



INTERNATIONAL JOURNAL OF TRANSFORMATIONS IN BUSINESS MANAGEMENT

e-ISSN: 2231-6868, p-ISSN:2454-468X

STRATEGIES OF TRANSFORMATIVE AND TRANSACTIONAL LEADERSHIP STRATEGIES AND THEIR IMPACT ON JOB SATISFACTION

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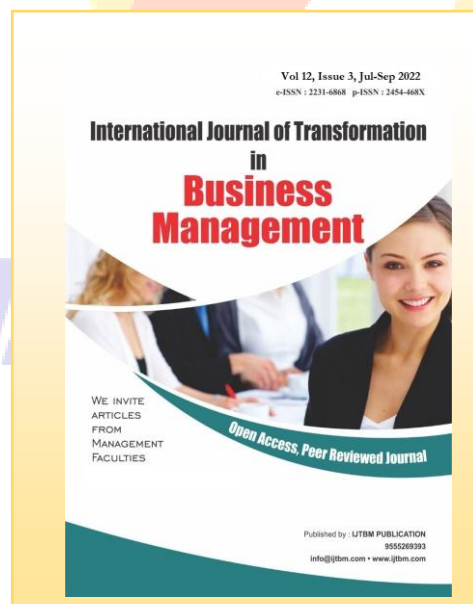
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Paper Received: 31 July 2022; **Paper Accepted:** 18 September 2022;

Paper Published: 23 September 2022

How to cite the article:

Dr. Basim Faisal Abed Naif,
Strategies of Transformative and
Transactional Leadership
Strategies and Their Impact on Job
Satisfaction, IJTBM, July-
September 2022, Vol 12, Issue 3;
269-290, DOI:
<http://doi.org/10.37648/ijtbm.v12i03.014>



ABSTRACT

The purpose of the research was to test effect of Strategies for transformational leadership and transactional leadership in improving job satisfaction of a sample of managers of a real estate registration departments of e city of Baghdad, as the descriptive approach based on the survey of the opinions of the sample (30) was randomly taken from a community of (43), and due to the importance of the two leaderships in the tasks of the directorate and the way it accomplishes its goals and mission, the main question of the research was (what is the ability of the Directorate of Real Estate Registration to direct the practices of transformational leadership and Transactional leadership in improving the level of job satisfaction of its managers?) and for the purpose of This used descriptive and inferential statistics for the purpose of reaching the most prominent result, which was that the Directorate adopted the two leaderships well to improve its job satisfaction.

Keywords: Transformational Leadership; Transactional Leadership; Job Satisfaction; Real Estate Registration Directorate.

CHAPTER ONE: RESEARCH METHODOLOGY

First: Research Problem

Recently, modern terminology has emerged in contemporary administrative thought, which has received increasing attention by many researchers, whether at the theoretical or practical level. One of these topics transformational leadership and transactional leadership and their implications on job satisfaction, and despite the many studies at the global level of these terms, they need more theoretical scientific addition, as these researches represent a conceptual addition through which these concepts develop. At the practical level, Iraqi public organizations still need more research to make scientific use of these ideas and terminology, in light of the environmental factors they live in, such as openness, competition, etc., as they pose a

real threat to organizations and invite them to benefit from ideas in order to remain competitive.

1. What is the level of availability of transformational and transactional leadership, as well as job satisfaction in the organizational and applied reality of the organizations being researched?
2. What is the nature, strength, and direction of the relationship between the dimensions of transformational and transactional leadership with job satisfaction?
3. What is the effect of transformational and transactional leadership, together, on job satisfaction?

Second: Importance of Research

The importance of the research is highlighted by the importance of the research variables to keep away transformational leadership and transactional leadership and the effects that these variables reflect on job satisfaction, as the importance of the research lies in the possibility of providing a practical contribution on how to know the reflection of the transformational and Transactional leadership patterns in the studied banks on job satisfaction and raise it to a level that achieves the required goals and outstanding performance in the field of management.

Third: Research Objectives:

The research tries to achieve the following objectives:

1. Presentation and clarification of the normative concepts of transformational and transactional leadership, and job satisfaction
2. Knowing the level of availability of the three variables in the organizations to be applied.
3. Study of the Reflection of Transformative and Transactional Patterns in Job Satisfaction.

Fourth: hypothetical outline of research

The hypothetical scheme of the research depends on its hypotheses, so a hypothetical scheme of research represents the movement and direction of its variables, as shown in the figure.

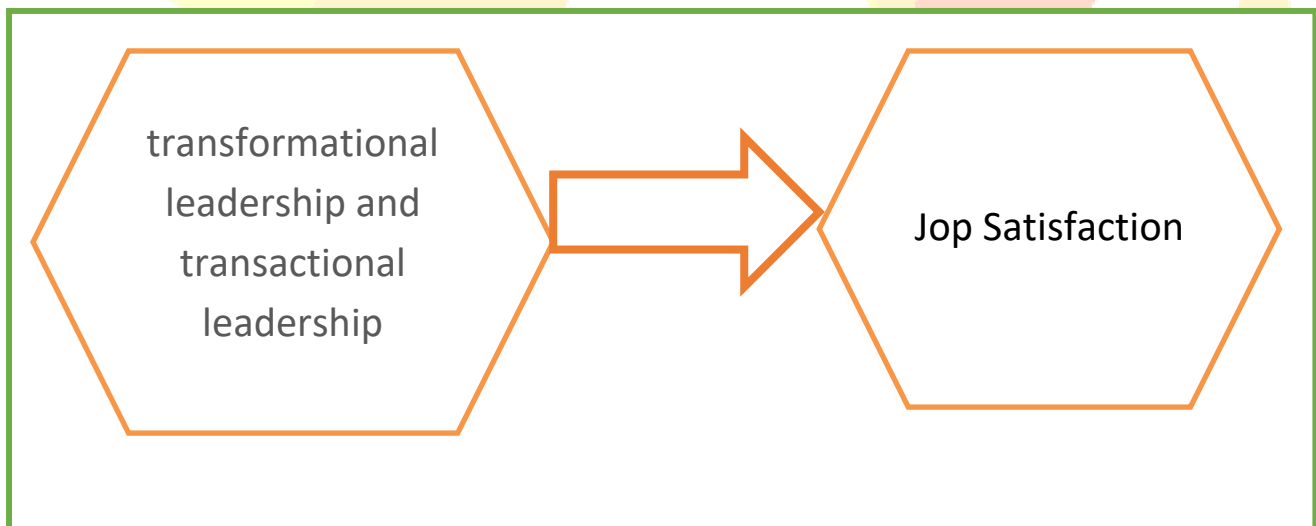


Fig. (1) Model of Research.

Fifth: Research Hypotheses

1. The transformational and transactional leadership styles are morally related to job satisfaction.
2. Transformational and transactional leadership has a significant impact on job satisfaction.

CHAPTER TWO: THEORETICAL ASPECT OF THE RESEARCH

First: Transformational Leadership

1. The concept of transformational leadership

The concept of transformational leadership is one of the modern concepts in Dari thought, and the term transformational leadership appeared by Burns (1978) in his book Leadership, in which he emphasized that one of the urgent global desires in the current era is the dire need for innovative and effective leadership that replaces traditional leadership that relies on the exchange of Utility, hence it is an unstable and often short-lasting relationship (Al-Omari, 2004: 27). As Lussier and Ajo point out, the transformational leadership style is a leadership style that runs between leaders and subordinates, which leaders use to change the status quo by introducing

subordinates to the problems in the organization in which they work, through inspiration, persuasion, and excitement, in order to achieve a high level of clear vision, to achieve common goals (Mohammed, 2010: 6). Kreitner and Kinicki defined it as "making subordinates pursue organizational goals and give them precedence over personal interests ", and this transformation falls on the shoulders of transformational leaders by creating changes in the goals, needs, values and ambitions of subordinates.) that it made subordinates aware of the importance of their jobs and performance, and identified their needs for their development and motivation to work in the best way for the organization (Jones & George, 2008: 576). Al-Ghamdi (2006: 72) believes that the concept of transformational leadership is shrouded in some ambiguity, and the concept of transformational leadership is an advanced alternative to traditional leadership, as the transformational leader is able to motivate subordinates to work towards certain goals., represent the values, motivations, ambitions, and expectations of both leaders and subordinates (Al-Zubaidi, 2010: 64),

as well as identify a set of transformative skills that leaders in organizations can use to achieve a high degree of impact on the employees within these organizations, and these skills include (Al-Hilali, 2001: 4) the confidence of leaders in their abilities to develop the capabilities of their subordinates, and the ability to build and communicate a set of goals that are challenging and implementable, to have a positive view of the abilities of

others and assume that they are successful people, and to adhere to excellence and creativity in what they do, with a focus on the human, interchangeable, conceptual and technological aspects of work based on the human aspect that leads to development. Transformational leadership has been defined by a number of researchers (Al-Zubaidi, 2010: 65) in his study, which is shown in the following table:

Table (1) Definition of Transformational Leadership According to the Viewpoint of a Number of Researchers

Concept	Year	Researcher	#
A process through which the leader and subordinates seek to advance each of them to reach the highest levels of realism and morality.	1978 : 20	Burns	1
Transformational leadership influences the reordering of subordinates' needs according to their importance, and requires high levels of mental thinking, sacrifice and subordinate involvement in achieving important goals.	1985 : 17	Bass	2
Inspired by shared intuition and values are used to elevate the leader and followers to the highest levels of thinking and morale, leadership here pushes individuals to redouble their efforts to achieve common goals.	1995: 5	Fieder	3
A set of capabilities that allow the leader to recognize the need for change and create a vision in leading and implementing this change .	1995: 325	Moorhead& Griffin	4

It aims to increase the awareness of its subordinates about their needs, and turn this awareness of their needs into hopes and expectations, and then generate motivation for them to follow their needs in terms of self-realization and self-realization in their practical life.	1998:187	Tichy & Devanna,	5
The level of empathy between the leader and subordinates leads to the building of a relationship on a high degree of power and influence research that elevates interaction and change within the leader and followers at the same time.	1998 : 169	Bass	6
A set of shared values, the development of subordinates and the achievement of major goals, and he believes that this leadership is the one that works in the service of change.	1999:21	Clovin	7
A process by which the leader promotes the effective commitment of the members of the organization by directing them towards changing their attitude and assumptions regarding the work.	1999: 90	Simons,	8
The process of developing ideas and vision, living with the values that support those ideas and vision, influencing others to entrust them with their behavior, and making difficult decisions about other people and resources.	2000 : 185	Hellriegel Et al .,	9
Recognizing the apparent and latent needs of subordinates, working to satisfy those needs, and investing the maximum energies of subordinates with the aim of intentional change.	2000:72	Al , Ghamdi	10
The administrative process calls for permanent change and development in the organization to face future changes.	2000:217	Javad	11
Motivate subordinates towards change by focusing on shared vision, values, and ideas.	2001:402	Daft & Noe ,	12
New leadership capable of innovating, renewing, and dealing with changes more efficiently, and capable of managing transformations and achieving continuity.	2001:111	Al-Qahtani,	13
Formulate a clear vision for its organizations, and work to find new organizational methods that are compatible with the requirements of the future.	2002:12	Al , Ameri	14

A process that goes beyond providing incentives in exchange for desired performance to developing and encouraging subordinates intellectually and creatively and transforming their self-interest into an essential part of the organization's higher mission.	2003:107	Conger& Toegel	15
Working to guide and motivate subordinates in the direction of setting goals by defining the role and the requirements of the profession.	2003:223	Robbison,	16
The level of influence of the leader on the subordinates by changing the current situation of the organization to serve the goals and interest of the individual and the organization.	2003:11	Graw ford Et al ,	17
A process in which the leader shares with other individuals' bonds that raise the level of motivation and morality of both the leader and the followers.	2006:118	house	18
The leader's vision, thinking, and behavior that empowers subordinates and raises the level of their intellectual and practical performance, and in a way that enhances their efficient spaces in achieving the goals of the organization, the group, individuals and customers alike.	2007:203	Zaidi	19
The extent to which the administrative leader seeks to improve his subordinates for self-achievement and development and work on the development and development of the groups and the organization as a whole.	2007:65	Al , Hawari	20

Importance of Transformational Leadership

It is easy for leaders to deal with the diversity of subordinate needs, as well as facing crises and the ability to learn and teach (Al-Hawari, 1997: 12). The transformational leader has a great role in the process of change that takes place in organizations that aim to succeed and achieve their goals, by influencing the psychology and behavior of subordinates, as the process of change makes these

organizations keep pace with the process of internal and external environmental challenges, and this is what makes the organizations move forward towards Achieving its goals, and raising its productivity efficiency (Al-Tamimi, 2009: 8), as transformational leadership today has been of great importance to business organizations, due to the intense competition, complexities in the external environment, globalization , ambiguity, risk, and difficulty in predicting, all of which make it necessary

for organizations to be led by a new type of leader who has a strong vision and They are clear and have credibility that affects the subordinates, so that it is easy for them to deal with the diversity of the subordinates' needs, as well as facing crises and the ability to learn and teach, all of which are available in the transformational leader (Al-Hawari, 1997: 12).

The researcher found that there is a leadership model known as transformational leadership, which has become a fundamental and effective role in the success and development of organizations, as it is a method that nurtures innovation, creativity and self-motivation for subordinate individuals, as transformational leaders are perfectly suited to perform this vital role as they are effective teachers and practitioners in the field of their skills, as it motivates subordinates, arouses their motivations, reorganizes their needs and the needs of the organization, and diverts the interests of subordinates from material needs. The role of transformational leadership is not limited to the process of motivating subordinate individuals only, as many researches and studies conducted by a group of researchers have proven that it has a positive impact on the organization's activities and related results. It works to raise the level of subordinates' performance to the highest expectations by uniting them around the

organization's vision and common goals, it encourages them and arouses their spirit of enthusiasm and challenge to achieve these visions and goals of the organization (Al-Qaisi, 2010: 85), while (Al-Massoudi, 2007: 52) pointed out that the importance of transformational leadership is manifested in achieving the growth and survival of the organization, and contributing effectively to change management and creativity. It is important and useful for subordinates and their organizations regardless of the situation, and he also pointed out the importance of transformational leadership through the following:

1. It raises the degree of subordinates' loyalty and commitment to their organizations, and increases the degree of subordinates' trust in senior management.
2. It enhances the degree of satisfaction of subordinates and customers, and reduces the degree of psychological stress in subordinates.
3. It creates distinctive and influential leaders, which in turn means increasing the performance of organizations.
4. It is positively associated with long-term management, as a tool of change.

Third: Elements of transformational leadership

There are many elements that distinguish transformational leadership, but most of them include four elements, which are creating a strategic vision, communicating the vision, modeling the vision, and enhancing commitment in the vision, and later these elements were developed by (Avolio, Waldman and Yammarino):

A- Ideal (Typical) Effect: Making subordinates trust and emulate the behavior of their leaders, embrace their values and commit to achieving their vision, which maximizes self-esteem and pride in their participation in the leader, as transformational leaders reduce the use of their powers for personal gains, they employ most of their energies, experience and influence to motivate the team towards visions related to their goals, and the transformational leader usually seeks to persuade and attract subordinates for what is in the best interest of the group and talk optimistically about the future and formulate interesting images of organizational change.

B- Inspirational Motivation (Ambition): It emphasizes the pattern of behavior and communication that guides subordinates and optimism that has a direct positive impact on the lives of subordinates, enhancing the sense of team spirit and inspiring others with what

they say and do, as their vision does not mislead others but empowers them.

C- Mental (Intellectual) Activation: This dimension emphasizes encouraging subordinates to rethink ideas that were not presented before, as it is the rational aspect of leadership, which includes examining and testing old assumptions that have been used as inputs to solve many problems, but from new angles, the transformational leader focuses on the "what" in the problem instead of the "who".

D- Human (personal) considerations: Human considerations look forward to more than the development of subordinates, as they focus on treating each subordinate as a special person, which avoids frustration among subordinates, as transformational leaders usually pay special attention to the needs of their subordinates for achievement and growth, it represents the teacher, the coach, and the counselor, as the open dialogue trains the subordinates on listening skills, as it is based on what they hear, not what is said and taught to them. Transformational leaders empower their subordinates to make decisions and do not give up on providing them with support, guidance, and evaluation of their progress.

Second: Transactional Leadership

1- The concept of Transactional leadership

Burns first introduced the concept of Transactional leadership in 1978 in the framework of his description of the political leaders who are candidates for the electoral process who made promises to the voters in exchange for voting for them, but the real interest in the concept of Transactional leadership and its development was at the hands of the researchers (Bass & Avolio), as they referred to the method of dealing and exchange between the leader and the subordinates after identifying three dimensions of Transactional leadership. Conditional reward, management by exception (negative attitude) and management by exception (positive attitude) (Salman, 2010: 74). According to Al-Saud (2012: 191), this leadership, as defined by Burns, "is a process that involves in essence a leader who exchanges, or promises to exchange services in exchange for achieving goals by employees." It has been agreed between the leaders and the subordinates publicly or implicitly that the behavior leading to satisfactory performance will be

rewarded such as granting a promotion or a salary increase, for example, while a punishment will be implemented for the behavior leading to unsatisfactory performance, such as disciplinary criticism or expulsion, in other words, the leader rewards the subordinates, or punishes them depending on their performance, so that the exchange process takes two different behaviors, either it is indicative where the leader promises rewards for performance. As he also pointed out (Vera and Krosian, 2005: 376), from the above it can be said that the Transactional leadership style is suitable for organizations whose business environment is characterized by stability or relative stability where problems and requirements are defined, and each leader seeks to achieve specific goals (Visit, Dagher & Saleh, 2000: 440) points out that the Transactional leader is the leader who determines what the followers want to get from their work, helps them to do so, and rewards them if their performance is worth it according to their level of performance and effort, in addition to encouraging and developing their own needs.

Table (3) Definition of Transactional Leadership according to the Viewpoint of a Number of Researchers

المفهوم	السنة	الباحث	ت
Motivate subordinates to perform tasks and duties and reward them as a result of their high performance.	1996	George&Jones	1
An exchange process based on clarifying what is required of subordinates and empathizing with them in what they achieve in exchange for achieving what is expected of them.	1999	Al , Hawari	2
The process of exchange necessary between the leader and the subordinates to achieve satisfactory performance results and with the agreement of both parties.	2000	Schermerhoron .etal	3
Leadership based on the daily and continuous exchange of benefits between the leader and subordinates includes a conditional reward from the leader or management in exchange for the usual performance of the subordinates.	2000	Dagher and Saleh	4
These Transactionall interactions that take place between the leader and his subordinates, where the leader is aware of their needs and desires and then determines how to satisfy them for the purpose of achieving the goals.	2001	Daft& none	5
The process in which subordinates are rewarded by leaders when they accomplish agreed goals, duties, and actions after defining those actions.	2002	Inancevich & Matteson	6
The leader guides and motivates his subordinates and pushes them towards achieving goals by detailing and defining tasks and duties and determining the requirements necessary to perform the roles.	2003	Robbins	7
Subordinates comply with the orders of the leader in performing work and performing duties in exchange for receiving rewards while avoiding disciplinary procedures , and the amount of rewards depends on the ability of subordinates to carry out their roles and tasks successfully.	2003	Bass. Etal	8
The process of dealing and exchanging between the leader and the subordinates, as the leader is aware of the needs and requirements of the subordinates and then determines the means of satisfying them by exchanging them with the achievement of goals..	2004	Daft	9

The process of defining roles, detailing tasks, determining the social needs of subordinates, and distributing rewards and penalties according to performance according to a contractual Transactional relationship based on management through exception and conditional reward.	2005	Maria	10
The process that is defined by an implicit contract between the leader and the subordinates, where the leader offers rewards for responding to the needs and desires of the subordinates and their goals in return for their accomplishment of the work assigned to them..	2005	Al , Mashhadani	11
A Transactional relationship between the leader and his subordinates through which the leader works by motivating subordinates with rewards for their efforts in accomplishing tasks and duties..	2006	Xiaoxia	12
It is a conditional agreement between the leader and the subordinates who accept the leader's promises of reward or avoid punishments, where the leader clarifies the roles of subordinates and details tasks and duties..	2006	Al-Tai	13
An approach that focuses on the importance of reward and detailed goals to ensure followers meet the results achieved.	2007	Thomson	14
Leadership that positively directs subordinates' efforts through tasks, rewards, and an incentive system.	2008	Al, Ameri and Al Ghalibi	15

2- Pros and Cons of Transactional Leadership

Boehnke & Distefano (1997:102) pointed out that Transactional leadership is characterized by a set of positive qualities and characteristics, namely:

1. It focuses on rewarding subordinates when they achieve the required and agreed standards at work, and this in itself is considered a high interest in

individuals, raising their morale, and motivating them to work.

2. There is an agreement between the leader and the subordinate to achieve organizational goals in exchange for obtaining rewards of various kinds, and this agreement invites subordinates to compete and dedicate themselves to work to achieve the highest levels of performance to win those rewards, and this is considered

a gain for the organization because it has achieved its organizational goals. Despite the important role that Transactional leadership plays in serving organizations and their positive aspects, it has its drawbacks, as Bass pointed out (Bass, 1998: 35).

1. In the case of an exchange or barter between a leader and subordinates over common goals and interests, the goals are not fixed, and both the leader and his subordinates do not gather around their goals.
2. This leadership relies on mutual benefit, and therefore the relations between the two parties to the exchange are not stable, and often do not last or last long.
3. Transactional leadership does not accurately portray the real role required of modern, innovative, and influential leadership to breathe new life into organizations in the era of globalization and continuous change (Al-Mutairi, 2011: 32).

3. The relationship between transformational leadership and Transactional leadership

Research and studies conducted by researchers and specialists have indicated that there is a relationship between transformational and Transactional leadership, although it is assumed that there are opposing poles, but they are not different

from each other and that each complements each other, (Bass) presented the transformational leadership model under the assumption of (Burns). He stressed that they are two independent dimensions and that transformational leadership is not a substitute for Transactional leadership through the development of a multi-factor leadership questionnaire that includes the dimensions of the two leaderships (Al-Zaidi, 2007: 99).

Transactional leadership is based on clarifying the roles of subordinates, activating tasks and actions, defining structure, trying to address the social needs of subordinates and distributing rewards and punishments according to performance based on management with exceptions and conditional rewards, while transformational leadership involves influencing and motivating subordinate individuals in order to complete duties and expand tasks to include recognizing individual needs and achieving superior results using the four behaviors (Thomason, 2007: 34).

In a comparison conducted by (Bass) between the two styles, it was found that they are similar in terms of focusing on the relationship style, as Transactional leadership focuses on the exchange between the leader and subordinates, where each party acknowledges the value of the relationship, as Transactional leaders expect certain work behaviors from their subordinates and as a

result of which they are compensated from these behaviors with financial rewards, while transformational leadership focuses on influencing subordinates, motivating them, meeting their requests, and directing them towards achieving the desired goals, and this would help subordinates to transform themselves from followers to leaders. It uses charisma and inspiration to create challenge and encouragement to reach the higher collective goal of achieving the vision and mission of the organization (Al-Qaisi, 2010: 95).

As pointed out)Miller& Miller,2001 (Transformational and transactional leadership are twins according to their description, and they pointed to the correlation that exists between them, as transformational leadership builds on Transactional leadership in some of its elements, and transformational leadership can be seen as a special case of Transactional leadership, and although both leaderships are related to the achievement of a goal or some goals, they differ in the practical models in which leaders are motivated. However, the leader can be a transformational and Transactional leader at the same time, as he may practice transformational behavior in one situation, and practice Transactional behavior in another situation (Al-Mutairi, 2011: 31), while (Dagher, Saleh, 2000: 442) emphasized that transformational leadership

exists at the middle and supervisory levels. It needs a machine to practice this style more than the levels, as the number of subordinates is large, and despite this, the two styles are not contradictory situations and cannot meet, as the facts indicate that organizations need both styles, but there are indications that the leader can combine the two styles at the same time and tends to give precedence to one over the other, and the difference between the two styles is that the transactional leader continues to move the organization in line with the Its historical tradition and it can achieve marginal improvements in its performance, compared to the transformational pattern that creates processes and performance levels that are different from racing (Shamma, 2007: 25).

THIRD TOPIC: JOB SATISFACTION

First- The concept of job satisfaction

Multiple attempts have been made to define the concept of employee satisfaction, and perhaps one of the early definitions of this concept is the definition of Guper, where he believed that the individual's satisfaction with work depends on the extent to which he finds a suitable outlet for his ability, tendencies, personality traits and values, as well as on his practical position and his way of life through which he can play the role that is in line with his experiences. Ginsborg then came and identified three different types

of job satisfaction: the first is the internal satisfaction factors, which are those that come from two sources: (happiness that derives from the work activity "job happiness" and the sense of achievement and the person's achievement during the completion process) and the second is the accompanying satisfaction that is related to the psychological conditions of the individual's work such as the cleanliness of the workplace and ventilation And enjoying working with the team and others, and the third is external incentives , which are bonuses, wages, and bonuses (Abdullah Al-Mudlaj, 2003: 22).

According to Odeh, 2000: 34, the concept of job satisfaction is a pleasant or positive emotional state or situation resulting from the individual's feeling of his job, in other words, job satisfaction is an emotional reaction resulting from the individual's feeling and awareness that his job provides him with the value and considerations he seeks from his work in that job, as well as job satisfaction expresses the amount of difference between what the individual wants or expects from his work for his job and what he actually gets from that jobThe individual who is hired to work a job usually has his expectations regarding the job he occupies, which may vary from one individual to another, and then the individual estimates the returns he gets from the job not only in terms

of external returns such as financial rewards and promotions, but also in terms of internal returns such as satisfaction with the work itself, satisfaction with the relationship with colleagues, and satisfaction with the appreciation of subordinates. In When (Abdullatif, 2001: 11) job satisfaction embodies the feeling that an individual has towards his work, and that the individual's satisfaction with his work is what Except a specific expression of a set of feelings, feelings, beliefs, and actions.

As for (Judah, Al-Baqi, 2003: 39), they defined job satisfaction as a person's attitude towards the work he performs and it is a result of his awareness of his work, and it is towards the salary, promotion, the boss, colleagues, the work environment, and the prevailing style in the treatment and in the daily work procedures.(2003: 112) Job satisfaction is "a state of mental readiness to do work and benefit in order to satisfy an individual's physical, psychological and social needs ." Job satisfaction "represents the feelings of employees towards their work, as a result of the perception of what the job offers them, and what they should get from their jobs (Shawish, 1996: 110), in addition to job satisfaction is the result of the positive or negative feeling that the individual working in his organization has and is reflected on his performance and within three levels: above-average, average,

and below average (Al-Hindawi, 1999: 26), and according to others, job satisfaction is "the psychological feeling of contentment, satisfaction, and happiness to satisfy the needs, desires, and expectations of the work itself (the content of the job) and the work environment, with trust, loyalty, and belonging to the work, and with the relevant internal and external environmental factors and influences (Al-Adili, 1406 A.H.: 19). On the other hand, job satisfaction is a set of physical, environmental and psychological conditions that make an individual honest by saying that he is satisfied with his job (Al-Adili, 1995: 189), and satisfaction is determined by finding a balance between the inputs, i.e. the effort exerted by the employee and the return, i.e. the results achieved by the employee in his work. If balance is not achieved, it creates a state of dissatisfaction, and he adds that exaggeration in the employee's reward, or lack of reward, leads to a state of dissatisfaction (Abdulgohsen and his colleagues, 2005: 25), and finally, he sees (Kamel and Al-Bakri, 1990: 90) in their definition of satisfaction as "the psychological or emotional state that accompanies the achievement of an individual's goal and the satisfaction of his needs and desires that he requires, through the interaction between personal factors." for the individual himself, the factors specific to the nature of the job he occupies, and the

factors related to the work environment and environment."

Second- The importance of job satisfaction

The importance of job satisfaction can be highlighted through:

1. **Job satisfaction is a driver of workers' motivation: It has** been scientifically proven that the driver of their motivation is the degree of their satisfaction with work, that is, it is estimated that the more returns and benefits an individual receives from his job increases his enthusiasm and pushes him to exert a great effort in performing his work, and increasing his motivation to perform work as a result of satisfying his needs and feeling happy and satisfied with work (Al-Kinani, Al-Khanaq, 2002: 91).
2. **Job satisfaction contributes to raising the level of workers' performance rates:** Field studies have shown that there is a positive relationship between the feeling of job satisfaction and the level of performance of employees, as increasing satisfaction leads to an increase in the level of performance (Al-Khafaji, 2004: 61).

3. **Job satisfaction affects work turnover :** Its importance is evident from its impact on reducing the phenomenon of absenteeism and increasing employee morale, which leads to a decrease in work turnover in the organization (Al-Zubaidi & Abbas, 2023).
4. **Job satisfaction and its relationship to the skills and competencies of employees:** Job satisfaction affects the competencies and skills of employees, as they enjoy high satisfaction, which earns them a good reputation, which enables them to attract people with rare competencies and skills and select the right ones from them.
5. **Job and External Customer Satisfaction:** Internal customer satisfaction contributes to achieving high-quality outputs to gain external customer satisfaction.
6. **Job satisfaction and market share of the organization:** Job satisfaction contributes to increasing the market share of the organization, focusing on internal customers, motivating them and pushing them to work, in a way that ensures the satisfaction of the declared and hidden needs of the external customer, as this helps the

organization to maintain its market share and seek to increase it.

7. **Job satisfaction and its relationship with profits:** Since job satisfaction contributes to the rush of employees to produce goods and services with the required quality by reducing the cost of production, which raises the level of demand for the organization's outputs and increases its profits (Al-Khafaji, 2004: 62).

Job satisfaction is embodied in a set of psychological feelings and sensations that lead the working individual to a positive or negative trend towards his job, whether or not he is satisfied or not, and these trends reflect the effectiveness of the organization that seeks to increase the satisfaction of its employees, and (Al-Kinani, Al-Khanaq, 2002: 91) believes that the importance of job satisfaction is a driver of the realism of the employees, in other words, the increase in the benefits and returns that the working individual gets from his performance of work increases his dedication and performance to exert more effort as a result of In order to satisfy the necessary needs of the worker and his sense of satisfaction with work, that is, there is a positive relationship between the satisfaction of the individual worker and his level of performance at work, as increasing his satisfaction leads to an increase in the level of performance of the organization.

From the point of view of (Ashoor, 1986: 20), its importance is highlighted through the turnover of work in the organization, the higher the job satisfaction of the employees, the less the phenomenon of absenteeism, which leads to a decrease in the turnover of work in the organization. Satisfaction achieves many positives, as increased satisfaction is associated with a decrease in work turnover, and a decrease in the phenomenon of absenteeism, and high-performing individuals tend to have a higher turnover if their satisfaction decreases due to their ability to find alternative opportunities for their work (Al-Shamma, 1991: 255).

Third - Dimensions of job satisfaction

After reviewing the concept of job satisfaction, it becomes clear that it is a multidimensional concept, and there are those who have defined its dimensions as follows (Abdul-Khaleq, 1982: 25).

1. Satisfaction with the negatives of working in the organization, including wage and remuneration policies, participation in the decision-making process, and others.
2. Satisfaction with work relationships and relationships with others in the work environment.
3. Satisfaction with the work itself.

It is worth noting that the behavior of the individual within his work environment in the organization is affected by his job satisfaction, which is represented by his desire to exert his efforts to perform his work appropriately (Al-Khafaji, 2004: 62), and (Herzberg) confirmed that the work environment plays an important role in achieving a sense of satisfaction for employees or not, and that it is generally related to the work they perform by identifying the influencing factors that are divided into health factors that reduce the state of dissatisfaction. It is worth mentioning that determining the dimensions of job satisfaction is not easy because of their abundance on the one hand, and their overlap with each other on the other hand, for example, satisfying the needs of a group of workers is one of the most important dimensions of job satisfaction, because it is difficult to satisfy them all easily and to the same degree. Because of the disparity between their needs, interests, attitudes, skills, and abilities, achieving employee satisfaction is a job that is fraught with many difficulties (Abu Qahf, 2001: 51).

CHAPTER THREE

The first topic: Testing research hypotheses

1 -Analysis and interpretation of correlation relationships and effects of interpretive variables and responder variables

The table shows the correlation matrix that shows the relationship between the explanatory variables (transformational and Transactional leadership) and the responsive variable (job satisfaction). By observing this matrix in the table, it was found that this relationship is statistically acceptable.

Table (4) The correlation matrix between transformational and Transactional leadership and the variable of job satisfaction

Job Satisfaction y	Variables (transformational and Transactional leadership)
0.614**	X Transformational Leadership
0.533**	Z Transactional
n = 30	

In order to confirm the significance of the correlation between the explanatory dimensions (**transformational leadership and transactional leadership**) and the responsive variable (**job satisfaction**) in the studied sample, (p.value) was used, and after

the test, we obtained the results shown in the table:

Table (5) Correlation coefficient and its values for transformational and Transactional leadership and job satisfaction

Conclusion	P-level	Sig	r	association	#
acceptable	0,01	0.000	*0.614*	y-x	1
acceptable	0,01	0.000	*0.533*	y-z1	2
acceptable	0,01	0.000	*0.465	z-x	3

All relationships showed positive significance, which indicates that there is a real relationship between the dimensions of independent variables (transformational and Transactional leadership) and the variable (job satisfaction) in the studied sample.

2- Testing the effect between the variables of the basic study (transformational and Transactional leadership) on (job satisfaction) in the studied sample.

The present study clarified the basic effect hypothesis that relates between the independent variables (transformational and Transactional leadership) and the responsive variable (job satisfaction) in the study methodology, which is as follows:

1. Transformational and transactional leadership styles are morally and positively associated with job satisfaction.
2. Transformational and transactional leadership positively and morally affect job satisfaction.

After counting the results generated by the questionnaire distributed to the researched sample, the impact relationships will be tested, and the following is an analysis of these results:

In the methodology of the study, the effect hypothesis was referred to that (transformational and transactional leadership has a significant and positive effect on job satisfaction), this hypothesis was selected through simple regression analysis, and in the light of this hypothesis, a significant relationship was formulated between the real value of the variable (job satisfaction) that was coded with the symbol y . The two main variables (transformative and Transactional leadership) were encoded x and z , and the linear regression equation was as follows:

$$Y = a + B(xi)$$

The following are the values for the regression equation:

$$\text{Transformational and Transactional Leadership} = 0.320 + 0.614$$

In the light of the analysis of variance table that appeared from the outputs of the computer statistical system (SPSS), the significance of the model appears according to (p-value).

Table (6) Analysis of the Impact of the Two Main Variables (Transformational and Transactional Leadership) on the Job Satisfaction Variable

Model	Total Squares	D F	Average squares	Calculated F value	P-Value
R ²	0.350	60	0.350	22.04	0.1
N=30	R ² =0.88	Beta=0.614			a = 0.320

It is clear from the previous table that the calculated value of F (22.04) and this value was higher than its tabular value with a significance level of 0.1 and a confidence range of 3.884, which means that there is an effect of transformational and transactional leadership on the variable of job satisfaction, and through the table, the constant of 0.320 can be observed, which means the existence of transformational and transactional leadership, even if the level of satisfaction is zero, and the value of $B = 0.614$, which indicates that a change of one unit In the two leaderships, it will lead to a change in job satisfaction of (0.614), and the value of the determination coefficient R^2 , which is a descriptive scale used to explain the

usefulness of the regression coefficient in estimating values and represents the percentage of reduction in errors when using the regression equation, indicated that the outputs of the system confirm that there is an effect between transformational and reciprocal leadership on job satisfaction, and with this result, the basic research hypothesis is accepted. Transformational and reciprocal leadership has a moral and positive impact on job satisfaction.

THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. It was shown that the people in the study sample activated transformational and reciprocal leadership to enhance job satisfaction.
2. Despite the attention paid to the element of job satisfaction by the sample, we find that the level of this satisfaction was not at the required level and needs to be strengthened more significantly.
3. Feedback is well used to promote job satisfaction and the sample is shown to be useful in the company's nutrition operations.
4. The emergence of a direct relationship between transformational and transactional leadership styles in

enhancing job satisfaction among working individuals and the use of appropriate methods to assess and increase satisfaction.

5. There has been more interest in the reciprocal leadership style than in the transformational leadership variable.

Recommendations

1. Increased attention should be paid to the use of the concepts of transformational and transactional leadership in order to enhance employee job satisfaction and use a sophisticated mechanism for development.
2. Senior leaders should be aware of the importance of having transformational and reciprocal leadership styles among their leaders, which is reflected in generating a level of job satisfaction among individuals and employees and adopting ways to motivate them.
3. The need to invest the moral relationship between transformational and reciprocal leadership and job satisfaction in a distinct way to achieve the required goals.
4. Encourage transformational leadership and nominate those who possess the qualities and skills of a

transformational leader for leadership positions.

5. The need for the senior management to provide the material and financial resources to keep pace with the global technology in devices, equipment and other material capabilities, and to work on qualifying individuals and developing their abilities and skills in line with the adopted technological change, and in a way that contributes to increasing job satisfaction.

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