THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ACHIEVING ORGANIZATIONAL QUALITY: A SURVEY STUDY OF SELECTED HOSPITALS IN KARBALA

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Abstract
The current research aims to examine the role of transformational leadership, with its dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), in achieving organizational quality through its dimensions (organizational culture, top management commitment to quality, process quality, and service quality). The study seeks to answer key research questions, including: What is the impact of transformational leadership on enhancing organizational quality in a sample of hospitals in Karbala? A questionnaire was used as a measurement tool for the research variables, and the relationship between them was tested through a purposive sample comprising (50) administrative leaders (managers, their deputies, department heads, and administrative unit heads). Statistical methods from the (AMOS, V.25) and (SPSS, V.25) programs were employed. To achieve the research objectives, several main and sub-hypotheses were formulated to establish and test the relationship between the two variables in a field setting. The study results revealed several conclusions, the most significant of which is the existence of a direct impact of transformational leadership on organizational quality. Based on these findings, the study offers several recommendations, the most important being the need for hospital administrations under study to focus on transformational leadership and its dimensions, reinforcing its role at all management levels to support and enhance organizational quality.

Keywords: Transformational Leadership, Organizational Quality.

Introduction

The awareness of the importance of transformational leadership in developed countries has led them to adopt it in the healthcare sector, considering it a vital and humanitarian necessity with a direct impact on human life. In a world dominated by dynamism, uncertainty, and rapid change, these factors impose significant challenges on the future of such nations. For the healthcare sector to attain its rightful status, it must adapt to the global advancements in quality, particularly organizational quality, to align with contemporary requirements and meet customer needs. This study aims to pave the way for the contributions of transformational leadership in enhancing organizational quality, specifically in the hospitals of Karbala under investigation. To achieve this, the research is divided into several sections: the first section focuses on the methodological framework and previous studies, the second provides a theoretical framework for the research variables, the third presents the practical and field aspects of the study, and the fourth includes conclusions and recommendations.

Chapter One: Research Methodology

First: Research Problem

The research problem can be formulated through the following questions:

1. What is the level of transformational leadership practiced by administrative leaders in the hospitals under study?
2. What is the level of interest shown by administrative leaders in the hospitals under study toward organizational quality?
3. Is there an impact of the relationship between transformational leadership and organizational quality?
4. Is there a correlation between transformational leadership and organizational quality based on their respective dimensions?

Second: Research Significance

The significance of this research lies in the following aspects:

1. It integrates two important variables in the field of management and business: the independent variable (transformational leadership) and the dependent variable (organizational quality).
2. The study contributes to enriching the Iraqi scientific body of knowledge, particularly in business management and quality management, with a focus on hospital management, aiming to align with the efforts of other researchers in this field.
3. There is a scarcity of both Arabic and international studies addressing the variable of **organizational quality**. Based on the researchers' knowledge, this study is among the few that explore this topic.
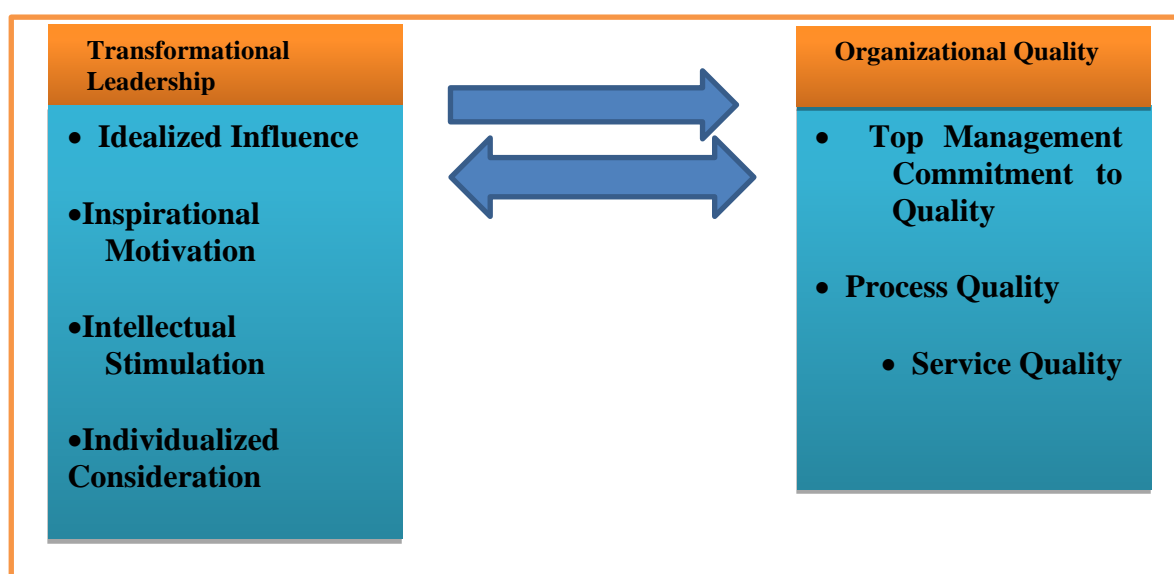
Third: Research Objectives

This research aims to achieve several objectives, which can be summarized as follows:

1. Highlighting the importance of transformational leadership in enhancing organizational quality.

2. Clarifying the contribution of each sub-dimension of both variables and assessing the extent of their application in the hospitals under study.

3. Attracting the attention of administrative leaders in the hospitals under study to the significance of the topic and its variables, encouraging them to use these concepts to improve administrative processes.

4. Examining the characteristics of the impact of transformational leadership on reaching organizational quality.

1) Fourth: The Hypothetical Model

To make clear the nature of the research problem and objectives, there was developed a hypothetic model reflecting the relationship between the two variables, their sub dimensions and correlation and the impact of relationship between them., as shown in **Figure (1)**.

Fifth: Research Hypotheses

The research problem and objectives, so the researchers have formulated some hypotheses to find out the factual relationship between two variables and their hypothetical model which are as follows:

1. First Main Hypothesis: transformational leadership is statistically significantly correlated with organizational quality of the hospitals being studied. Based on this, we obtain the following sub-hypotheses.

A. The First Sub Hypothesis: Idealized Influence dimension has a statistically significant correlation to organizational quality in the studied hospitals.

B. The second sub hypothesis states that there exists a statistically significant relation between Dimension of Inspirational Motivation and organizational quality in the studied hospitals.

C. Third Sub Hypothesis: There is a statistically significant relation between the dimension of Intellectual Stimulation and organizational organizational quality in the hospitals that are under study.

D. Fourth Hypothesis: There is a statistically significant correlation between Individualized Consideration dimension of the dimensions and organizational quality of the hospitals under study.

A. **Second Main Hypothesis**: It is found that the transformational leadership and its dimensions have a statistically significant impact on organizational quality in the hospitals under study. From these, it follows that.

B. **First Sub-Hypothesis**: There is a statistically significant impact of the **Idealized Influence** dimension on organizational quality in the hospitals under study.

C. **Second Sub-Hypothesis**: There is a statistically significant impact of the **Inspirational Motivation** dimension on organizational quality in the hospitals under study.

D. **Third Sub-Hypothesis**: There is a statistically significant impact of the **Intellectual Stimulation** dimension on organizational quality in the hospitals under study.

E. **Fourth Sub-Hypothesis**: There is a statistically significant impact of the **Individualized Consideration** dimension on organizational quality in the hospitals under study.

2) Sixth: Research Population and Sample

The research population inherently includes all elements from which the researchers aim to draw the required conclusions. In line with the research requirements, the researchers selected the hospital environment as the field for their study due to its importance in Iraq. Thus, the research population was defined to include a group of hospitals in Karbala: **Al-Hajja Hospital**, **Al-Kafeel Hospital**, and **Imam Al-Hassan Hospital**. The research population consisted of the administrative leaders working in the hospitals under study, their deputies, and department and administrative unit heads, totaling **112** individuals. From this population, a purposive sample of **50** individuals was selected.

Chapter Two: The Theoretical Framework

3) First: Transformational Leadership

a) 1. The Concept of Transformational Leadership: The term transformational leadership refers to the leader's capacity to excite, provoke and influence the team to accomplish collective goals, be it on a face to face work context or a virtual working sphere. According to studies, this leadership style positively contributes to increasing motivation, increasing performance and attaining the strategic objectives of organisations (Greimel & Chelaru, 2023:2). Transformational leaders can therefore enhance the performance of an organization by concentrating on reinforcing values and trust; they motivate people to accommodate changes, practice their personal capabilities and foster collaboration aimed at assessing sustainable development within the company (Saad, 2021:2). Moreover, transformational leadership is instrumental in the change and innovation process by boosting individual's self efficacy and encouraging them to achieve their shared goals. This touches, finally, on better operational results in the long run (Eliophotou & Lefteri, 2021:1), and research has shown also that it enhances significantly the job satisfaction, motivation, and organizational performance. Kilag et al. (2024:104), Tegor & Thasimmim (2023:422) confirm the studies that transformational leadership increases productivity, encourages innovation, and makes

companies more competitive through employee satisfaction and making a good organization reputation.

4) 2. The Importance of Transformational Leadership : Transformational leadership is of importance because through some key characteristics that differentiate this type of leadership organizations can obtain exceptional results. The important aspects of importance that are the most prominent are: (Abdul-Azeez et al. 2024:1896)

A. Inspiring and Motivating Employees: Transformational leadership causes employees to surpass expectations and fulfil the organizational goals more than what one would normally anticipate.

B. Future Vision: Transformational leaders can also be effective in presenting an inspiring vision of the organization that a number of teams could get behind to achieve a common goal.

C. Inspirational Motivation: Transformational leaders motivate employees to be helpful and inventive in their work, by leading frequently.

D. Creative Thinking and Intellectual Stimulation: Transformational leadership promotes critical thinking and innovation, driving continuous change and growth within the organization.

E. Individualized Consideration for Employees: This leadership style focuses on addressing employees' individual needs, fostering relationships built on trust and respect.

5) 3. Characteristics of a Transformational Leader: The unique characteristics of a transformational leader enable the creation of a work environment that fosters support and motivation, contributing to outstanding organizational outcomes. The key characteristics include: (Kilag et al., 2024:104)

A. Visionary Thinking: A transformational leader possesses a clear vision for the future and can communicate it in a way that inspires and motivates others to work toward achieving it.

B. Inspirational Motivation: A transformational leader has the ability to inspire and motivate employees to exceed expectations, creating a positive work environment that fosters commitment and enthusiasm.

C. Intellectual Stimulation: A transformational leader encourages employees to think creatively and critically, fostering innovation and continuous growth.

D. Individualized Consideration: A transformational leader cares for each employee individually, taking their needs and aspirations into account while providing appropriate support and guidance.

6) 4. Dimensions of Transformational Leadership **:**Due to the widespread consensus on the dimensions of transformational leadership, the researchers relied on (Fatiha et al., 2020) as a primary source, as illustrated in Figure (1).

Figure (2): Prepared by the Researchers Based on Previous Literature

a)   1. Idealized Influence

Idealized influence is one of the leader's behaviors that directly impacts employees' behavior and their level of commitment to the organization. This influence is based on the relationship between the leader and the employee, where the interaction between leadership and employee behavior plays a crucial role in enhancing employee commitment to the organization. This effect becomes more evident when the leader gains employees' respect and trust through actions and attitudes that establish a clear vision and shared goals (Afshari, 2022:806). Idealized influence can, on the other hand, be considered a part of charismatic leadership, although its connection to this type of leadership remains subject to debates among scholars. For example, some people, like Judge and Bono, believe idealized influence to be a trademark property of charismatic leadership, while some others, for example Bass, and Riggio, state that a leader ought to be transformational, but does not necessarily need to be charismatic. Additionally, an idealized influence leader creates a closer bond with the workers leading to the increase of its commitment to the organization (Kariuki, 2021:122).

b)   2. Inspirational Motivation

Inspirational motivation is where a clear vision is developed and the followers are motivated to achieve collective goals so they can be dedicated and creative in the organization (Kariuki, 2021:120). In this leadership style, there is a focus on inspiring and motivating people through providing a lucid and charming vision with something valuable for individuals and aligning their individual goals with the goals of the organization. An inspiring leader is the one who creates energy and excitement; who brings about optimism and increase confidence so that the employee can overcome every hurdles and reach up to his potential. In addition, inspirational motivation is the subject's willingness to produce effort where, in motivating employees to the high performance, both intrinsic and extrinsic rewards play a significant role (Jiang et al., 2018:34).Along with that, this approach is committed to the enhancement of the

spirit of the team and the involvement of everyone to the shared vision while creating the positive work environment supporting the innovation and commitment to the success. According to Linge & Sikalieh (2019:2), a study has revealed that there are strong relationships between employees' extrinsic as well as intrinsic motivation and their performance at work and their levels of satisfaction.

c)   3. Intellectual Stimulation

A type of leadership is intellectual stimulation, in which the leader seeks to encourage employees to think critically and come up with new ideas, so he creates an expectation of challenging work. It is helpful to employees' analytic skills and help them solve problems in new ways, which in turn, enhance their performance and make them more effective in reaching the organizational goals (Yasin et al., 2014:74). Intellectual stimulation encourages employees to express new ideas, explore unconventional solutions, and challenge the status quo to foster innovation and growth. Leaders who practice this style contribute to broadening their employees' perspectives, improving their problem-solving skills, and creating a creative work environment that enhances overall organizational performance (Zhou et al., 2012:897). The absence of intellectual stimulation may lead to decreased motivation and creativity among employees, whereas its adoption can enhance productivity and develop individuals' capabilities within the organization. This makes it a powerful tool for improving efficiency and strengthening competitiveness (Hosna et al., 2021:342).

d)   4. Individualized Consideration

Individualized consideration can be defined as a leadership trait, a representation of group behavior toward individuals, an aspect of organizational culture, or an expected requirement from leaders, groups, and organizational culture. The perception of individualized consideration may vary among individuals or groups depending on their level of cognitive and moral development, influencing how they interpret leadership behavior (Avolio et al., 1995:204). In this context, the leader acts as a mentor and supporter for each individual, with a focus on personal development (Zacher et al., 2014:174). Individualized consideration refers to how a leader treats employees as unique individuals based on their specific needs to enhance their job performance. Each employee is different, requiring distinct guidance or training to reach their full potential (Hosna et al., 2021:342). A leader who pays special attention to followers' individual needs takes time to understand their personal and professional aspirations, provides tailored support, and encourages their growth and development.

7) Second: Organizational Quality
a)   1. Concept of Organizational Quality

According to **Jean (2005:91)**, organizational quality is a strategic tool aimed at gathering information about the work environment, supported by measurement and analysis tools to identify the required market value and competitive factors necessary to meet stakeholders' needs with the right quality and timing.

On the other hand, **Al-Sawaf & Ismail (2011:81)** define organizational quality as the shared beliefs, values, attitudes, and behavioral patterns that distinguish an organization from others. Organizations develop these perceptions through continuous improvement of processes that support organizational concepts, aiming to achieve customer satisfaction and maximize profitability.

Meanwhile, **Amina (2015:55)** sees organizational quality as the effective alignment of an organization's internal resources—including policies, strategies, programs, and technologies—and their utilization at a high level of efficiency to influence how people perceive and feel about the organization.

b)   2. Importance of Organizational Quality

There is no doubt that countries around the world experience varying rates of economic growth depending on their available resources—some abundant, others scarce. The most crucial resource for any country is its organizations and the extent to which they are supported by advanced technologies, government policies, and legal frameworks to enhance their competitive standing. The defining factor in the success of some organizations over others lies in **organizational quality**, the value derived from it, and the effort to align resources with organizational performance (**Wistrom, 2013:3-4**).

Moreover, achieving high-quality performance remains a key aspiration for both private and public organizations. Organizations are now evaluated based on their operational efficiency and continuous improvement of outputs. Additionally, quality reflects the internal and external systems adopted by the organization. Given the rapid and substantial changes in the competitive environment, organizations have increasingly viewed **quality** as a comprehensive and effective management philosophy necessary for survival at both the local and international levels (**Al-Muhayawi, 2006:24**).

c)   3. Objectives of Organizational Quality

According to **Kenyon & Sen (2015:139)**, the objectives of organizational quality are achieved through the following key points:

A. Enhancing productivity quality.

B. Reducing product or service costs by minimizing unnecessary errors and defects, improving safety, and optimizing resource utilization.

C. Leveraging employees' creative intelligence, utilizing their knowledge and skills, and engaging them in the development process across a wide range of organizational tasks.

D. Improving communication processes within the organization.

E. Providing opportunities for knowledge acquisition, achievement, and self-development.

8) Fourth: Dimensions of Organizational Quality

The researchers relied on several dimensions that align with the research variables, as they deemed them more logical and consistent with the research environment, which involves hospitals in Karbala. The identified dimensions are as follows:

a)   1. Commitment of Senior Management to Quality:

According to **Oakland (2003:32)** and **Al-Tai & Others (2005:89)**, the role of senior management and other administrative levels within the organization requires commitment to several organizational issues and roles. Key aspects include:

A. Ensuring decisions related to organizational quality are made and applied on a broad scale.

B. Promoting a culture of quality throughout the organization and emphasizing continuous improvement of services.

C. Providing a clear strategic vision regarding the organization, its activities, and the services offered to customers.

D. Conveying senior management's commitment to quality to the rest of the staff.

E. Supporting and facilitating quality efforts and overcoming challenges.

F. Identifying customer needs.

G. Evaluating the organization's ability to meet those needs with the desired level of quality.

b)   1. Organizational Culture:

The concept of organizational culture emerged in the early 1980s and reached its peak, gaining significant attention from researchers in various fields of knowledge. Organizational culture derives its existence from the culture of society (**Barka, 2016:68**). It is defined as the way of doing things, consisting of a set of rules through which behavior and intelligent action are established within the organization, reflecting the shared values of its members (**Rifa'i, 2003:4**). Organizational culture is considered the center that gives the organization its personality and identity, expressing its unique culture achieved through shared values, beliefs, and aspirations among its members, distinguishing it from other organizations (**Ceausu et al., 2017:239**). Organizational culture has been described through three main approaches, as follows (**Al-Ani, 2008:45**):

A. The first approach: Focuses on intangible intellectual dimensions such as values, beliefs, assumptions, philosophy, and others. It is often referred to as the organizational model or the core of culture.

B. The second approach: Focuses on multiple visible aspects, including physical structures such as buildings and intangible aspects such as services. Additionally, it represents behavioral patterns such as (symbolic behavior, structures, designs, and systems).

C. The third approach: Includes two dimensions (substantive and behavioral) and addresses them from the perspective of the cultural fabric.

c)   2. Process Quality:

Process quality is considered the cornerstone for any development within the organization. This concept is linked to improving the quality of production processes for services provided to customers. Its goal contributes to assessing the correctness of the procedures and practices followed by the organization (**Seo, 2017:1**). Measuring process quality within the organization has become one of the important procedures in administrative operations because it reflects the true performance of the organization. With the current technological revolution, process and information systems have been developed through advanced intelligence engines that must be utilized by decision-makers, particularly senior management, to transform them through their knowledge and position into services that can be widely disseminated across

society (**Al-Abdullah, 2004:557**). Process quality is defined as a series of steps necessary to implement the specifications set by the organization according to modern technological capabilities. This process achieves specific results that benefit both the organization and the customer (**Al-Waeli, 2018:68**).

3.ServiceQuality:

Service quality has become a key feature and an effective strategic tool that organizations seek and allocate their resources and efforts to achieve, in order to face competitors and their threats (**Kenyon & Sen, 2016:27**). Various perspectives exist regarding the concept of service quality. The American Society defines it as a set of characteristics and attributes of a product or service that depend on its ability to meet and satisfy specific needs (**Al-Bardaqani, 2017:52**). In line with its connection to one of the dimensions of organizational quality, it is defined under the term "quality in service organizations" as the measurement of customer expectations regarding the service provided and their prior developments for it. The organization must consider these perceptions and incorporate them into the design of the services in accordance with customer requirements, thus gaining a competitive edge and superior leadership over its peers in the same sector (**Al-Bahi, 2016:30**).

Chapter Three

The Practical Aspect of the Research

This chapter focuses on the practical aspect of the research and revolves around three main areas. The first area pertains to examining and testing the research measurement tool, while the second area concerns the statistical description of the research variables and dimensions. The third area is dedicated to testing the research hypotheses, as follows:

First: Examination and Testing of the Research Measurement Tool

This section focuses on the statistical validation of the measurement tool's reliability in measuring the studied phenomena and its consistency across the items in the tool. This step is essential before proceeding with statistical description and hypothesis testing.

1. Coding and Describing the Research Variables

The process of coding the variables and dimensions is crucial to facilitate the task of reading and identifying the variables during the statistical analysis of the data extracted from the questionnaire. Table (2) outlines the codes for those variables and dimensions, the number of items in each dimension, and the source of the adopted measurement tool, as follows:

A. Table (1): Coding and Description

Symbol	Number of phrases	Sub -dimension	variable	t
Ida	4	The ideal effect	Transformative .	1
Mot	4	Inspirational motivation		
Int	4	Intellectual excitement		
Con	4	Individual considerations		

Clu	3	Organizational culture	The quality of the organization.	3
Com	3	The commitment of senior management to quality		
Qua	3	The quality of operations		
Ser	3	The quality of operations		

Structural Reliability of the Measurement Tool

The researcher relied on Cronbach's Alpha test to measure the structural reliability of the measurement tool used in the current research. The reliability coefficient for the tool was calculated using the Cronbach's Alpha correlation coefficient, as shown in Table (1):

Table (2): Reliability Coefficients of the Study Measurement Tool

Cronbach Alfa	Distance	Cronbach Alfa	variable
0.98	The ideal effect	0.99	Transformative
0.97	Inspirational motivation		
0.97	Intellectual excitement		
0.96	Individual considerations		
0.97	Organizational culture	0.90	The quality of the organization
0.96	The commitment of senior management to quality		
0.98	The quality of operations		
0.97	Service quality		

Source: Prepared by the researcher based on the outputs of the SPSS V.23 program.

B. It can be observed from Table (2) that the values of Cronbach's Alpha coefficient ranged between (0.99–0.90), which are statistically acceptable in administrative and behavioral research, as their values are greater than (0.70), indicating that the tool demonstrates internal consistency and reliability.

Second: Statistical Description: Presentation of the Research Sample Responses

This section focuses on describing and analyzing the responses of the sample participants by presenting the arithmetic means of the questionnaire items, their standard deviations, the response levels, and the relative importance regarding the main variables and their dimensions, along with their interpretation. To determine the best levels of the participants' responses, the researcher relied on the classification method proposed by Dewberry (2004: 15), who indicated that when a five-point Likert scale (Strongly Agree – Strongly Disagree) is used, there are five categories for the arithmetic means. The category is determined by calculating the range (5-1 = 4), then dividing the range by the number of categories (5) (0.80 = 4/5). After that, 0.80 is added to the lower limit of the scale (1) or subtracted from the upper limit of the scale (5). The categories are as shown in Table (3) below:

Table (3): Classification of Statistical Description Categories

Level	Categories	
Very low	1 – 1.80	1
Low	1.81 – 2.60	2
moderate	2.61 – 3.40	3
High	3.41 – 4.20	4
Very high	4.21 – 5.00	5

Source: Prepared by the researcher based on the literature.

First: Transformational Leadership Variable

This section concerns the statistical description of the transformational leadership variable, which includes four dimensions: (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration). Table (3) presents the statistical description criteria for the study sample responses, which include the arithmetic mean, standard deviation, response level, and relative importance for the transformational leadership variable.

It can be observed from this table that the Idealized Influence dimension received the highest arithmetic mean of (3.85) with a standard deviation of (1.215), indicating consistency and harmony in the sample responses for this dimension, and falling under the "High" response level. Meanwhile, the Inspirational Motivation dimension ranked second with an arithmetic mean of (3.76) and a standard deviation of (1.274), reflecting the alignment of the participants' responses, also falling under the "High" response level. The Intellectual Stimulation dimension ranked third with an arithmetic mean of (3.75) and a standard deviation of (1.342), showing the alignment of the participants' answers within the "High" response level. The Individualized Consideration dimension ranked fourth, with an arithmetic mean of (3.61) and a standard deviation of (1.318), indicating the consistency of the participants' responses, within the "High" response level.

According to the above, the overall mean for the transformational leadership variable was (3.71) with a general standard deviation of (1.222). This variable received a "High" response level, and its relative importance, compared to other variables in the research, ranked first. The researcher can conclude from the responses that the sample believes in the importance of transformational leadership in the hospitals studied. This belief, within certain limits, reflects the presence of transformational leadership in the researched hospitals through its four dimensions, as indicated by the high mean scores, reflecting their availability in the hospitals' operations based on the sample's opinions.

Table (4): Statistical Description of the Transformational Leadership Variable (n=47)

Starting importance	The answer level	S.D.	M	Distance	t
1	high	1.215	3.85	The ideal effect	1
2	high	1.274	3.76	Inspirational motivation	2
3	high	1.342	3.75	Intellectual excitement	3
4	high	1.318	3.61	Individual considerations	4
the first	High	1.222	3.71	القيادة التحويلية	

Source: Prepared by the researcher based on the outputs of the SPSS V.23 program.

2. Organizational Quality Variable

Table (4) shows the arithmetic means, standard deviations, response levels, and relative importance of the study sample's responses towards the organizational quality variable. This table indicates that the Operations Quality dimension received the highest arithmetic mean of (3.79) with a standard deviation of (1.160), reflecting consistency in the sample's responses for this dimension, which falls under the "High" response level. On the other hand, the Service Quality dimension ranked second with an arithmetic mean of (3.72) and a standard deviation of (1.216), confirming the alignment of the participants' answers, also under the "High" response level. The Top Management Commitment to Quality dimension ranked third, with an arithmetic mean of (3.58) and a standard deviation of (1.276), confirming the consistency of the sample's responses, also under the "High" response level. The Organizational Culture dimension ranked fourth, with an arithmetic mean of (3.56) and a standard deviation of (1.302), indicating consistency in the participants' responses, within the "High" response level.

In light of the above, the overall mean for the organizational quality variable was (3.66) with a standard deviation of (0.885). This variable received a "High" response level, and its relative importance, compared to other research variables, ranked second. Overall, the responses from the sample indicated a clear consistency among the participants, as they believe in the presence of organizational quality within the hospitals they work in.

Table (5): Statistical Description of the Organizational Quality Variable(n= 47)

Starting importance	The answer level	S.D.	M	Phrase	t
4	High	1.302	3.56	Organizational culture	1
3	High	1.276	3.58	The commitment of senior management to quality	2
1	High	1.160	3.79	The quality of operations	3
2	High	1.216	3.72	Service quality	4
the second	high	.885	3.66	**The quality of the organization**	

Source: Prepared by the researcher based on the outputs of the SPSS V.25 program.

Third: Hypothesis Testing

This is the final step in the practical aspect of the research, aiming to test the hypotheses. In this step, the researcher explores the correlation relationships between the research variables, on one hand, and tests the ability of the independent variables to explain and influence the dependent variable. In this context, the scientific model the researcher seeks to test is the simple model, which consists of the independent variable represented by (Transformational Leadership) and the dependent variable represented by (Organizational Quality), as follows:

A. Main Hypothesis: (There is a statistically significant correlation between Transformational Leadership and its dimensions and Organizational Quality). To determine the correlation relationships between the independent and dependent variables, the researcher used the Pearson test to test the first main hypothesis. Table (5) shows the Pearson correlation matrix between the dimensions of Transformational Leadership and Organizational Quality.

Before proceeding with testing the sub-hypotheses of this main hypothesis, Table ( ) indicates the sample size (47) and the type of test (2-tailed). The abbreviated "Sig." in the table refers to the significance of the correlation coefficient test by comparing the calculated t-value with the table value, without showing the values. If the symbol (**) appears on the correlation coefficient, this means that the calculated t-value is greater than the table value. The strength of the correlation coefficient is determined based on the guidelines of (Cohen & Cohen, 1983), as shown in Table (6) below:

Table (7): Values and Levels of the Correlation Relationship

The level of relationship relationship	The value of a correlation laboratory	t
Low correlation relationship	below) 0.10(	1
A moderate connection relationship	from) 0.10) الى (0.30(	2
A strong correlation relationship	Higher) 0.30(	3

Source: Prepared by the researcher based on the literature.

Table (6) indicates a positive and statistically significant correlation between Transformational Leadership and Organizational Quality, with a simple correlation coefficient value of (.546**). This value reflects a strong direct relationship between the two variables. Supporting this is the significance of the correlation, which appeared at a significance level of (1%) with a confidence level of (99%). Additionally, the relationship between the dimensions of Transformational Leadership and Organizational Quality was significant, with all dimensions showing a strong correlation. Table ( ) illustrates this relationship. Therefore, the first main hypothesis is accepted, which states that (there is a statistically significant correlation between the dimensions of Transformational Leadership and Organizational Quality), at a significance level of (1%), meaning that the decision result is accepted with a confidence level of (99%).

Table (7): Pearson Correlation Matrix Between the Dimensions of Transformational Leadership and Organizational Quality

Correlations		The ideal effect	Feelings are utilitarian	The main poet	Individual considerations	Transformative
The quality of the organization	Pearson Correlation	.518**	.438**	.598**	.664**	.546**
	Sig. (2-tailed)	.000	.002	.000	.000	.000
	N	47	47	47	47	47
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Outputs from the SPSS V.25 program.

B. Testing the Impact Relationships Between the Research Variables
The main goal of this section is to test the impact hypotheses of the research variables, which revolve around the direct impact between these variables. For this purpose, the researcher used Simple Regression Analysis, which determines the direct impact between the independent and dependent variables. To test the significance of the simple linear regression model, the researcher also used the (F) test. A significant impact exists if the calculated (F) value is greater than the table (F) value, and no significant impact exists if the calculated (F) value is smaller than the table (F) value at the (0.01) level using the SPSS V.25 program.

The main hypothesis of the impact is that (there is a significant causal relationship between Transformational Leadership and its dimensions and Organizational Quality). To verify its accuracy, the researcher conducted a regression test, where the calculated (F) value for the estimated model was (19.085) at a significance level of (0.01). Accordingly, the significance of the test model is accepted. Furthermore, from the value of the determination coefficient (R^2) of (.30), it is clear that Transformational Leadership can explain (30%) of the changes in Organizational Quality in the hospitals in the study sample. The remaining (70%) is attributed to the contribution of other variables not included in the study model. As for the level of impact, it is evident from the value of the slope coefficient (β) of (.55) that increasing the levels of Transformational Leadership availability by one standard deviation unit will lead to an increase in Organizational Quality by (55%) of one standard deviation unit. Therefore, the hypothesis is accepted.

Table (8): The Impact Between Transformational Leadership and Organizational Quality (N = 47)

		Coefficients[a]							
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**	**R Square**	**F**	**Sig.**
		B	**Std. Error**	**Beta**					
1	(Constant)	2.197	.353		6.219	.000	.298	19.085	.000[b]
	Transformative	.395	.090	.546	4.369	.000			
a. Dependent Variable: The quality of the organization									

Source: Researcher's preparation based on literature.

The main hypothesis branches into the following sub-hypotheses:
1. **Sub-hypothesis 1**: There is a statistically significant effect of the Idealized Influence dimension on the Organizational Quality variable. The first sub-hypothesis focuses on the effect between the Idealized Influence dimension and the Organizational Quality variable. As shown in Table (9), there is a significant causal relationship ($\beta = 0.52$, $P < .01$) between the Idealized Influence dimension and Organizational Quality. This matches the research expectations, while the interpretation level for the test is (0.27), which is the amount explained by the Idealized Influence dimension regarding the changes in the Organizational Quality variable. The remaining percentage is attributed to other variables not included in the test model. The value ($F = 16.522$, $P < 0.01$) confirms the

statistical significance in explaining the Organizational Quality results through the Idealized Influence dimension. In light of this, the result supports the acceptance of the sub-hypothesis.

2. **Sub-hypothesis 2**: There is a statistically significant effect of the Inspirational Motivation dimension on the Organizational Quality variable.

3. The second sub-hypothesis focuses on the effect between the Inspirational Motivation dimension and the Organizational Quality variable. As shown in Table (9), there is a significant causal relationship (β= 0.44, P < .01) between the Inspirational Motivation dimension and Organizational Quality. This aligns with the research expectations, while the interpretation level for the test is (0.19), which is the amount explained by the Inspirational Motivation dimension regarding the changes in Organizational Quality. The remaining percentage is attributed to other variables not included in the test model. The value (F = 10.683, P < 0.01) confirms the statistical significance in explaining the Organizational Quality results through the Inspirational Motivation dimension. Based on this, the result supports the acceptance of the sub-hypothesis.

4. **Sub-hypothesis 3**: There is a statistically significant effect of the Intellectual Stimulation dimension on the Organizational Quality variable.
The third sub-hypothesis focuses on the effect between the Intellectual Stimulation dimension and the Organizational Quality variable. As shown in Table (9), there is a significant causal relationship (β= 0.60, P < .01) between the Intellectual Stimulation dimension and Organizational Quality. This matches the research expectations, while the interpretation level for the test is (0.36), which is the amount explained by the Intellectual Stimulation dimension regarding the changes in Organizational Quality. The remaining percentage is attributed to other variables not included in the test model. The value (F = 24.990, P < 0.01) confirms the statistical significance in explaining the Organizational Quality results through the Intellectual Stimulation dimension. In light of this, the result supports the acceptance of the sub-hypothesis.

5. **Sub-hypothesis 4**: There is a statistically significant effect of the Individual Consideration dimension on the Organizational Quality variable.The fourth sub-hypothesis focuses on the effect between the Individual Consideration dimension and the Organizational Quality variable. As shown in Table (9), there is a significant causal relationship (β= 0.66, P < .01) between the Individual Consideration dimension and Organizational Quality. This matches the research expectations, while the interpretation level for the test is (0.44), which is the amount explained by the Individual Consideration dimension regarding the changes in Organizational Quality. The remaining percentage is attributed to other variables not included in the test model. The value (F = 35.396, P < 0.01) confirms the statistical significance in explaining the Organizational Quality results through the Individual Consideration dimension. Based on this, the result supports the acceptance of the sub-hypothesis.

Table (10): Results of the Multiple Regression Analysis for Testing the Sub-hypotheses of the Main Impact Hypothesis.

F	R 2	Sig.	T	B	Dimensions of the independent variable	The reliable variable
16.522	0.269	.000	4.065	.518	The ideal effect	
10.683	0.192	.000	3.269	.438	Inspirational motivation	The quality of the organization
24.990	0.357	.000	4.999	.598	Intellectual excitement	
35.396	0.440	.000	5.949	.664	Individual considerations	

Source: Researcher's preparation based on SPSS v.25 outputs.

Chapter Four

Conclusions and Recommendations

First: Conclusions

1. The study focuses on the focus of improving performance quality in Karbala hospitals and with the transformational leadership as one of the main factors affecting this factor. In addition, it also points out to the role of leaders and staff by enhancing transformational leadership to improve health care quality.

2. Thus, we can see that the idealized influence is the major part of the transformational leadership impact on the quality of services in hospitals in Karbala, and it is primarily related to the improvement of trust and commitment in the team, as well as the working environment and service quality.

3. Because idealized influence and inspiration motivation are combined, and also there is a close relation between human and administration aspects of leadership, realizing the strategic goals and enhancing health outcomes of Karbala hospitals is possible.

4. The study highlights the importance of developing leadership skills in inspirational motivation and intellectual stimulation as one of the important strategies to improve the service quality of the healthcare service in Karbala hospitals.

5. The study demonstrates that including transformational leadership dimensions in transforming Karbala hospitals contributes to the ability of those hospitals to adapt to the current healthcare challenges that would lead to the achievement of the excellence in providing high quality medical services.

6. The findings indicate that there might be other factors that may be presumed to improve healthcare quality in Karbala hospitals that are not incorporated in the current model and this requires further research for the purposes of investigating and evaluating their effect on performance and health care delivery.

Second: Recommendations

1. In Karbala hospitals, working with transformational leadership should be strengthened either by such training programs or development strategies to leaders' competence in applying this leadership style that would improve the quality of service rendered in these hospitals.

2. Idealized influence is recommended among work teams that are advised to adopt ideal leadership practices for rising trust among employees and commitment. Strategies for achieving this are those that promote high values and ethics resulting in positive outcome for the hospital.

3. Inspiring motivation should be joined with idealized influence to improve the hospital's performance and to help in reaching strategic goals since it would promote human aspects and the administrative aspects as well.

4. Leadership Skill Development: For better leadership, inspirational motivation and intellectual stimulation skills of leaders should be developed through trainings. The acquisition of these skills would significantly enhance healthcare service quality and nurture the avenues of innovation in practice.

5. In hospitals, the Integration in Transformational Leadership Dimensions: Hospitals should focus on the integration of all transformational leadership dimensions in order to increase their adaptability to challenges of healthcare and therefore improve medical performance and their service delivery.

6. Keeping the above in mind, conducting some further research on some other factors that might affect the enhancement of the quality of healthcare and rendering supreme health care in the hospitals of Karbala is recommended.

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