desired change in the company.

Table (10) shows one sample t test for the Main Scale and sub scales of Transformational Leadership Style, with p value($\alpha < 0.05$).

Table 10: One-Sample T Test.

	Test Value = 3					
	T	Df	Sig. (2- tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Transformational Leadership Style (TLS)	9.098	299	.000	.53718	.4210	.6534
Idealized Influence (II)	10.155	299	.000	.62833	.5066	.7501
Inspirational Motivation (IM)	9.477	299	.000	.61000	.4833	.7367
Intellectual Stimulation (IS)	8.754	299	.000	.57667	.4470	.7063
Individualized Consideration (IC)	4.718	299	.000	.30333	.1768	.4298

As the case for the independent variable (Transformational leadership style), the researcher conducted a one-sample t test to test for the dependent variable organizational commitment and its three types; affective, normative, and continuance commitment. Means and standard deviations were used to evaluate the significant of organizational commitment and to see the level of its impact as shown in the next table. Table (11) shows One-Sample Statistics for the organizational commitment Scale and subscales.

Table 11: One-Sample Statistics.

	N	Mean	Std. Deviation	Std. Error Mean
Organizational Commitment (OC)	299	3.8196	.66442	.03842
Affective Commitment (AC)	300	3.9378	.80804	.04665
Normative Commitment (NC)	300	3.8656	.78817	.04551
Continuance Commitment (CC)	299	3.6522	.67760	.03919

From the above table, we can see that the Means and standard deviations of organizational commitment and its three types of commitment in the research population are statistically significant. The general mean of organizational commitment in the table is 3.8196, and its standard deviation is.66442. The Mean for affective commitment is 3.9378 with.80804 for its standard deviation. It gives 3.8656 for the Mean of normative commitment and.78817 for its standard deviation. The table illustrates as well as that the Mean of continuance commitment is 3.6522 and its standard deviation is.67760.

Therefore, the level of organizational commitment in the research population is quite high and enhancement; whether the commitment inspired by material or dynamics of mutual interrelation between the managers and employees. Undoubtedly, Transformational leader behaviors are also playing a major role in such kind of commitment. The findings also suggest that the managers in the study population have sufficient abilities to employ the impact of Transformational leadership model on employee attitudes, thereby increasing their commitment to their company. Table (12) shows one sample t test for the Main Scale and sub scales of Organizational Commitment, with p value ($\alpha < 0.05$).

Table 12: One-Sample T Test.

	Test Value = 3					
	T	df	Sig. (2- tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Organizational Commitment (OC)	21.330	298	.000	.81958	.7440	.8952
Affective Commitment (AC)	20.101	299	.000	.93778	.8460	1.0296
Normative Commitment	19.021	299	.000	.86556	.7760	.9551
Continuance Commitment (CC)	16.643	298	.000	.65217	.5751	.7293

Revising the above research questions, what is the level of the relationship between the Transformational leadership style and organizational commitment? What are the capabilities and skills are required for a Transformational leader in Iraqi company? To what extents are employees in Iraqi companies are committed to their organizations? To extent do the four dimensions of Transformational leadership style explain the three dimensions of organizational commitment in Iraqi context? From the data analysis and coefficients, we can observe that all the research questions are

answered by results. We have seen as well that the coefficients of Transformational leadership style have significant impacts on employees' commitment in the study population.

The coefficients of the Transformational leadership are 3.5372 as the general Mean, and 0.6534 for its standard deviation. The data analysis also revealed that the level of the organizational commitment is high and well established in the study population. These findings suggest that the managers in the study population have sufficient skills and abilities to employ the impact of Transformational dimensions on employees' attitudes and stimulating their commitment to the company. From the data analysis, it can be inferred that the impact of Transformational leader behaviors on employees' commitment is basically from self-realization, feeling to be important or to be part of something so important and belongingness.

4.4 Testing the Relationship Between Transformational Leadership Style and Organizational Commitment in the AL-Fao Engineering Company

To test the correlation between the two competent variables of the research, we applied correlation techniques (Pearson Correlation coefficient) to find how independent variable of the research is connected to its dependent variable. In another word, to examine the impact of Transformational leadership style on employees' organizational commitment in the Al-Fao Engineering company. Furthermore, we proceeded to test the research Questions in order to examine such correlation between the research variables and to see how far Transformational leadership style influences the organizational commitment in the study population.

This study attempts to answer the main research questions which are about the impacts of the four dimensions of Transformational leadership style; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, on the three types of organizational commitment; affective, normative, and continuance commitment. The details are given in the next table.

Table 13: Shows Correlations Between The Research Variables.

		Idealized Influence	Inspirational Motivation	Intellectual Stimulation	Individualized Consideration	Affective Commitment	Normative Commitment
Inspirational Motivation	Pearson Correlation	.857**					
	Sig. (2-tailed)	.000					
	N	300					
Intellectual Stimulation	Pearson Correlation	.786**	.799**				
	Sig. (2-tailed)	.000	.000				
	N	300	300				
Individualized Consideration	Pearson Correlation	.784**	.777**	.812**			
	Sig. (2-tailed)	.000	.000	.000			
	N	300	300	300			
Affective Commitment	Pearson Correlation	.690**	.698**	.646**	.629**		
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	300	300	300	300		
Normative Commitment	Pearson Correlation	.674**	.677**	.668**	.647**	.806**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	300	300	300	300	300	
Continuance Commitment	Pearson Correlation	.521**	.523**	.496**	.476**	.519**	.599**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	299	299	299	299	299	299
**. Correlation is significant at the 0.01 level (2-tailed).							

Table (13) shows Correlations between variables. Correlations between the independent variables (Transformational Leadership Styles) and the dependent Variables (Organizational Commitment) range from medium positive (0.476) to strong positive (0.698) correlations and they are significant at the 0.01 level. Correlations between Transformational leadership style (Idealized Influence) and Organizational Commitment (Affective Commitment, Normative Commitment and Continuance Commitment) are .690, .674 and .521 respectively. These results are

answers for the second question; is there a statistically significant correlation between Transformational leadership style (Idealized Influence) and Organizational Commitment?

Correlations between Transformational leadership style (Inspirational Motivation) and Organizational Commitment (Affective Commitment, Normative Commitment and Continuance Commitment) are .698, .677 and .523 respectively. These results are answers for the third question; is there a statistically significant correlation between Transformational leadership style (Inspirational Motivation) and Organizational Commitment?

Correlations between Transformational leadership style (Intellectual Stimulation) and Organizational Commitment (Affective Commitment, Normative Commitment and Continuance Commitment) are .646, .668 and .496 respectively. These results are answers for the fourth question; is there a statistically significant correlation between Transformational leadership style (Intellectual Stimulation) and Organizational Commitment?

Correlations between Transformational leadership style (Individualized Consideration) and Organizational Commitment (Affective Commitment, Normative Commitment and Continuance Commitment) are .629, .647 and .476 respectively. These results are answers for the fifth question; is there a statistically significant correlation between Transformational leadership style (Individualized Consideration) and Organizational Commitment?

4.5 Regression Analysis Explaining Moderating Impact of Demographic Factors

The relationship between Transformational Leadership Style and Organizational Commitment was tested further to see if demographic variables (Gender, Age, Education Level, Job Level and Experience Level) moderated this relationship. Multiple regression analysis was used in each case and the results are documented below. None of the demographic variables was found to be a significant moderator of the relationship between Transformational Leadership Style and Organizational Commitment.

4.5.1 Gender as a Moderator

Table (14) shows a model summary where gender is tested to see if it has a significant moderating impact on the relationship between Transformational leadership style and employee organizational commitment. R square change from model one to model two is not significant, $p = .094$.

Table 14: Model Summary.^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.772 ^a	.595	.593	.42404	.595	217.810	2	296	.000	
2	.774 ^b	.599	.595	.42274	.004	2.825	1	295	.094	1.817

a. Predictors: (Constant), Gender Dummy, TLS

b. Predictors: (Constant), Gender Dummy, TLS, Gender Interaction

c. Dependent Variable: OC

Table (15) shows the coefficients of the predictors in each model. Reading model two, we find that Gender Interaction term has a none significant coefficient, therefore model two is rejected and we conclude that gender does not have a moderation effect on the relationship between Transformational Leadership Style and Organizational Commitment in the surveyed organization.

Table 15: Coefficients.^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.958	.096		20.442	.000					
	TLS	.484	.024	.745	19.817	.000	.765	.755	.733	.967	1.034
	Gender Dummy	.182	.064	.106	2.826	.005	.242	.162	.104	.967	1.034
2	(Constant)	2.217	.181		12.246	.000					
	TLS	.402	.055	.619	7.355	.000	.765	.394	.271	.192	5.207
	Gender Dummy	-.150	.208	-.088	-.722	.471	.242	-.042	-.027	.092	10.830
	Gender Interaction	.103	.061	.258	1.681	.094	.573	.097	.062	.058	17.300

a. Dependent Variable: OC

4.5.2 Age as a Moderator

Table (16) shows a model summary where age is tested to see if it has a significant moderating impact on the relationship between Transformational leadership style and employee organizational commitment. R square change from model one to model two is not significant, $p = .827$.

Table 16: Model Summary.^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.765 ^a	.585	.582	.42971	.585	208.231	2	296	.000	
2	.765 ^b	.585	.580	.43040	.000	.048	1	295	.827	1.794

a. Predictors: (Constant), Dummy Age, TLS

b. Predictors: (Constant), Dummy Age, TLS, Age Interaction

c. Dependent Variable: OC

Table (17) shows the coefficients of the predictors in each model. Reading model two, we find that Age Interaction term has a none significant coefficient, therefore model two is rejected and we conclude that age does not have a moderation effect on the relationship between Transformational Leadership Style and Organizational Commitment in the surveyed organization.

Table 17: Coefficients.^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.069	.096		21.533	.000					
	TLS	.497	.024	.765	20.330	.000	.765	.763	.762	.991	1.009
	Dummy Age	-.010	.057	-.006	-.170	.865	.066	-.010	-.006	.991	1.009
2	(Constant)	2.101	.176		11.954	.000					
	TLS	.488	.050	.750	9.744	.000	.765	.493	.366	.237	4.212
	Dummy Age	-.053	.205	-.035	-.258	.797	.066	-.015	-.010	.078	12.792
	Age Interaction	.013	.057	.034	.219	.827	.387	.013	.008	.058	17.155

a. Dependent Variable: OC

4.5.3 Education Level as a Moderator

Table (18) shows a model summary where the education level is tested to see if it has a significant moderating impact on the relationship between Transformational leadership style and employee organizational commitment. R square change from model one to model two is not significant, $p = .634$.

Table 18: Model Summary.^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.765 ^a	.585	.582	.42971	.585	208.219	2	296	.000	
2	.765 ^b	.585	.581	.43028	.000	.227	1	295	.634	1.790

a. Predictors: (Constant), Ed. Level Dummy, TLS

b. Predictors: (Constant), Ed. Level Dummy, TLS, Ed. Level Interaction

c. Dependent Variable: OC

Table (19) shows the coefficients of the predictors in each model. Reading model two, we find that Education Level Interaction term has a none significant coefficient, therefore model two is rejected and we conclude that education level does not have a moderation effect on the relationship between Transformational Leadership Style and Organizational Commitment in the surveyed organization.

Table 19: Coefficients.^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.061	.091		22.714	.000					
	TLS	.496	.025	.764	20.078	.000	.765	.759	.752	.970	1.031
	Ed. Level Dummy	.007	.051	.005	.137	.891	.137	.008	.005	.970	1.031
2	(Constant)	2.104	.129		16.292	.000					
	TLS	.483	.037	.743	13.044	.000	.765	.605	.489	.433	2.308
	Ed. Level Dummy	-.076	.181	-.056	-.418	.676	.137	-.024	-.016	.077	12.963
	Ed. Level Interaction	.024	.050	.070	.476	.634	.343	.028	.018	.064	15.554

a. Dependent Variable: OC

4.5.4 Job Level as a Moderator

Table (20) shows a model summary where job level is tested to see if it has a significant moderating impact on the relationship between Transformational leadership style and employee organizational commitment. R square change from model one to model two is not significant, $p=.158$.

Table 20: Model Summary.^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.767 ^a	.588	.585	.42784	.588	211.350	2	296	.000	
2	.769 ^b	.591	.587	.42711	.003	2.008	1	295	.158	1.820

a. Predictors: (Constant), Dummy Job Level, TLS

b. Predictors: (Constant), Dummy Job Level, TLS, Job level Interaction

c. Dependent Variable: OC

Table (21) shows the coefficients of the predictors in each model. Reading model two, we find that job Level Interaction term has a none significant coefficient, therefore model two is rejected and we conclude that job level does not have a moderation effect on the relationship between Transformational Leadership Style and Organizational Commitment in the surveyed organization.

Table 21: Coefficients.^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.071	.089		23.175	.000					
	TLS	.501	.024	.771	20.556	.000	.765	.767	.767	.990	1.010
	Dummy Job Level	-.096	.059	-.061	-1.619	.107	.015	-.094	-.060	.990	1.010
2	(Constant)	2.021	.096		21.045	.000					
	TLS	.515	.026	.793	19.536	.000	.765	.751	.727	.842	1.187
	Dummy Job Level	.260	.258	.165	1.009	.314	.015	.059	.038	.052	19.326
	Job level Interaction	-.097	.068	-.235	-1.417	.158	.075	-.082	-.053	.050	19.849

a. Dependent Variable: OC

4.5.5 Job Experience as a Moderator

Table (22) shows a model summary where job experience is tested to see if it has a significant moderating impact on the relationship between Transformational leadership style and employee organizational commitment. R square change from model one to model two is not significant, $p = .643$.

Table 22: Model Summary.^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.765 ^a	.585	.582	.42966	.585	208.316	2	296	.000	
2	.765 ^b	.585	.581	.43023	.000	.215	1	295	.643	1.789

a. Predictors: (Constant), Dummy Job Experience, TLS

b. Predictors: (Constant), Dummy Job Experience, TLS, Job Experience Interaction

c. Dependent Variable: OC

Table (23) shows the coefficients of the predictors in each model. Reading model two, we find that Job Experience Interaction term has a none significant coefficient, therefore model two is rejected and we conclude that job experience does not have a moderation effect on the relationship between Transformational Leadership Style and Organizational Commitment. These results are answers for the sixth question. “is there a significant moderating impact of demographic factors (Gender, Age, Education level, job level and Job Experience) on the relationship between Transformational leadership style and employee organizational commitment in the research population”?

Table 23: Coefficients.^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.052	.096		21.364	.000					
	TLS	.496	.024	.764	20.372	.000	.765	.764	.763	.998	1.002
	Dummy Jo Experience	.017	.055	.012	.316	.752	.047	.018	.012	.998	1.002
2	(Constant)	1.988	.168		11.815	.000					
	TLS	.515	.047	.792	11.015	.000	.765	.540	.413	.272	3.678
	Dummy Job Experience	.106	.199	.073	.532	.595	.047	.031	.020	.075	13.259
	Job Experience Interaction	-.025	.055	-.071	-.464	.643	.345	-.027	-.017	.061	16.467

a. Dependent Variable: OC

4.6 Discussion the Study Results

As indicated that the main purpose of this study was to assess the impacts of Transformational leadership style on employees' organizational commitment in the AL-Fao Engineering Company in the Iraqi context. The research questions answered by data analysis were:

RQ1: What is the level of relationship between Transformational leadership style and employees organizational commitment in Al-Fao Company?

This question has led to a number of sub-questions will be answered in the process:

Sub-Q1: What capacities and skills are required for a Transformational leader in Iraqi company?

Sub-Q2: To what extent are employees in Iraqi company are committed to their organization?

Sub-Q3: To what extent do the four dimensions of Transformational style explain the dimensions of organizational commitment in Iraqi context?

RQ2: Is there a statistically significant correlation between Transformational leadership style (Idealized influence) and organizational commitment?

RQ3: Is there a statistically significant correlation between Transformational leadership style (inspirational motivation) and organizational commitment?

RQ4: Is there a statistically significant correlation between Transformational leadership style (intellectual stimulation) and organizational commitment?

RQ5: Is there a statistically significant correlation between Transformational leadership style (individualized consideration) and organizational commitment?

RQ6: Is there a significant moderating impact of demographic factors (Gender, Age, Education level, job level and Job Experience) on the relationship between Transformational leadership style and employee organizational commitment in the research population?

The key results of this study indicated a positive correlation between Transformational leadership style and organizational commitment in the research population. After examining the findings of data analysis and identifying whether the research questions were answered and supported by the results, it is necessary to explain the meaning of these results.

4.6.1 Demographic Factors

Descriptive statistics analysis shows that the majority of the research individual samples are males. They are 245 out of 300, representing 81% of the respondents. While the females are 55 out of 300 this is equivalent 18.3% of respondents. This may be attributed to the characteristics of the socio-cultural structure of the society, or it may be inferred that the women's empowerment policy is still in its infancy due to the social traditions affecting the company's policy.

Demographic descriptive shows the respondents between 20-29 ages are 24 out of 300 and the representing 8% of the respondents. From 30-39 age are 52 out of 300, and they are representing 17.3% of the respondents. The respondents between 40-49 ages are getting 123 out of 300 with 41% of the respondents. Finally, those are 50 and above are 101 out of 300 with 33% of the respondents. This means that the majority of individual sample are 40 years and above they are representing 74.7% of the respondents, indicating that the research study was controlled by individuals aged 40 years above, as this shows to be the pattern of the age groups. The data collected also revealed that the young people aged between 20-29 years consist the lowest proportion of the employees in the research sample. Although people over the age of 40 have sufficient experience in supporting the company's activities, human resource management should consider the importance of attracting young people, who if trained and developed systematically will stay longer with the company and they represent the future leaders.

The demographic profile of respondents shows that the holders of high schools are 65 out of 300, and they are representing 21.7% of respondents. The diploma holders are 63 out of 300 with 21% of the respondents. The bachelor holders are 166 out of 300 and they are representing 55.3% of the respondents. Master holders are 6 out of 300 they are representing 2% of the respondents. While, there is no PhD holders among the sample individuals. The findings indicate that the few of the employees in this sample from AL-Fao Company who have a bachelor's degree is at master and doctorate level. Nowadays, most of the companies encourage employees to have an academic field specialization. So, the company management should encourage its staff in this direction.

The descriptive statistics analysis for demographic variables indicates that the heads of the sections are 14 out of 300 and the representing 4.7% of the respondents.

Administrators of the divisions are 55 out of 300 and they are representing 18.3% of the respondents. Unit managers are 39 out of 300 representing 13% of the respondents. Finally; the employees are 192 out of 300 and representing 64% of the respondents. The findings suggest that the high majority of samples are normal employees. This situation seems to be logic as the number of managers at the top-level management in hierarchical –type organizations are usually less than those at middle and lower management.

The descriptive statistics analysis for demographic variables also indicates that the employees experience between 1-5 years is 26 out of 300 with 8.7% of the respondents. Those are between 6-10 years are representing 8.7% of the respondents with 26 out of 300. The experience between 11-15 years is 36 out of 300, it represents 12% of the respondents. Those between 16-20 years are 52 with 17.3% of the respondents. The experience between 21-25 years is 69 out of 300 with 23%. The experience above 26 years is 91 out of 300 with 30.3% of the respondents. The findings suggest that the total number of experience 20 years and above is 160 out of 300, and they are representing 53, 3% of the respondents in the research sample. The findings suggest that 50, 3% of employees have spent more than 20 years in the company, indicating a high commitment of the majority of this sample of Al-Fao Company.

4.6.2 Debating the Research Questions

RQ1: the first research question was about, what is the level of relationship between the Transformational leadership style and organizational commitment in AL-Fao Engineering Company?

Data analysis indicates statistically significant positive correlations between Transformational leadership style and organizational commitment in the research population. The Means, Standard deviations, and coefficients show higher and significant correlations between the two competent variables; Transformational leadership style and organizational commitment which range from medium positive (0.476) to strong positive (0.698) correlations, and they are significant at the (0.01) level. These results support the conclusion that the Transformational leadership style well established and known in the company, indicating the managers understanding of the leadership importance for bringing about desired organizational changes, including organizational commitment.

Sub-Q1: the first sub-question was about, what capabilities and skills are required for a Transformational leader in Iraqi company?

One sample t test was conducted for the Transformational leadership style scale and sub-scales to evaluate whether their mean different from (3) the neutral mid-point of a five scale. The results support the conclusion that capabilities and skills of managers in the research population are above the mid-point required for a Transformational leader. One sample t test shows strong Mean and standard deviation for Transformational leadership style and its four dimensions with p value ($\alpha < 0.05$). The Mean for the Transformational leadership revealed 305372 while its standard deviation 102272. The Mean and standard deviation for idealized influence reveal 306283, 1,07173 respectively. It gives 3, 6100 for the Mean of inspirational motivation and 1011480 for its standard deviation. The Mean of intellectual stimulation expressed 305767 while its standard deviation 1014096. The scale illustrates as well that the Mean of individualized consideration is 3, 3033 and its standard deviation 1, 11351. On the whole, the general Mean of Transformational leadership style in the research population is statistically significant and that suggests the managers of AL-Fao Company have sufficient skills and abilities to employ the influence of Transformational dimensions on employees attitudes and perspectives towards their managers.

Sub-Q2: the second sub-question was about; to what extents are employees in Iraqi company are committed to their organization?

To answer this sub-question a one-sample was conducted for organizational commitment and its three types; affective, normative, and continuance commitment scores to evaluate whether their Mean was significantly different from (3), the neutral mid-point of a five-point scale. The sample Means for organizational commitment and for its each type were significantly positive, with p value ($\alpha < 0.05$). The Mean of the organizational commitment revealed 3.8196, and its standard deviation.66442. It gives 3.9378 for the Mean of affective commitment, and.80804 for its standard deviation. The Mean of normative commitment expressed 3.8653, and.78817 for its standard deviation. The Mean and standard deviation of continuance revealed 3.6522,.67760 respectively.

The results suggest that the mean and standard deviation of organizational commitment in the research population meaningful and positive and it suggests that

the organizational commitment in AL-Fao Company higher and well established; regardless of whether it is derived from material or non-material dynamics. Undoubtedly, the leadership style has an important impact on such kind of commitment as leadership is one of the influential factors in enhancing employees' organizational commitment.

Sub-Q3: To what extent do the four dimensions of Transformational style explain the dimensions of organizational commitment in Iraqi Context?

Data analysis reported that the four dimensions; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration of Transformational leadership style have significant and positive impact on three types of organizational commitment in the research population. Based on the data results and above analysis, we can observe strong Means and standard deviations for the Transformational leadership style and its four dimensions. The Mean for Transformational leadership reveal 3.5372 with standard deviation 1.2272. The mean for the idealized influence 3.6283 and standard deviation 1.7173. It gives 3.6100 for the Mean of inspirational motivation and 1.11480 for its standard deviation. The Mean of intellectual stimulation is 3.5767, while its standard deviation 1.14096. The table illustrates as well as that the Mean of individualized consideration is 3.3033 and its standard deviation is 1.11351. As a result, the general Mean of Transformational in the Al-Fao company is higher and it means that the Transformational leadership style in the research population is well established and the managers have the skills and capabilities to use the dimensions of this type of leadership to bring about the desired change in the company. However, from the data analysis can be concluded that the impact of Transformational leadership style on employee's commitment in the research population basically from self-realization, feeling to be important or to be part of something so important and belongingness. As a result, it can be argued that leadership in Iraqi companies is not just to give orders to apply strict guidelines and maintain staff discipline as it was during the last decades.

This supports the findings from the literature review and aligns with that of Podsakoff, MacKenzie & Bommer (1996) who observed that leadership behaviors explained 48% of the variance in organizational commitment.

The second question was about; is there a statistically significant correlation between Transformational leadership style (idealized influence) and organizational commitment in the research population?

The second question was answered and supported by results, indicating significant and positive correlations between idealize influence and organizational commitment which range from medium posit (0.476) to strong positive (0.698) correlations and they are significant at 0.01 level. The correlational analysis shows that the correlations between idealized influence and the three types of organizational commitment. The coefficient for affective commitment is.690, and it gives.674 for normative and.521 for continuance commitment. This result suggest that the managers have exercised this dimension of Transformational leadership style efficiently, which has stimulated employees sense of association with their company and feel as though higher levels of organizational commitment. This result aligns with that of Abdulla Hani (2010) and James M. Kouzes & Barry Z. Posner (2007) who suggested that there are strong and positive correlations between idealized influence and organizational commitment.

The third question was about; is there a statistically significant correlation between Transformational leadership style (inspirational motivation) and organizational commitment in the research population?

The third question which deals with the effect of inspirational motivation on organizational commitment was answered and supported by data analysis. Correlation coefficient shows a significant and positive correlation between inspirational motivation and three types of organizational commitment, the coefficient for affective is.698 and.677 for normative, and it gives.523 for continuance commitment. These findings align with the literature and further supported by the previous research which emphasize that leaders characteristics such as inspirational motivation involves behavior to stimulate and inspire employees by focusing on creating values and common meanings as well as challenge for those employees (Bass & Riggio,2006; Jeanette A. Porter, 2015).

From above results, it can be argued that the mangers of AL-Fao Company have sufficient abilities to stimulate the enthusiasm of employees and establish the meaning of optimistic future, which represents the basic characteristics of inspirational motivation.

The fourth question was about; is there a statistically significant correlation between Transformational leadership style (intellectual stimulation) and organizational commitment in the research population?

This question which deals with the impact that intellectual stimulation would have on organizational commitment was tested and supported by results. Correlation analysis shows high statistically significant relationships between the intellectual stimulation and the three types of organizational commitment in the research population. Correlation between the intellectual stimulation and affective commitment is .646, and .668 for normative, and .496 for continuance commitment. This result supports the findings from previous research in the literature (Bass & Riggio, 2006; Jim A. McClesky, 2014; Daria M. Byrne, 2011) that the intellectual stimulation has an important in creating a positive relationship between leaders and employees because it enables the leader to increase the employees efforts at innovation through assumption that call for reformulation of known problems and adoption of new framework and perspectives on assessing old and established challenges. This result also aligns with that of Abdalla, Hani (2010) who suggested in his research significant and strong correlation between the intellectual stimulation and effective commitment.

The fifth question was about; is there a statistically significant correlation between Transformational leadership style (individualized consideration) and organizational commitment in the research population?

The fifth question that deals with the effect that individualized consideration would have on organizational commitment was tested and supported by data analysis. Correlation analysis shows significant correlation between the individualized consideration and the three types of the organizational commitment. The coefficients of correlation are .629 for affective, and .747 for normative, and it gives .476 for continuance commitment. Based on correlation analysis, we can find that the individualized consideration is less influential in stimulating the three types of organizational commitment in the research population as compared to other three dimensions (idealized influence, inspirational motivation, and intellectual stimulation. However, this result align with that of Peng Liu (2013) who found that the individualized consideration has explained moderate effect on teachers commitment in the China context. On the hand, this result is at variance with that of

(Katherine H. Kieres, 2012; Alkahtani Ali, 2016; Abdalla, Hani, 2010) who found that the individualized consideration has the greatest impact on the organizational commitment. Yet, data analysis shows that the managers of Al-Fao Company have had a significant impact on the three types of organizational commitment.

The sixth question was about; is there a significant moderating impact of demographic factors (Gender, Age, Educational level, Job level, and Job Experience) on the relationship between Transformational leadership style and employee organizational commitment in the research population?

This question was answered by the results of data. Regression analysis shows that any of the demographic factors (gender, age, education level, job level, and job experience) it does not have a moderation effect on the relationship between Transformational Leadership Style and Organizational Commitment.

CHAPTER FIVE

CONCLUSIONS AND PROPOSALS

5.1 Conclusions

The main purpose of this study was to examine the correlations between the Transformational leadership style and organizational commitment in AL-Fao Engineering Company in the Iraqi context. Results from this study are useful for managers to apply the Transformational leadership as the most appropriate leadership style to enhance employee engagement and commitment to their company. Transformational leadership style has received increasing attention and widely researched by many researchers in leadership literature due to its critical impact on various organizational outcomes, including organizational commitment.

Empirical results from the literature review demonstrated a greater agreement on the significant and positive impact of Transformational leadership style on organizational commitment. Transformational leadership as a type of leadership practices increases employee realization to achieve common goals, convert the values, needs, ambitions and priorities of employees. Transformational leaders appeal the high needs of employees and they are constancy concerned to avoid the normal ways of carrying out the tasks and motivate them to adopt new challenging methods and optimistic views of the future, helps to create supportive environment for alignment of values and aspirations with the organizational objectives, thereby promoting their feeling of attachment and commitment to their organization.

Results from the current study indicated that the Transformational leadership well established and known in the research population. Findings suggested that there is significant and positive correlation between the Transformational leadership style and organizational commitment in the research population. Findings suggested that the managers of Al-Fao Company have had sufficient abilities to use Transformational

leadership in influencing employees' attitudes and behaviors in stimulating their commitment to the company. Finding also indicated that the managers of AL-Fao Company practiced the Transformational leadership style in establishing significant commitment well by raising employee's sense towards managers' quality.

The results revealed high statistically correlations between the dimensions (idealized influence, inspirational motivation, intellectual stimulation, individualized consideration) of Transformational leadership style and the three types of the organizational commitments. Results from this study align with the findings supported by previous studies in the literature that the dimensions of Transformational leadership are significant predictive factors of the organizational commitment (Bass, B & Avolio, 1994; Aubrey Kent & Packianathan Chelladurai, 2001; Fred O. Walumbwa & John J. Lawler, 2003). Moreover, all the main research question and sub-questions were answered and supported by the results of the study.

5.2 Proposals for Practical Implication

Based on the main research results that indicate the strong and positive correlations between the Transformational leadership and organizational commitment, managers in the research population should consider the following factors:

1. The results of this study indicate that the application of the Transformational leadership style will positively reflect on the level of employee's commitment. Yet, implementing this leadership style requires significant changes in the company. Emphasizing the training of managers and supervisors is a priority that needs to be considered. The government companies should focus on training the large number of managers and supervisors to be leaders. The public-sector organizations should place managers educations and training within their priorities and supported by the top management.
2. Government organizations leaders should recognize that the application of Transformational leadership style requires creation of alignment between staff interests and organization mission and goals. Leaders role are enhanced when they are able to instill trust and respect upon the staff through the leadership behaviors that demonstrate the moral model.

3. The results of the study reported that the percentage of young people in sample of this company constitutes 8% of the total employees in the company and this is an important issue required by the balance in the age groups of staff. Nowadays, organizations are increasingly interested in attracting young people and training them well because they are considered the future leaders.
4. Due to the influential role of Transformational leadership style in generating a high level of organizational commitment, leader responsible for creating an appropriate environment that helps in the development of human resources and motivate their commitment to participate in the organization activities. Certainly, increasing the level of employee's commitment may necessarily be reflected in improving the organizational performance.
5. Transformational leadership style is anew to the public-sector companies in the Iraqi context. Therefore, the successful implementation of transformation leadership style requires systematic training of supervisors in order to obtain positive results on employee's motivation and to persuade them that the leaders have the skills to make their decisions.
6. The application of Transformational leadership style also requires rebuilding the organizational structure of the public-sector companies that abide by the governments central instructions. The current hierarchical structure of public sector companies may not provide sufficient flexibility and motivation to implement the new leadership style.
7. Leaders of public sector organizations should realize that the success of Transformational leadership style depends on strong support and commitment of the top management. Managers without authority cannot make decisions. Rigorous institutional rules and centralized decisions limit the Transformational leaders influence and undermine his authority. A leader without sufficient power cannot fulfill his promises and achieve the aspirations of subordinates, hence loss his respect among the staff.
8. Lastly, the existence of written and clear mission to all employees reflecting organizational values, objectives, interests may have a positive impact on the attachment of the staff and their commitment to the organization.

5.3 Proposals for Future Research

The current research was conducted to examine the effect of Transformational leadership on employees' organizational commitment In Iraqi companies. The study confirms the need for further research in this area as indicated in the recommendations below. First, given that the Transformational leadership style is a new style to the government organizations in the Iraqi context, further studies in this field is warranted utilizing a large sample from various companies in the public sector to provide enhancement understanding of Transformational leadership style in the Iraqi context. Conducting further research by adopting an appropriate methodology, findings can be published to the largest number of organizations in the public sector and the existing leadership style may be further improved. The second, further studies should be conduct to assess the impact of Transformational leadership on employee's organizational commitment in two different sectors to gain a deeper understanding of Transformational practices in the Iraqi context. The current research highlights the necessity for further studies should be conduct to examine the impacts of Transformational leadership style on job satisfaction and organizational commitment because job satisfaction is one of the outcomes variables that support the organizational commitment, a high level of job satisfaction will necessarily reflect on the intent to stay and level of the organizational commitment.

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ATTACHMENTS

1. Attach-A: Questionnaire 88



Attach-A: Questionnaire

Dear Respondent

Research Questionnaire

My name is Ahmad Abed Mahmood AL-dulaimi. I am currently preparing for master's Degree in business administration at the UNIVERSITY OF TURKISH AERONAUTICAL ASSOCIATION –INSTITUE OF SOCIAL SCIENCE– Department of Business Administration. My Research Topic is "Effect of Transformational Leadership style on Employee Organizational Commitment"

I'll be very happy for your co-operation in this research. I would appreciate it very much if you would kindly complete and back to me the attached questionnaire. I would like to say that your cooperation is very important to be cleared the effect of Transformational Leadership Style on organizational Commitment.

Confidentially of the information will be respected.

Thank you for your co-operation

Yours's Sincerely,

Section ONE: Demographic Information

- 1- Gender: ☐ male ☐ female
- 2- Age ☐ 20-29 ☐ 30-39 ☐ 40-49 ☐ 50 and above
- 3- Qualification: ☐ High School ☐ Diploma ☐ Bachelor
☐ Master ☐ Ph.D.
- 4- Career Status: ☐ Head of Section ☐ Administrator of Division
☐ Unit Manager ☐ Employee () Other (please explain)
- 5- Job Experience: ☐ 1-5 ☐ 6-10 ☐ 11-15
☐ 16-20 ☐ 21-25 ☐ 26 and above

Section Two: Questionnaire of Transformational Leadership Style (Salome W. Gitoho, Maina Muchara & Joseph K. Ngugi 2016)

For each of the following statements, please indicate your level of agreement by ticking the box that is most appropriate. Where:

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Table A.1: Questionnaire of transformational leadership style.

Questionnaire of Transformational Leadership Style (Salome W. Gitohi, Maina Muchara & Joseph K. Ngugi, 2016)	1	2	3	4	5
Idealized Influence items:					
1 - Managers promote and engagement to company values and mission and inspires us to follow them					
2 - Managers radiate a sense of power and confidence					
3 - Managers associate with others and instill a sense of pride					
4 - Managers give a sense of accomplishment when doing their job					
Inspirational motivation items:					
5 - Managers are optimistic about the future and spread who working with them					
6 - Managers talk enthusiastically about our targets and how to achieve them					
7 - Leaves no doubt about needs to be done and how it is to be done					
Intellectual stimulation items:					
8 - Managers seek divergent perspectives when solving problems.					
9 - Managers suggest new ways of looking at how to achieve the corporate and department objectives/goals					
10 - Managers take care our opinions when seeking solutions to situations					
Individualized Consideration items:					
11 - Managers help us develop our strengths					
12 - Managers are available for coaching and mentoring					
13 - My manager focuses on me individually and supports my needs					

Section Three: Questionnaire of Organizational Commitment (Gregory Lucas Kedenburg, 2014)

For each of the following statements, please indicate your level of agreement by ticking the box that is most appropriate. Where:

1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

Table A.2: Questionnaire of organizational commitment.

Questionnaire of Organizational Commitment (Gregory Lucas Kedenburg, 2014)	1	2	3	4	5
Affective commitment items:					
14 - I would be very happy to spend the rest of my career with this organization.					
15 - I really feel that this organization's problems are my own.					
16 - I do not feel like "part of the family" at my organization. (R)					
17 - I do not feel "emotionally attached" to this organization. (R)					
18 - This organization has a great deal of personal meaning for me.					
19 - I do not feel a strong sense of belonging to this organization. (R)					
Normative commitment items:					
20 - I do not feel any obligation to remain with this employer. (R)					
21 - Even if it was to my advantage, I do not feel it would be right to leave this organization now.					
22 - I may feel guilty if I left this organization now.					
23 - This organization deserves my loyalty.					
24 - I would not leave this organization right now because I have a sense of obligation to the people in it.					
25 - I owe a great deal in this organization.					
Continuance commitment items:					
26 - It may be very hard for me to leave this organization right now, even if I wanted to.					
27 - Too much in my life would be disrupted if I decided I wanted to leave this organization now					
28 - Right now staying with this organization is a matter of necessity as much as desire.					
29 - I feel that I have a few options to consider leaving this organization.					
30 - One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
31 - One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits that I have.					

CURRICULUM VITAE

PERSONAL INFORMATION

Name and surname : AHMED, AL-DULAIMI
Nationality : IRAQ
Birth place and date : 20 – March – 1984 / Baghdad / Iraq
Marital status : Married
Address : Ankara / Mamak
E-mail address : ahmedmahmood2027@gmail.com
Communication (phone) : +90 537 836 0119

EDUCATION

(Institution and Graduation Year stated)

High School : 2002- 2003 / Baghdad - Iraq

BSC degree : University of Baghdad/ Faculty of Management and Economics/
Department of Business Administration/ Baghdad-Iraq /2007

Master degree: University of Turkish Aeronautical Association / Graduate School of
Social Sciences / Department of Management / Master in Business
Administration

PROFESSIONAL EXPERIENCE

(Year, place and position specified)

- Demonstrator at the ministry center of higher education and scientific research /
Baghdad/ Iraq - 2009

FOREIGN LANGUAGE:

- Arabic language
- English language