



**AL KUT JOURNAL OF ECONOMIC AND ADMINISTRATIVE
SCIENCES**

Publisher: College of Economics and Management - Wasit University



Impact of the Transformational Leadership on Administrative Employees Motivation.

(A case study in the Iraqi National Insurance Company)

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تأثير القيادة التحويلية على تحفيز الموظفين الإداريين

(دراسة حالة في شركة التأمين الوطنية العراقية)

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Abstract

The Study depended on knowledge of transformational leadership practices to developing the performance of the workforces in organizations. To achieve the goal, the study population consisted of all managers or their representatives in insurance companies operating in Iraq, and the study sample included the community. In total, that is, all employees at all administrative levels in Iraqi insurance companies (133) individuals, (133) questionnaires were distributed, and the number of retrieved questionnaires reached (126) questionnaires. (7) questionnaires were excluded due to their inefficiency in the statistical analysis, thus the number of questionnaires that were subjected to statistical analysis became (126), at a rate of (94.7%).) out of the total number of questionnaires that were subjected to statistical analysis distributed questionnaires, which is an acceptable percentage for conducting statistical analysis. In light of this, The study sample relied on statistical methods and tests in order to obtain real information that increases the strength of the scientific results obtained by the study sample: The importance of the basic dimensions of transformational leadership, which consists of five dimensions that were addressed in the study sample, was determined. Where the tests showed that there is a clear effect between the basic dimensions in the administrative levels in the work

environment of the Iraqi insurance company. On the other hand, the concept of transformational leadership and its role was clear in improving and increasing the skill, experience, and efficiency of employees and how to tackle difficulties and challenges. The results of the study came clearly on the existence of an effect between all dimensions of the independent variable in the research (transformational leadership) on the dependent variable (motivation of workers). In addition, the results of the study showed that the level of effectiveness of the decision-making process in the Iraqi insurance companies was a high level of the efficiency of decision-making among the company's managers.

Keywords: transformational leadership (TL), administrative personnel (AP) , motivation, individual considerations (MIC), Inspiring motivation (IM).

المستخلص :

استندت هذه الدراسة إلى معرفة ممارسات القيادة التحويلية في تطوير أداء القوى العاملة في المنظمات ولتحقيق الهدف تكون مجتمع الدراسة من جميع المديرين أو ممثليهم في شركات التأمين (1) شركة تعمل في العراق ، و عينة الدراسة شملت المجتمع. بالمجمل ، بلغ عدد الموظفين على كافة المستويات الإدارية في شركات التأمين العراقية (133) فرداً ، ووزع (133) استبانة ، وبلغ عدد الاستبيانات المسترجعة (126) استبانة. تم استبعاد (7) استبانة لعدم كفاءتها في التحليل الإحصائي ، وبذلك أصبح عدد الاستبيانات التي خضعت للتحليل الإحصائي (126) ، بنسبة (94.7%). (من إجمالي عدد الاستبيانات التي خضعت للتحليل الإحصائي للاستبيانات الموزعة ، وهي نسبة مقبولة لإجراء التحليل الإحصائي. في ضوء ذلك ، اعتمدت عينة الدراسة على الأساليب والاختبارات الإحصائية من أجل الحصول على معلومات حقيقية تزيد من قوة النتائج العلمية التي حصل عليها عينة الدراسة: أهمية الأبعاد الأساسية للقيادة التحويلية ، والتي تتكون من خمسة أبعاد: تم تناولها في عينة الدراسة ، وتم تحديدها. حيث أظهرت الاختبارات ان هناك تأثيراً واضحاً بين الأبعاد الأساسية في المستويات الإدارية في بيئة عمل شركة التأمين العراقية. من ناحية أخرى ، كان مفهوم القيادة التحويلية ودورها واضحاً في تحسين وزيادة مهارة وخبرة وكفاءة الموظفين وكيفية مواجهة الصعوبات والتحديات. جاءت نتائج الدراسة بوضوح على وجود تأثير بين كافة أبعاد المتغير المستقل في البحث (القيادة التحويلية) على المتغير التابع (دافعية العاملين). إضافة إلى ذلك ، أظهرت نتائج الدراسة أن مستوى ممارسات وبرامج تحفيز الموظفين في شركات التأمين العراقية كان على مستوى عالٍ من كفاءة اتخاذ القرار لدى مديري الشركة.

1. Introduction

One of the most important goals of the leader wants to achieve mainly is to increase job satisfaction between each of the working classes in the organizations, higher management and employees motivation in the organization. Many previous studies have shown the importance of important and basic traits and behaviors that must be present and characteristic of a leader in the work environment (Aronson et al, 2008, pp. 161-162).

At the present time, strategic employee's motivation practices have considered among the reasons for forming effective departments in organizations, also that the focus of administrative practices is almost inherent to the processes and practices of functional employees motivation in the work environment. The success of employees motivation and their making depends on the extent of strength, experience, efficiency, and cooperation of owners Decisions in senior management with the various workforce in organizations (Darawong, 2020, pp. 2-3).

Theories related to leadership, including the goal direction or path theory, indicate that the main task of leadership in business organizations contains how to know and define all behaviors that go to achieving goals. In order to obtain the incentives and rewards that have a role in motivating the workforce in organizations. The characteristics of a successful leader at work include all leadership behaviors that develop individuals' self-confidence on the one hand and the leader's self-confidence on the other hand (Chien, 2010, pp. 23-24).

Many of the general features and objectives of leadership theory that affect innovation, creativity, and knowledge of the degree of success and strength of performance in organizations. The roles of the leader should be studied and knowledge of the dimensions by identifying the basic characteristics of the leader within many administrative activities such as dealing strength, creativity in communication, intelligence and power of decision-making within the organization (Donate and Pablo,2014,pp,357-358).

The research identifies the main objectives and characteristics of a leader in connection with all previous studies related to this research. Previous successful studies of the research topic show the importance and influence of major patterns of basic leadership on the overall performance pattern of the organization (Avoliyn,2010,pp, 440-441). In addition to that, the scientific research results of previous studies related to research confirm the importance of the

two main dimensions of leadership as an essential basis for the prosperity of organizations that have a role in improving products in the labor market (Dayan, 2009, pp. 37-38).

2. Research problem

Leadership practices in companies are the main factor of their activity and important role in ensuring The success of the business firms through its well-known activities distinguished by its efficiency, skill, experience, and ability. As the employees motivation procedure is the core of the managerial procedure, or as the scholars defined it is “the cornerstone of the success of administrative work,” (Burris,2017,pp,123-124) as all organizational practices rotate about it, and the competence of The manager is based in the workout of his managerial purposes on the fruitful choice he makes concerning circumstances Dissimilar, since the normal, clear relationships in the group require quick and effective treatments. The operations and activities of insurance companies, like other business organizations, are witnessing a remarkable and clear development, which requires a re-examination of the traditional management designs followed and substituting them with contemporary leadership patterns. E.g. transformational leadership to help improve the efficiency and effectiveness of employees motivation practices in organizations. The study problem can be defined and identified by the following main question:

What is the impact of transformational leadership in its dimensions (ideal influence, motivation, individual corporate governance, etc.)? (Duan, & others ,2013,pp,659-660).

3. Objectives of Research

- 1.Determining the degree of managers' dependence on the use of the leadership factor in the work environment of the Iraqi insurance company
- 2.Measuring the effectiveness of transformational leadership in increasing the efficiency of companies.
3. Analysis of the degree of impact of the application and practices of transformational leadership in making senior management decisions in the Iraqi insurance company.

4. The Importance of Studying:

1. Measuring the impact of transformational leadership on the study variables and the workforce in companies, and this topic is of great importance among decision makers and managers.
2. Determining the degree of impact of transformational leadership as a new variable and its role in making decisions that increase the strength and effectiveness of the National Insurance Company.
3. Orienting companies of all sizes and divisions about the role that the leadership factor plays in raising the percentage of job motivation among employees at all job levels.
4. Companies should develop periodic plans and programs by the relevant departments and employees in the company in order to develop the skills and capabilities of employees and create a spirit of leadership for them that will increase the efficiency of companies and achieve the company's goals.

5. Hypothesis of the Research

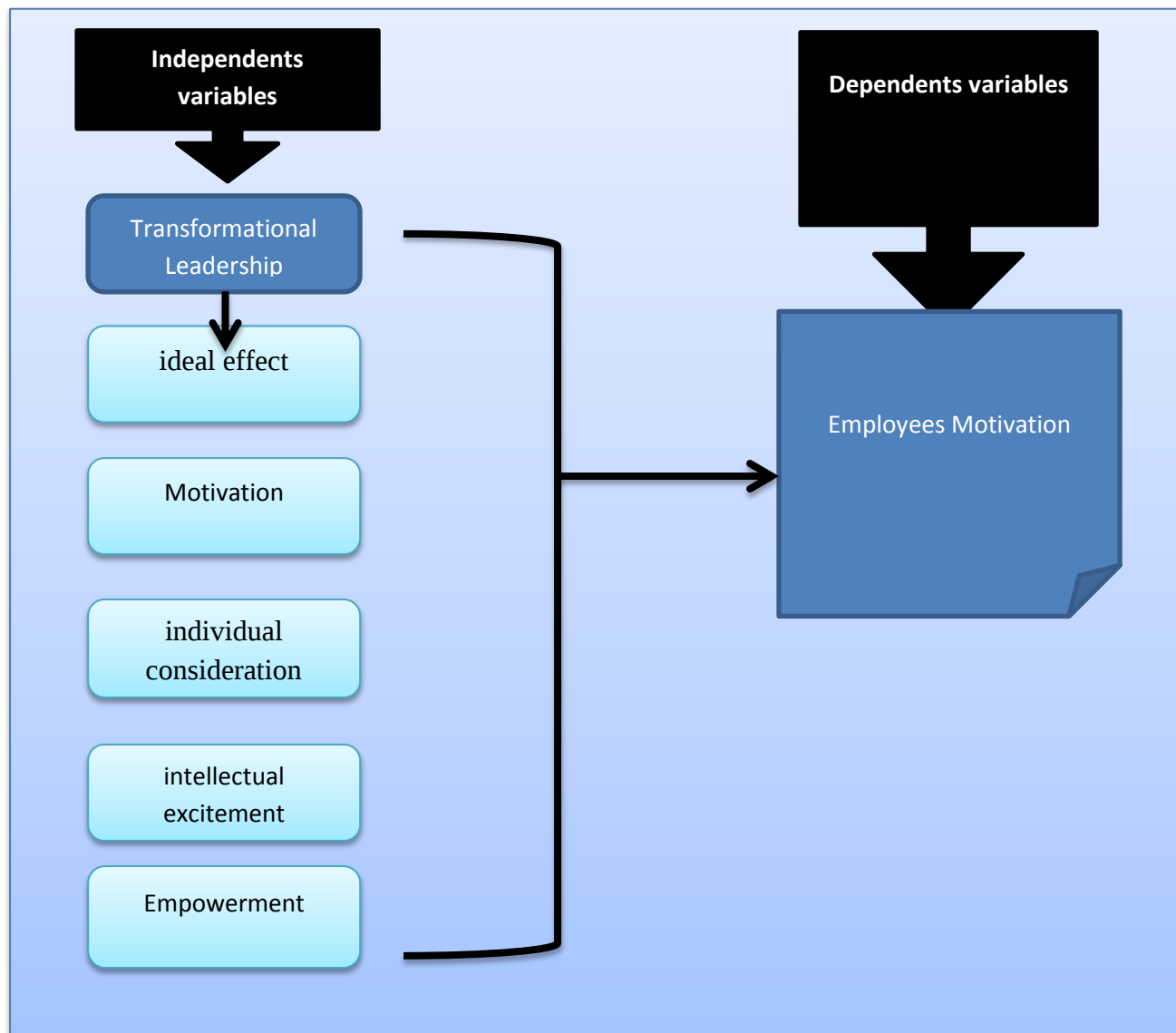
The main hypothesis: There is no statistically significant effect at the level of $A = 0.05$ for transformational leadership with its sizes (ideal effect, motivation, individual consideration, intellectual excitement, and empowerment) on the efficiency of the employees motivation procedure.

Iraqi national company businesses, the following hypotheses are derived from it:

1. There is no statistically significant effect at the level of $A = 0.05$ for the ideal effect on the effectiveness of the employees motivation procedure in the Iraqi national insurance businesses.
2. There is no statistically important result at the level of $A = 0.05$ to motivate the employees motivation process in the Iraqi national companies.
3. There is no statistically significant result at the level of $A = 0.05$ for individual consideration on the employees motivation process in the Iraqi national insurance companies.
4. There is no statistically significant result at the level of $A = 0.05$ for intellectual excitement on the employees motivation process in Iraqi national insurance companies.

5. There is no statistically significant result at the level of $\alpha = 0.05$ for empowerment on the employees motivation process in the Iraqi national insurance companies.

6. Research model and variables



7. Research Methodology

The researcher has relied on a specific methodology for carrying out the research based on:

Theoretical side: the research focused on the descriptive and analytical side, by reference and study of Arabic and foreign languages, articles, seminars, and academic scientific conferences.

The practical aspect: The researcher focused on the field side in the work for the role of transformational management in raising the strength and efficiency of organizations. On the one hand, strengthening trust between senior management and the workforce in the work environment. Where the opinions of employees working in certain organizations were surveyed, and their data and answers were all studied and studied to obtain real results for the research, by examining and analyzing the data according to the statistical programs prepared for this purpose (spss).

8. Study population and sample

The study population contained of very managers or those who act on their behalf in insurance companies (1) company is operating in Iraq, and the study sample included the community. The entirety, that is, all employees at all administrative levels in Iraqi insurance companies (133) individuals, as (133) questionnaires were distributed, and the number of questionnaires retrieved reached (126).

The sample population calculated during A questionnaire with a percentage of (94.7%), and (7) questionnaires were excluded due to their inefficiency for statistical analysis, and thus The number of questionnaires that were subjected to statistical analysis became (126), with a percentage of (94.7%) Distributed questionnaires, which is an acceptable percentage for conducting statistical analysis.

9. Theoretical studies and previous studies

9.1. The Definitions of leadership and its importance

The idea of leadership is unique the social ideas that have flashed a lot of conversation and difference in organization supposed (Dyne, 2009,pp. 1359-1360).

Achieving common goals” about leadership as the process of influencing the behavior of groups and directing them towards Achieving the desired goals. It is “a process characterized by the ability to influence the attitudes of followers as defined by them and their values, which facilitates activities and improves relations between them.” As for the organized group, in its efforts to set and achieve the goals of the organization.

Leadership is also defined as “a process of communication, guidance and motivation to communicate future visions to followers (Fast,et el,20147,pp,155-156)

In order to bring about change processes in the organization. The importance of leadership, as we have seen, dishonesties in the detail that it is the connection amid staffs and the organization's plans and perceptions to ease the attainment of the set goals, save pace with the nearby variables, and employment them to help the group (Ferguson. 2018,pp,169-170).

9.2 Theories of Leadership

The issue of leadership drew the attention of many scholars, researchers and specialists over the past years and in numerous studies and research, which led to the emergence of

A number of different leadership theories have been developed that can be benefited from and divided into five groups (Goglu,2009,pp,470-471) according to their historical hierarchy:

1. Theories about personality traits and behavior.

It is divided into two main types: trait theory and behavior theory.

2. Situational theories

This theory based on the traits and behavior theory mentioned earlier, is concerned with knowing the patterns and personality of the leader in the work environment. This theory is divided into several important models (Fiedler, Path-Goal, Hesri and Blachard, Leader Participation, and The Theory of Interaction between Leader and Subordinates).

3. Leader alternative theory.

4. Autonomous driving theory.

5. reciprocal theories (Hentschel,2018,pp,256-257).

9.3. Dimensions of transformational leadership

Many scholars, researchers, and specialists in the study of the importance of transformational leadership have identified it as categorizing it into five main and interagency dimensions (ideal influence, intellectual counseling, performance burdens, motivation, and empowerment) (Toney,2015,pp,329-330).

9.4. The concept and importance of employees motivation.

The historical development of motivation There are many and varied theories in the field of motivation, which are the theories that form the scientific basis for the motivation process, on which organizations have developed their motivational systems. This was followed by the stage of the School of Human Relations, which focused on moral incentives as well as material ones. Then came the modern stage, which linked the material and moral incentives, and between the three schools, the positions of those who deal with the issue of incentives vary, in theory or in practice. The motivation process has become one of the most important tasks carried out by the management of the organization, and one of the basic necessities of its work, and to the extent of its success in motivating employees, to the extent that it will gain their respect, trust, love, loyalty and production. organization, and employees must always be kept in the motivating area. (Hentschel,2018,pp,277-278).

Incentives awaken enthusiasm, motivation and desire to work in the employee, whatever the nature of it his work, which reflects positively on overall performance and increases productivity, and incentives help to achieving interaction between the individual and the organization, and motivating the employees to work with their full capacity and skill.

To achieve the goals of the organization, and lead to preventing the employee's feeling of dissatisfaction and frustration, and push

The employee persevere in his work and increases his efficiency and contributes to satisfying the needs of the employees, raising their morale and coordinating their priorities. Incentives help in controlling the behavior and attitudes of employees according to the common interest between them and the organization in which they work. Incentives play a major role in developing new habits and values that the organization desires to exist among employees. Which leads to their promotion of the organization's goals or policy and the improvement of their abilities and inclinations, and the motivation process develops the creative energies of employees, which in turn contributes to the organization's superiority. (Hollings,2016,pp,512-513).

9.5. The Definition of the motivation.

Motivation is the motivation of an individual to take a certain behavior, stop it, or change his path to reach a goal achieving certain goals, it is the process that leads to arousal of force inherent in employees, which contributes to the formation of the desired behavior or behavior,

By meeting the needs of the employees, the incentives are known as the activation process The reality of employees working positively or negatively with the aim of increasing and improving production rates his performance. (Kangson, et al,2011,pp,133-134).

9.6. Previous Studies

9.6.1. A study (Abbas, 2010) entitled: Transformational leadership behaviors and their impact on creativity.

This study aimed to reveal the effect of transformational leadership behaviors (ideal influence, agitation).Intellectual, individual legal, motivation, empowerment (on organizational creativity) adoption of creativity, availability Creative abilities) in Jordanian pharmaceutical manufacturing companies, and to achieve the objectives of the study, the researcher A questionnaire was designed that included (55) items, distributed to a sample of (100) employees. Middle management and the study reached several results, the most important of which are: The level of availability of transformational leadership behaviors among managers working in manufacturing companies Medications were high.

The level of adoption of creativity in pharmaceutical companies was moderate. The level of availability of innovative capabilities in pharmaceutical manufacturing companies was high. There is a significant effect of transformational leadership behaviors collectively and individually on creativity Regulatory changes in Jordanian pharmaceutical manufacturing companies.

9.6.2. A study (Al-Khashali and Al-Tamimi, 2012) entitled: "The Impact of Leadership Styles on Organizational Learning"

This study aimed to test the effect of leadership styles represented by mutual leadership and leadership Transformational learning in organizational learning with its two types, adaptive and

generative, as the study was conducted on a sample It is made up of 128 managers working in 16 companies in the Jordanian industrial sector. By using a questionnaire developed by the researchers, the study concluded that there is an effect Significance of the two styles of transactional leadership and transformational leadership in organizational learning with its two types, adaptive and generative. Transformational leadership in the management of Jordanian industrial companies to achieve the best response For subordinates to increase their contribution to achieving generative organizational learning.

9.6.3. Differences between the current study and previous studies

In light of the researcher's review of previous studies, he found fewer research trends for previous studies on the subject of employee motivation despite the multiplicity of studies Previous studies that dealt with the study of employee motivation programs in the work environment, but most of them focus on the study of the impact of information technology or information and there are no studies - to the knowledge of the researcher - that have been addressed Connecting recent trends in leadership, especially transformational leadership, to an important topic such as practical effectiveness Decision making and this study may be the beginning of a diversification of research directions in the study Stimulating the workforce.

The current study seeks to determine the impact of transformational leadership dimensions on measuring employee motivation In the Iraqi national insurance companies, the research directions of previous studies differed Measuring the impact of transformational leadership on other variables such as total quality, organizational creativity, and others. The study dealt with five dimensions of transformational leadership, which are (ideal influence, motivation, and legitimacy). Individuality, intellectual arousal, empowerment) As for most of the previous studies, they dealt with four dimensions (ideal influence, motivation, individual consideration, intellectual excitability)

10. The statistical methods used in the study

In order to achieve the objectives of the study, the researcher used the following statistical tests:

1) Frequency distributions and percentages.

- 2) Arithmetic means and standard deviations in order to answer the questions of the study and to know the relative importance.
- 3) Cronbach's alpha coefficient to ascertain the degree of stability of the measures used.
- 4) Simple regression analysis of the effect of one independent variable on the dependent variable.
- 5) Stepwise regression analysis of the effect of the independent variables on the dependent variable.

11. Statistical analysis and hypothesis testing

The objective of presenting the primary statistical indicators on the effectiveness of the decision-making process in insurance companies. The arithmetic means and standard deviations were calculated for each dimension separately so that it included. Each dimension has all the variables in it, the rank of the paragraph, and the relative importance of it within one dimension. And as follows:

11.1. Transformational Leadership :

The study examined the following five dimensions of transformational leadership:

11.1.1. The perfect effect

The ideal effect was measured by (6) items Descriptive terms such as the mean and standard deviation, in addition to the rank and relative importance of the evaluation. Each paragraph of the dimension measurement.

Table (1) shows the values of the arithmetic means and standard deviations for the perfect effect

Frequency	Paragraph	Arithmetic mean	standard deviation	ranking	Importance level
5	I act in a way that earns the trust, respect and appreciation of the employees	4.5112	.60759	1	High
2	I behave in an exemplary fashion that the staff seeks to emulate	4.2128	.69407	2	High
4	I focus on the importance of employees having a common understanding of the company's goals and mission	4.1721	.71689	3	High
1	I go beyond my self-interest in order to achieve the public interest	4.0969	.78440	4	High
2	Granting employees a range of powers between them to	3.9969	.78735	5	High

	complete the work				
6	I have the strength in methods to increase the effectiveness of employees	3.9379	.85593	6	High
The arithmetic mean and standard deviation of the ideal effect		4.1558	.45241		

Source :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211 .

The results indicate a high level of significance for the ideal effect as the arithmetic mean reached mean (4.1558) with standard deviation (.45241), and it was found that all the items of its measurement At a high level of importance, the paragraph came “I act in a way that earns the trust, respect and appreciation of the employees.” in the first place with a mean (4.5112) and a standard deviation (.60759) .In the sixth place came the paragraph "I have the strength in methods to increase the effectiveness of employees with a mean (3.9379) and a standard deviation (.85593).

11.1.2.The motivation

Table No. (2) shows the values of arithmetic means and standard deviations of motivation.

Frequency	Paragraph	Arithmetic mean	standard deviation	ranking	Importance level
5	Instruct employees to work in a team spirit	4.4787	.59950	1	High
2	I work to provide a	4.4550	.57387	2	High

	collective sense of administrative tasks				
4	I care about motivating employees to achieve goals and vision Company	4.3128	.80188	3	High
1	I encourage employees to achieve more than they expected	4.2488	.68730	4	High
2	I work to arouse the spirit of enthusiasm to work among the workers	4.1469	.71111	5	High
The arithmetic mean and standard deviation of the motivation.		4.3284	.52518		

Sarce :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

The results show that the level of importance for motivation is high, with its average being arithmetic (4.3284) with a standard deviation of (.52518.), and it was found that all the items of its measurement .At a high level of importance, the paragraph " Instruct employees to work in a team spirit" came in rank.The first with an arithmetic mean (4.4787) and a standard deviation (.59950.), while the fifth came the paragraph "I work to arouse the spirit of enthusiasm to work among the workers" with an arithmetic average (.4.1469) and standard deviation (.71111).

11.1.3. intellectual excitement

The intellectual excitement of the study sample is measured by knowing the values of the arithmetic mean, standard deviation, rank, and the relative importance of evaluating each of the paragraphs of measuring intellectual excitement.

Table No. (3) Shows the arithmetic mean and standard deviation ratio of intellectual excitement.

Frequency	Paragraph	Arithmetic mean	standard deviation	ranking	Importance level
13	I share with employees their ideas and listen to their points of view When I try to solve work problems	4.2062	.64485	1	High
15	Suggest new ways to accomplish work tasks	4.1185	.81564	2	High
12	Urging the workforce to solve all challenges in the work environment	4.0616	.66896	3	High
14	Allow workers to think about old problems in new ways	4.0118	.92078	4	High
16	I am constantly trying to find out	3.7654	.03131	5	High

	what the employees want Achievement in their working life (functional)				
The arithmetic mean and standard deviation of the motivation.		4.0327	.60231		

Source :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for "The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

Importance of the dimension of intellectual arousal as it reached - the results of the table appear (4) Its arithmetic mean is (4.0327) with a standard deviation of (.60231), and it has been found that all paragraphs. The five have a high level of importance, and the paragraph came " I share with employees their ideas and listen to their points of view When I try to solve work problems" ranked first with an average of (4.2062), And standard deviation (.64485) and of high relative importance, while it came in fifth place, paragraph" I am constantly trying to get to know what the workers would like to achieve in their working life". With mean (3.7654) and a standard deviation (.03131) that is large compared to the deviations normative for the rest of the paragraphs.

11.1.4. Individual Considerations

The individual considerations variable was measured with (7) paragraphs, and Table No. (5) presents descriptive statistical measures such as arithmetic mean and standard deviation, in addition to the rank and relative importance of evaluating each of the individual considerations dimension measures.

Table No.(4) shows The arithmetic mean and standard deviation values for the individual considerations dimension

Frequency	Paragraph	Arithmetic mean	standard deviation	ranking	Importance level

18	I treat workers as human beings rather than as members of a group	4.2062	.64485	1	High
20	Agree with the employee to develop action plans	4.1185	.81564	2	High
22	I extend my thanks and gratitude to the employee who succeeded in performing his duties	4.0616	.66896	3	High
23	Give the efficient employee special care over the rest of his colleagues	4.0118	.92078	4	High
17	Discuss all employee problems and observations that occur in the company	3.7654	1.03131	5	High
19	Show personal interest in employees who are not accepted by their colleagues	4.2536	.78566	6	High

21	I take care of satisfying the personal needs of the employees	3.7320	.85911	7	High
The arithmetic mean and standard deviation of the ideal effect		4.0327	.60231	8	High

Source :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

The results of Table (4) indicate a high level of importance for the dimension of individual considerations, as its mean reached (4.0327) with a standard deviation of (.60231). The first group “I treat workers as human beings rather than as members of a group” with a mean (4.2062) and standard deviation (.64485), while it came in seventh place with the paragraph “I take care of satisfying the personal needs of the employees”. With mean (3.7320) and a standard deviation (.85911) that is large compared to the standard deviations of the rest of the paragraphs.

11.1.5.Empowerment

The results of Table (6) indicate a high level of importance for the empowerment dimension, as its arithmetic means reached (4.2317) with a standard deviation (47524). And the first group is very high with mean (4.5012) a standard deviation (.82864), while the seventh rank came in the paragraph “I present a comprehensive conception of the work, leaving the largest margin for workers to implement it. With an mean (4.2299) and a standard deviation (.80935) that is large compared to the standard deviations of the rest of the paragraphs.

Table No. (5) shows The arithmetic mean and standard deviation values for the Empowerment dimension

Frequency	Paragraph	Arithmetic mean	standard deviation	ranking	Importance level
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23	I encourage employees to take responsibility	4.5012	.82864	1	High
25	I support the exercise of the powers vested in each individual	4.3507	.89941	2	High
27	Make sure that power is equal with Responsibility when delegating certain powers	3.9526	.74568	3	High
22	I discuss with employees the requirements for their fulfillment of their job roles	4.2319	.47525	4	High
27	I cooperate with all employees regardless of their effort	4.0782	.82860	5	High
30	I delegate some of my powers to employees on scientific grounds	4.2346	.94557	6	High
24	I present a comprehensive vision of the work,	4.2299	.80935	7	High

	leaving the largest margin for the workers to implement it				
The arithmetic mean and standard deviation of the ideal effect		4.2317	.47524		High

Source :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences ", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

11.2. Statistical analysis of the dependent variables

The results of Table (6) show that the " Employees Motivation " has a high level of relative importance, and its arithmetic mean reached (4.0327) with a standard deviation (.60231), and that all its paragraphs have a high level of importance, and the paragraph " I treat workers as human beings rather than as members of a group" ranked first with mean (4.2062) and standard deviation (.64485), and the the last paragraph came with group seven in the table (7)with mean (4.2986) as standard deviation is (.50738).

Table (7) show that the "effectiveness of the Employees Motivation.

Frequency	Paragraph	Arithmetic mean	standard deviation	ranking	Importance level
18	I treat workers as human beings rather than as members of a group	4.2062	.64485	1	High
20	I chose the right way to deal with employees	4.1185	.81564	2	High
22	I speak appropriately to the	4.0616	.66896	3	High

	staff				
23	Pay close attention to qualified workers	4.0118	.92078	4	High
17	Talk to employees and respond to their opinions	3.7654	1.03131	5	High
19	Show personal interest in employees who are not accepted by their colleagues	4.3128	.77783	6	High
21	I take care of satisfying the personal needs of the employees	4.2986	.50738	7	High
The arithmetic mean and standard deviation of the ideal effect		4.0327	.60231	8	High

Source :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211

12. Test the hypotheses of the study sample

This paragraph deals with testing the main hypotheses of the study, as it focuses on accepting or rejecting the hypotheses of the study, through the use of simple regression analysis and multiple regression analysis, and based on the statistical tests associated with them, for the hypotheses of the impact of the independent variable on the dependent variable, as follows:

12.1. Testing the first main hypothesis:

There is no statistically significant effect of transformational leadership with its dimensions (ideal influence, motivation, individual consideration, intellectual arousal, empowerment) on the Employees Motivation in Iraqi insurance companies at the level ($\alpha = 0.05$).

To test this hypothesis, it was divided into five sub-hypotheses, each of which measures whether or not there is an effect for each dimension of transformational leadership on the effectiveness of the Employees Motivation, as follows:

12.1.1. The first sub-hypothesis testing

There is no statistically significant effect of the perfect effect on the Employees Motivation in Iraqi insurance companies at the level ($\alpha = 0.05$).

, and the results are in Table No. (8) as follows:-

Table no (8) shows regression coefficient for first sub –hypothesis.

regression coefficient					DF	deci sion	F	R2	R
Sig*	T	stan dard erro r	B	indepe ndent variabl e					
Signifi cance level	comp uted				degr ee of free dom		comp uted	Select ion coeffi cient	correl ation coeffi cient
.000	10.24 6	0.36	.3 7 2	Perfect effect	1,42 0	Refu sal	104.9 77	.200	.447

* The effect is statistically significant at the level ($\alpha \geq 0.05$).

Sarce :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

Table (8) that the simple linear regression model to represent the relationship between the ideal effect on the one hand and the Employees Motivation on the other hand is significant, as the calculated F value is equal to (104.977), and the ideal tide explains (20%) of the changes in the effectiveness of Employees Motivation in the Iraqi insurance company, as an increase of one unit of the ideal influence variable will increase the Employees Motivation at a rate of (.372), representing the effect of the independent variable (the ideal effect) on the dependent variable (the Employees Motivation), as it is significant because the value of The calculated T has a significant value of (10,246) when compared to the level of statistical significance ($SIG = .000 < \alpha = .05$), and accordingly there is a significant effect of the ideal effect on the Employees Motivation, and accordingly.

12.1.2. The second sub-hypothesis testing

There is no statistically significant effect of motivation on the Employees Motivation in Iraqi insurance companies at the level ($\alpha = 0.05$).

Table (9) of the results of testing the effect of motivation on the Employees Motivation.

regression coefficient					DF	deci sion	F	R2	R
Sig*	T	standard error	B	indepe ndent variabl e					
Significance level	computed				deg ree of free dom		comp uted	Select ion coeffi cient	correl ation coeffic ient
.000	3.985	0.34	. 1 3	motivat ion	1,42 0	Ref usal	15.88 1	.036	.191

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Sarce :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

Table (9) that the simple linear regression model to represent the relationship between motivation on the one hand and the effectiveness on the other hand is significant, as the calculated F value is equal to (15.881), and the motivation variable explains (.36%) of the changes in the Employees Motivation the Iraqi insurance company, as an increase of one unit of the motivation variable will increase employees motivation at a rate (.134), representing the effect of the Employees Motivation, as it is significant because the calculated T value It has a significant value of (3.985) when compared to the level of statistical significance ($SIG = .000 < \alpha = .05$).

12.1.3. The third sub-hypothesis testing

There is no statistically significant effect of intellectual arousal on the Employees Motivation in Iraqi insurance companies at the level ($\alpha = 0.05$).

Table No. (10) Results of the test of the impact of intellectual excitement on the Employees Motivation.

regression coefficient					DF	deci sion	F	R2	R
Sig*	T	sta nd ard err or	B	indepe ndent variabl e					
Signifi cance level	comp uted				deg ree of free dom		comp uted	Select ion coeffi cient	correl ation coeffic ient
.000	8.256	.02 8	.22 8	intellect ual excitem	1,42 0	Ref usal	68.15 8	.140	.374

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Sarce :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

Table (10) that the simple linear regression model to represent and calculated F value is equal to (68.158), and the intellectual excitement variable explains (14%) of the changes In the effectiveness of decision-making in the Iraqi insurance company, as the increase of one unit of the motivation variable will increase the employees motivation at a rate of (.228), as it is significant because The calculated T value has a significant value of (8.256) when compared to the level of statistical significance ($SIG = .000 < \alpha = .05$ and accordingly there is a significant effect of a variable of intellectual arousal on the effectiveness of decision-making.

12.1.4. Fourth sub-hypothesis testing

There is no statistically significant effect of individual consideration on the Employees Motivation in Iraqi insurance companies at the level ($\alpha = 0.05$).

The simple regression coefficient test was used to measure whether there was a significant effect of the dimension of individual considerations on the employees motivation, and the results are in Table No. (11) as follows:-

Table No. (11) Results of the test of the impact of individual consideration on the Employees Motivation.

regression coefficient					DF	deci sion	F	R2	R
Sig*	T	sta nd ard err or	B	indepe ndent variabl e					
Signifi cance level	comp uted				deg ree of free dom		comp uted	Select ion coeffi cient	correl ation coeffic ient

.000	8.256	.028	.228	impact of intellect ual	1,420	Ref usal	68.158	.140	.374

Source :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylor& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

In Table (11), the simple linear regression model to represent the relationship between the individual legal entity, as the calculated F value equals (169.16), and the individual legal entity variable explains (287. %) of the changes in the employees motivation. The decision in the Iraqi insurance company, as the increase of one unit of the individual legal variable will increase the employees motivation at a rate of (.412), representing the effect of the independent variable (individual legal entity) on the dependent variable (the employees motivation), as it is significant because the value of T The calculated one has a significant value of (13.006) when compared to the level of statistical significance ($SIG = .000 < \alpha = .05$).

12.1.5. Fifth sub-hypothesis testing

There is no statistically significant effect of empowerment on the Employees Motivation in Iraqi insurance companies at the level ($\alpha = 0.05$).

Table (12) The results of the impact test of empowerment on the Employees Motivation.

regression coefficient					DF	deci sion	F	R2	R
Sig*	T	sta nd ard err	B	indepe ndent variabl e					
Signifi cance level	comp uted				deg ree of free		comp uted	Select ion coeffi cient	correl ation coeffic ient

		or			dom				
.000	10.21 6	.03 4	.34 5	Empow erment	1,42 0	Ref usal	104.3 70	.199	.446

Sarce :Everitt, Brian S,(2010), " Multivariable Modeling and Multivariate Analysis for The Behavioral Sciences", CRC press, Taylar& Francis,6000, Broken,Sound Barkway NW, Suite 300,Boce RATON,USA,211.

From the results in Table (12) that the simple linear regression model to represent as the calculated F value equals (104.370), and that the empowerment variable explains (20. %) for the employees motivation. The decision in the Iraqi insurance company, as the increase of one unit of the empowerment variable will increase the employees motivation at a rate of (.345), represents the effect of the independent variable (empowerment) on the dependent variable, as it is significant because the calculated T value has a value Significant score (10,216) when compared with the level of statistical significance ($SIG = .000 < \alpha = .05$)

13. Results

1. The statistical tests of the study sample showed a high degree of the power of transformational leadership in all its basic dimensions in the Iraqi National Insurance Company, which was mentioned in detail at the beginning of the research, as it will affect the personality traits of the employees working in the company towards learning about the leader's style at work, which leads to creating a relationship Strong between the organization and the workforce.
2. The study clarified the importance of employees motivation practices by senior management in the company, where the analyzes of the study led to the degree of strategic employees motivation, which came with a high degree of measurement, which indicates the skill and experience of the employees of the employees motivation in the Iraqi insurance company, which has a role in enhancing confidence between the workforce and between The company's clients come from different segments of society.
3. There is a degree of high statistical percentage of a clear and effective influence between the dimensions of leadership on performance and work in organizational performance at various functional levels in the company, in terms of the impact on the work of employees in

completing their tasks, the degree of interaction and rush at work, thinking about how to develop successful plans, and finally granting A job capacity that enables the employee to accomplish the tasks assigned to him in the best way.

4. The emergence of a large percentage of scientific and statistical explanations that resulted from the practical statistical side of the research sample, indicating the need to pay attention to the principles of leadership among employees through the development of programs, training plans, seminars and workshops stressing the need to work in a team spirit and the importance of the role of the leader in the work environment and the way of dealing Between a successful leader and subordinates.
5. The importance and role of the ideal leadership impact in the study environment (the Iraqi National Insurance Company) was confirmed, as it came with a strong degree of influence on the responding employees in the research sample, which indicates the degree of desire of the workforce to deal with the active and influential leader in the work environment.

14. Recommendations

1. Enhancing reliance on the transformational leadership style in managing Iraqi insurance companies in order to increase the effectiveness of the employees motivation in Iraqi insurance companies.
2. Enhancing the adoption of the concept of ideal influence among leaders working in Iraqi insurance companies, by acting as models that employees seek to emulate.
3. Reconsidering the incentive programs and methods used by the leaders working in the Iraqi insurance companies.
4. Enhancing the ability of leaders working in Iraqi insurance companies to convince workers and increase their enthusiasm for work and raise the spirit of enthusiasm to work among workers under their leadership and enhance their interest in the need to identify what workers under their leadership desire to achieve in their working and professional lives.
5. Enhancing the interest of leaders working in Iraqi insurance companies in the principle of empowerment, by presenting comprehensive visions of work and leaving the largest margin for workers to implement it, which encourages them to assume responsibility.

6. Enhancing the interest of leaders working in Iraqi insurance companies to consult workers when making decisions, which increases their effectiveness and facilitates their acceptance of them.

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