



The Role of Transformational Leadership in Enhancing the Sustainable Performance of Organizations (An Exploratory Study of the Opinions of a Sample of Educational Leaders at the University of Qadisiya)

Nadia Kazem Awad Hussein¹, Majid Fahem Jaafar²

¹⁻²University of Al-Qadisiyah, Iraq.

Email: nadiakadhmezamili@qu.edu.iq¹, majid.f.jaafar@qu.edu.iq²

Author correspondence: nadiakadhmezamili@qu.edu.iq*

Abstract. The research aims to determine the level of sustainable organizational performance from opinion of view of some learning leaders, and to know the level of organizational innovation from opinion of view of some learning leaders, and to reveal the level of organizational flexibility according to the opinion of some educational leaders, and to indicate the level of organizational capacity among individuals The university of the research sample, and determine the level of practices of learning leaders Research sample for transformational leadership behaviors, and the research also aims to test the correlation between transformational leadership and sustainable organizational performance, and test the impact relationship between transformational leadership and sustainable organizational performance. The research was applied at the University of Qadisiyah to a sample of administrative leaders at this university. The research reached a set of conclusions, the most important of which is that transformational leadership has a prominent role in enhancing the sustainable performance of organizations through four dimensions: ideal impact, intellectual simulation, motivation of inspiration and individual considerations.

Keywords: The Role of Transformational Leadership, Organizational Performance, Educational Leader

1. INTRODUCTION

Leadership represents a key role in the policy of organizations in the modern era, as it delegates authority and motivates individuals, as it works to develop their skills and enhance their self-confidence to achieve sustainable goals, and this is one of the modern methods that help achieve the sustainable development goals of organizations. One of the new patterns of leadership is transformational leadership and identify the rapid developments and clarify the impact of transformational leaders on the act of the organization and achieve long-term sustainable performance and that the problem of our research lies in transformational leadership and its influence on the sustainable performance of organizations under study and its impact on the activity of the organization and this is what raises our thinking to find new and creative solutions of transformational leaders on the performance of the organization and treatments for the problems facing the organization.

2. LITERATURE REVIEW

The emergence and concept of transformational leadership:

Transformational leadership is one of the most important modern topics in management, where the theory of transformational leadership arose as a model for advanced leadership, and it is among the leadership styles that arose due to scientific progress, and it was originally developed by researchers James McGregor and Bruce Fuller in 1978, and was later expanded by Burns and Fuller in 1981. In 1985, Bass presented three elements in transformational leadership: creative encouragement, charisma and individual attention, and in 1993 each of (Bass) Wafello) More sophisticated models of transformational leadership include seven elements, four of which define transformational leadership (Niekerk, 2005:5).

Transformational leadership is based on the basic idea of motivating individuals to achieve high performance and develop themselves personally and professionally. The transformational leadership model is based on four main dimensions (motivation, individual considerations, exemplary impact, and intellectual stimulation) in promoting sustainable organizational performance (AL- Swidi et al, 2012: 136-137).

Transformational leaders are often role models and sources of inspiration for team members, striving to develop strong relationships with them. Research suggests that transformational leadership can lead to better performance for organizations and better feelings for employees, encouraging dedication, creativity, and personal contribution to shared goals. The context, elements, qualities and practices of transformational leaders such as innovation and vision (Ismail et al, 2010: 96).

Dimensions of Transformational Leadership:

Transformational leadership, or transformational leadership in general, refers to a leadership approach that focuses on transforming visions and goals into reality, and the following are some of the key dimensions of transformational leadership: (Sani & Maharani, 2012: 103-104))

1. Motivation Inspiration: The transformational leader guides, motivates and inspires the team to achieve the goals set with high efficiency (Belle 2013.2).
2. Ideal Impact: A transformational leader builds strong relationships with team members through trust and respect, helping to foster collaboration and positive interaction.
3. Individual considerations: It is the style of the transformational leader who deals with kindness and attention to his employees and his awareness of the individual differences between them and deal with them on this basis and empower team members and give

them sufficient powers and responsibilities to make decisions (Al-Ghamdi, 2001: 50))

4. Intellectual stimulation: The transformational leader encourages the process of mental stimulation, which represents the main goal in creative thinking and innovation, and adopts change as an essential part of the leadership process to achieve development and creativity in enhancing the actual performance of individuals.

The importance of transformational leadership:

Factors of the importance of transformational leadership include several aspects that contribute to the success of leadership in achieving change and transformation in organizations. Here are some key factors: (Al-Khatib, 2008: 57))

1. Clear and inspiring vision: Transformational leadership begins with having a clear vision for the future and a plan to achieve it, and this vision should be inspiring to followers and strengthen their belief in the goals set.
2. Team motivation: Transformational leaders have the ability to motivate teams and encourage them to achieve set goals.
3. The power to change: Transformational leaders do not fear change, but embrace and deal with it effectively, leading the organization towards a renewed and innovative future.
4. Team Guidance Transformational leaders effectively guide teams, and know how to balance directing work and giving employees the freedom to think creatively and make decisions.
5. Effective communication: Transformational leadership includes effective communication with all members of the organization. Transformational leaders must be excellent at listening and communicating with their teams.
6. Administrative guidance. Transformational leaders need to be able to effectively manage resources, time, and projects, and direct operations toward achieving set goals.

The concept of sustainable performance:

The significance of sustainable performance stems from the possibility that it is a novel contribution to contemporary management theory, which aims to increase understanding in businesses about how to modernize and develop work, boost output, and solve internal issues. Companies aim to establish enduring performance in order to fulfill their objectives and fulfill their mission. In order to achieve sustainable performance, the Sustainable Performance Study seeks to illustrate the pursuit of transformational leadership and its role in doing so. Elkington JohnHe is the creator of the "triple bottom line" idea, which measures a company's success not

just in terms of financial earnings but also in terms of its impact on the community and the environment. Our understanding of sustainable performance has been shaped by Michael Porter's theories on competitive advantage and the incorporation of social and environmental factors into corporate strategies. James Coleman) offered a wealth of knowledge regarding social variables, their impact on institutional and individual behavior, and their role in sustainable performance (Zubaidi, 2008: 65).).

Dimensions of sustainable performance:

Dimensions of sustainable performance The researchers relied in their measurement of the dimensions of sustainable performance on what was presented by (16: 2009, Hannula, et.al) in his description of the dimensions of sustainable performance, which were (economic performance, social performance, environmental performance).

- a. Economic performance: It is the performance that is usually called financial performance, and expresses the level of added values of the organization through a specific function (Al-Najjar 2010-95).
- b. Social performance: (Al-Zubaidi, 2008 : 22) believes that social performance is the performance that focuses on making the human resources of the organization effective, as it works to achieve social justice, provide job opportunities for all segments of society, integrate people with special needs into work, achieve social welfare, provide decent working conditions and occupational health and safety.
- c. Environmental performance: It is the result of efforts to rationalize the consumption of energy, raw materials and various facilities as well as reducing environmental risks such as the emission of toxic gases and water pollution, and waste control. As well as practices focused on preserving the ecological environment, they are part of the environmental performance of organizations as they promote the concept of citizenship in the eyes of society (Al-Najjar, 2010: 97).

Factors affecting sustainable performance

Many organizations are affected by a number of factors that affect the performance levels in the organization and these are some of the factors that affect some organizations. Sustainable performance is affected by several external and internal factors, and these factors affect the performance of employees, for example, training, social and psychological status and the material factor Management methods Effective management helps to improve motivation, participation and effective performance of employees and company culture is an organizational culture consisting of beliefs and behaviors that have a positive impact on the sustainable performance of the organization and the work environment The work environment within the

organization is influenced by important measures such as job satisfaction and performance. The organization's environment must be tailored to business needs, culture and mission of the organization, and training and development (Goodwin et al, 2011:411).

These are some of the important external factors that can affect the sustainable performance of organizations, and companies and organizations must consider and adapt them in their strategies and policies to ensure the continuity of success and development in the long term.

3. RESEARCH METHODOLOGY

The research problem

Perhaps the main concern of most world leaders today is how to face the challenges of climate change and what are the ways to deal with them effectively, especially since many countries in the Middle East, including Iraq, are at the center of these influences and challenges. Everyone agrees that adopting sustainable development and achieving sustainable organizational performance is the appropriate way to meet these challenges, and the problem of the study can be formulated in light of the following question: Does transformational leadership contribute to encouraging organizations to turn into organizations with sustainable performance?

The importance of research:

This research is part of researchers' great endeavors towards uncovering an environment that promotes sustainability in the workplace. Especially after the great trend that countries and international organizations have made on how to deal and respond to the risks of climate change and global warming. Organizations are one of the entities that can maximize the consequences of these risks or help prevent them through the environmental behaviors they adopt in society. The interest of organizations in enhancing their sustainable capabilities and working to pay attention to sustainable performance.

Research Objectives:

The current research consists of a set of objectives, namely determining the level of sustainable organizational performance from idea of view of some learning leaders, knowing the level of organizational innovation from fact of view of some learning leaders, revealing the level of organizational flexibility according to the opinion of some educational leaders, and indicating the level of organizational capacity among university individuals in the research sample.

Hypothetical model of research

The figure below reflects the hypothetical model of the research, which mainly includes two main variables, namely the independent variable represented by transformational leadership and the dependent variable, which is sustainable organizational performance. The shares between the variables show the relationship of influence and correlation.

Research hypothesis:

The research is founded on basic premise of the following: There is no statistically significant correlation and impact between transformational leadership and the sustainable performance of educational organizations.

Research Sample:

In order to achieve the objectives of the study and test its hypotheses, the researcher has chosen the educational leaders at the University of Al-Qadisiyah from the deans and assistants of deans and heads of departments as a sample for the current research. If the questionnaire tool was distributed to all the categories mentioned within the educational leaders at the university, only 60 answers were obtained out of the number of questionnaires that were distributed to the sample members.

Means of Data Analysis:

After collecting the study data using the questionnaire form, the data were analyzed using the appropriate statistical tools represented by the mean, standard deviation, Cronbach alpha, simple correlation coefficient (person) and multiple regression analysis.

4. RESULTS AND DISCUSSION

Research population and sample and statistical methods used:

The University of Qadisiyah's transformational leaders comprise the research community. Either a sample of these leaders was chosen for the study based on the distribution and retrieval of sixty questionnaires, or the questionnaire form was created with the questions worded to convert responses into quantitative values on a five-degree Likert scale, ranging from 1 to 5. The tool's apparent validity was confirmed through the use of the Cronbach Alpha test. A variety of statistical techniques were used to verify the internal consistency of the study, including the use of the T test to demonstrate that the relationships between the study's variables are real and do not return to chance and the mean, which was attributed to the maximum value of the Likert scale with five degrees, percentages, and standard deviation. The value of the Krumbach coefficient alpha variables (0.84) indicates the availability of a large degree of credibility in the answers of the research sample.

The results of distributing the questionnaire form and analyzing the demographic characteristics of the members of the research sample:

There were 112 questionnaires distributed to the research sample, and of those, retrieved and collected 100% of the forms. This indicates that 17.8% of the research sample's members are between the ages of 30 and 40, and 71.4% are between the ages of 40 and 50. The remaining members are either over 50, and the proportion of males to research sample members was 70%, while the proportion of females reached 30%. The research sample's master's degree holders made up 80.3% of the total. 10.7% of holders of a Ph.D. and 9% of holders of a bachelor's degree are qualified to understand the subject. Regarding the years of experience of the research sample members, the category with the highest percentage—69.6%—was those with over 15 years of experience..

Descriptive statistics of research variables:

The descriptive statistics of the transformational leadership variable with respect to the mean, percentage and standard deviation can be illustrated through the following table:

Table (1)
Descriptive statistics for the transformational leadership variable

No.	Ferry	Mean	Percentage	Standard deviation
1	The Dean of our College is reconsidering critical assumptions to question whether they are appropriate	4.002	0.8004	0.546
2	The dean of our college looks for different points of view when solving problems.	3.768	0.7536	0.426
3	The Dean of our college allows us to look at problems by adopting different angles.	3.638	0.7276	0.546
4	The Dean of our College suggests new ways to consider how tasks and assignments are completed.	4.091	0.8182	0.536
5	The Dean of our college speaks optimistically about the future.	4.098	0.8196	0.439
6	The Dean of our college speaks enthusiastically about what needs to be accomplished.	3.686	0.7372	0.549
7	The Dean of our college announces a convincing vision for the future	4.225	0.845	0.453
8	The Dean of our college expresses his confidence that the objectives of the department will be achieved	3.800	0.76	0.566
	Overall average	3.913	0.7827	0.507

Source: Prepared by the researcher.

The mean of the total paragraphs of the intellectual simulation variable was (3.913), with a percentage of (0.7827) and a standard deviation (0.507), as can be seen from the above table. Leaders that exhibit this characteristic prioritize the group spirit, exude enthusiasm and optimism, help followers concentrate and consider a variety of appealing future scenarios, and

inspire them to research highly desirable alternatives, as the process of motivating bosses involves focusing on the behavior and behavior of the transformational leader, which makes the bosses love to challenge and raise feelings and emotions in workers. In other words, and express this characteristic of the leader's ability to express attractive and provoke their motivations and spread the spirit of enthusiasm towards achieving goals. While speaking excitedly about what has to be done and with optimism about the future, the college's dean, The college's dean offers a compelling vision for the future and conveys his confidence that the department's goals will be met successfully and efficiently by emphasizing teamwork, displaying excitement and optimism, getting followers to concentrate and consider numerous, appealing future cases, and inspiring them to research highly desirable alternatives.

The descriptive statistics of the sustainable performance variable can be illustrated through the following table:

Table (2)
Descriptive statistics for the sustainable performance variable

No.	Ferry	Mean	Percentage	Standard deviation
1	The staff of the college is proposing new ways to achieve business goals.	4.218	0.8436	0.553
2	The staff at the college come up with new applied ideas to improve performance	4.225	0.845	0.453
3	The staff at the college is proposing new ways to increase the quality of work	3.800	0.76	0.566
4	The staff of the college is a new source of creative and creative ideas.	4.126	0.8252	0.563
5	The staff of the college The employees of the college show innovation at work when they have the opportunity	3.885	0.777	0.439
6	The staff at the college are introducing new ways to perform their tasks at work.	4.218	0.8436	0.553
7	The staff at the college develops plans and schedules for the implementation of new ideas.	4.225	0.845	0.453
	Overall average	4.099571	0.819914	0.511429

Source: Prepared by the researcher.

It is noted from the above table that the mean of the total paragraphs of the sustainable performance variable was (4.099571) by a percentage of (0.819914) and a standard deviation (0.511429), where it is noted that sustainability is a complex and multifaceted process that covers a wide range of topics from resource conservation to energy consumption to stakeholder satisfaction and financial results. For many people, sustainability turns into environmentally friendly, but it is broader than that, it represents much more than reducing waste, protecting the environment and recycling, as the concept of sustainability is not explicitly defined, and efforts to measure it are difficult to implement.

Testing the correlation between the research variables:

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

Table (3)

The value of the correlation coefficient (Pearson) between transformational leadership and sustainable performance

Correlations			
		Transformational Leadership	Sustainable Performance
Transformational Leadership	Pearson Correlation	1	.956*
	Sig. (2-tailed)		.000
	N	60	60
Sustainable Performance	Pearson Correlation	.956*	1
	Sig. (2-tailed)	.000	
	N	60	60
Correlation is significant at the 0.01 level (2-tailed)*			

Source: Prepared by the researcher.

It is clear from the above table that the value of the correlation coefficient between transformational leadership and sustainable performance was (0.956), which is a strong direct correlation relationship, which indicates that there is a strong direct correlation between transformational leadership and sustainable performance in educational institutions, and therefore the presence of ideal influence, intellectual simulation, motivation of inspiration and individual considerations can help enhance sustainable performance in educational institutions, especially in the research sample institution.

Testing the correlation between the variables of the search:

The correlation between the search variables can be tested, as shown in the following table:

Table (4)

Test correlation between search variables

Independent variable	Model Summary		Analysis of Variance (ANOVA)			Coefficients Transactions		
	R	R ²	F	Sig.F	Dependent variable	β_i	T	Sig.T
Transformational Leadership	0.956	0.914	5.302	0.05	Sustainable Performance	4.342	2.063	0.05

Source: Prepared by the researcher based on the statistical program (SPSS-24) .

The correlation coefficient R between transformational leadership and sustainable performance is shown to be 0.956 in the above table, indicating a direct correlation between the two variables. The coefficient of determination R² is also shown to be 0.914, explaining 91.4% of the variation in sustainable performance. The regression's significance is confirmed by the value of F (5.302) at the 0.05 level, meaning that a one percent increase in the ideal effect will result in a 4.342% increase in sustainable performance.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Increasing transformational leadership by (1%) will lead to enhancing sustainable performance by (4.342%), increasing thought simulation by (1%) will enhance sustainable performance by (3.987%), increasing inspiration motivation by (1%) will increase sustainable performance by (4.549%), in addition to increasing individual considerations by (1%) will lead to enhancing sustainable performance by (3.119%).
2. There is a strong direct correlation between transformational leadership and sustainable performance in educational institutions, so the presence of exemplary influence, intellectual simulation, motivation of inspiration and individual considerations can help promote sustainable performance in educational institutions, especially in the research sample institution.
3. The degree to which administrative leadership enjoys transformational leadership traits is average, as all respondents agreed that these traits assist management in implementing any necessary changes that may be required by the research to improve sustainable performance.
4. One of the most significant and potent characteristics of transformational leadership is its ideal influence; the more this trait is present in an organization, the more positively it affects sustainable performance in the research sample.
5. One of the most potent and significant principles of sustainable performance in terms of relative relevance is the one about fact-based decision-making, which can help improve sustainable performance in the university research sample.

Recommendations

1. The management must understand the value of individual regard and empowerment in order to win over subordinates' trust, foster a sense of belonging, and encourage creativity in their work, all of which have an effect on performance.
2. The necessity for administrative leaders to understand how crucial it is to possess a high degree of transformational leadership qualities, as this will improve the management-subordinate interaction inside the organization.
3. The necessity for management to focus on employee empowerment as a contemporary management approach that aims to motivate transformational leaders and staff to give up on conventional methods and systems of management in order to achieve ongoing service improvement.

4. The necessity for management to push employees to offer their thoughts and opinions on the issues they are facing as well as their suggestions for the company's future from the perspective that they are more grounded in reality.
5. The management should communicate the organization's goals and mission to the staff in a way that guarantees clarity of vision and aligns with the senior management's vision to adhere to requirements and avoid work that is done at random.

REFERENCES

- Al-Ghamdi, S. B. M. (2001). *Transformational leadership in Saudi universities: The extent of its practice and possession of its characteristics by academic leaders: A field study* (Unpublished doctoral dissertation). Um Al-Qura University, Saudi Arabia.
- Al-Khatib, S. K. (2008). *Total quality management: A contemporary introduction*. Dar Al-Murtada Publishing.
- Al-Najjar, S. M., & Jawad, M. K. (2010). *Quality management principles and applications* (1st ed.). Dar Al-Iskandorna Press.
- Al-Swidi, A. K., Nawawi, M. K. M., & Al-Hosam, A. (2012). Is the relationship between employees' psychological empowerment and employees' job satisfaction contingent on transformational leadership? A study on the Yemeni Islamic banks. *Asian Social Science*, 8(10), 76–85. <https://doi.org/10.5539/ass.v8n10p76>
- Belle, N. (2013). Leading to make a difference: A field experiment on the performance effects of transformational leadership, perceived social impact, and public service motivation. Paper presented at the 11th Public Management Research Conference, Madison, Wisconsin.
- Goodwin, V. L., Whittington, J. L., & Murray, B. (2011). Moderator or mediator? Examining the role of trust in the transformational leadership paradigm. *Journal of Managerial Issues*, 23(4), 446–466.
- Hannula, M., Kulmala, H., & Suomala, P. (2009). Total quality management and balanced scorecard: A comparative analysis. Retrieved from <http://www.im.tut.fi/cmc/pdf>
- Ismail, A., Mohamad, M., Mohamed, H., Rafiuddin, N., & Pei Zhen, K. (2010). Transformational and transactional leadership styles. *Theoretical and Applied Economics*, 16(6), 547–558.
- Niekerk, M. V. (2005). *Transformational leadership at a higher education institution* (Master's thesis). University of South Africa.
- Sani, A., & Maharani, V. (2012). The impacts of transformational leadership and organizational commitment on job performance among lecturers of faculty in the Islamic Maulana Malik Ibrahim Malang University: The mediating effects of organizational citizenship behavior. *International Journal of Academic Research*, 4(4), 115–120.

Zubaidi, A. N. J. (2008). *The possibility of benefiting from total quality management in the evaluation of industrial companies: An applied study in your State Company for Engineering Industries* (PhD thesis). Higher Institute for Accounting and Financial Studies, University of Baghdad.