THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN PROMOTING HIGH PERFORMANCE: AN EXPLORATORY ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF ACADEMIC LEADERS AT THE UNIVERSITY OF BABYLON

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Abstract

The research aims to test the effect of transformational leadership represented by its dimensions (Idealized Influence, Inspiring Motivation, Intellectual Stimulation, And Individual Consideration), in enhancing high performance represented by its dimensions (Continuous Improvement, Work Orientation, Long-Term Orientation, Management Quality, And Employee Quality). The research sample is from the academic leaders at the University of Babylon, according to a sample of (65) respondents from the senior leaders at the university, and using (questionnaire) according to ready-made foreign standards, and the obtained data were analysed and processed statistically, using statistical programs (SPSS V.23, Amos V23), and the research reached a set of results, the most important of which is (the existence of a significant influence relationship for the dimensions of transformational leadership in promoting high performance at the University of Babylon), and the research came out with a set of recommendations, the most prominent of which was that the university should encourage the research community to encourage educational staff who have sufficient experience and preparation to practice the role of transformational leadership, And they have the ability to possess latent talents and creative abilities to benefit from the exercise of tasks and enhance high performance, which has an impact on achieving distinction and success at work.

Keywords: Transformational Leadership, High Performance.

Introduction

In light of the rapid developments and changes in the work environment of contemporary organizations and the increase in competition in performance, technological developments and modern technologies, organizations began to search for means that help them adapt and respond quickly to that changing environment in order to achieve high performance, so the

presence of transformational leadership has an important role in developing Business organizations in general and educational organizations in particular in achieving their goals and giving them the possibility of development, growth and adaptation to environmental changes through their ability to influence and their great flexibility in facing crises by focusing on their employees and supporting them and providing the requirements for performing their work, and the efficiency of the operations they perform, which is the optimal investment of resources available by developing, supporting and strengthening them, as well as developing and training employees to keep pace with new technological updates and breakthroughs, and organizational creativity in the context of striving towards everything that serves the work of the organization, which constitutes an effective means in increasing and improving the performance of employees and the organization as a whole, as work according to transformational leadership is creative, efficient and distinguished, including It possesses personal, creative, organizational and cognitive advantages with which it can face the crises it is exposed to and improve its performance.

Research Methodology
This topic deals with a detailed presentation of (the research problem, the importance of the research, the objectives of the research, the hypothetical scheme of the research, the hypothesis of the research, the limits of the research, the research methodology, as follows:

Research Problem
The research problem can be determined according to the following questions:
A - Does the organization realize the concept and role of transformational leadership as a tool for excellence in its field of work as an educational and service institution?
b- Do the employees at the University of Babylon have a clear vision of the research variables (transformational leadership, high performance) as well as their sub-dimensions?
C - Can the organization enhance its high performance through transformational leadership?
D - Does transformational leadership contribute to influencing employees towards promoting high performance?

Importance of Research
The research derives its importance in the university, the research community, according to the following points:
- Leadership in general plays a major role in enhancing the performance levels of employees, and this in turn will gain greater importance for the current research, as it adopts transformational leadership and its potential in promoting high performance in the university and the research community.
- Its importance is also evident in being the first research that dealt with the relationship between transformational leadership and high performance at the University of Babylon in Iraq, according to the researcher's knowledge.
• Seeking to develop the capabilities of educational cadres to adopt the dimensions of transformational leadership, which can contribute effectively to enhancing high levels of performance.

• Other educational organizations benefit from what the conclusions and recommendations that the researcher will come out with will lead to.

Research Objectives

The research mainly aims to demonstrate the impact of transformational leadership in promoting high performance at the University of Babylon, through the following sub-objectives:

1. Diagnosing the sample's level of awareness of transformational leadership and its dimensions in the university, the research community.
2. Statement of the nature of the relationship between strategic leadership and high performance in the university research community.
3. Diagnosing the extent to which transformational leadership dimensions contribute to enhancing high performance in the university research community.
4. Highlighting the trends of the impact of transformational leadership on high performance through its dimensions in the university, the research community.

Research Hypothesis

1. The main hypothesis: There is a significant effect relationship of transformational leadership with its dimensions in high performance. The following sub-hypotheses emerge from it:

• Sub-hypothesis 1: There is a significant effect of the ideal effect dimension on high performance.
• Sub-hypothesis 2: There is a significant effect of the inspirational motivation dimension on high performance.
• Sub-hypothesis 3: There is a significant effect of the intellectual stimulation dimension on high performance.
• Sub-hypothesis 4: There is a significant effect of the individual consideration dimension on high performance.

Research Methodology

The nature of the research, its orientations, goals, and tools necessitate the adoption of the descriptive analytical approach, which represents the important foundations and pillars that clarify and chart the researcher's path to achieve the effects he aspires to, as the approach is based on defining the characteristics of the phenomenon, describing its nature qualitatively and quantitatively, and determining the quality of the relationship between its variables, causes, trends, and so on. From aspects that revolve around diagnosing a specific problem or phenomenon, identifying its reality on the ground, interpreting the results, and presenting a set of conclusions and recommendations that will contribute to improving performance.

Theoretical Aspect Of Research Variables
TRANSFORMATIONAL LEADERSHIP
Transformational Leadership Concept
Leaders influence, train, and direct followers through change, and the transformational leadership theory presented by Burns (1978) enables teams to help each other reach a higher

level of motivation by changing external conditions, and it is an approach whereby leaders motivate their followers to align with the organization's goals and interests to achieve Performance beyond expectations. Transformational leadership can be defined based on its impact on followers through charisma, inspiration, intellectual stimulation, or individual consideration. The essence of transformational leadership is to create and communicate a vision that goes beyond one's self-interest, which develops naturally through verbal and non-verbal communication A face-to-face environment (Greimel et al, 2023:1), and more specifically, transformational leadership refers to leaders who promote cultural development, which in turn promotes better performance in organizations, especially with regard to the educational context, where leadership contributes to learning through the development of structural processes that define capabilities, and work proactively to provide a positive impact in promoting reform and changing the culture and professional work practices in universities, transformational leadership has a significant impact on the culture of learning (Purwanto et al, 2023:1-2), as it refers to leaders who seek to create and fresh perspectives to create a new path to growth and prosperity for the organization; By developing commitment, passion, and loyalty among managers and employees, contributing to fundamental changes in the foundations of the organization, acquiring the necessary capabilities and preparing to move in new directions and reach the highest levels of ideal performance (Korejan & Shahbazi, 2016: 452).

The researcher believes that the concept of transformational leadership refers to a type of leadership style that includes motivating and inspiring workers and enabling them to achieve a common vision and create a positive impact on organizations and societies to achieve higher than expected goals.

Importance Of Transformational Leadership

The theory of transformational leadership is among the most prominent approaches and styles of contemporary leadership, and this is supported by what many recent studies indicated that transformational leaders are more effective in non-recurring situations or environments characterized by change and uncertainty, and it was summarized (Boutarfa, 2016: 30-31) on the importance of transformational leadership from four factors:

1- It does not monopolize power exclusively, but rather seeks to delegate important powers, empower individuals, develop their skills and enhance their self-confidence, and works to create self-reliant groups and work teams.

2- The qualities of transformational leadership can be developed and improved through training, which leaves an important impact on the perceptions, commitments and performance of followers at various levels of the organization.

3- Transformational leadership bears the "moral responsibility", which in turn constitutes an effective element in motivating individuals working for the interest of the group or the organization, which supports the idea of acquiring cooperative behavior within the organization.

4- Transformational leadership can exist in any organization and at various levels, and it is suitable for facing all situations, whether in successful organizations or in need of radical changes.

(Al-Jubouri, 2023:4) explained that the importance of transformational leadership stems from overriding self-interest in front of the public interest, due to the special capabilities and skills that the transformational leader possesses in achieving creativity and orientation towards achieving the goals of the organization; Transformational leadership is considered an important variable in increasing the effectiveness of change and creativity, and important for achieving the growth and survival of the organization, and important and useful for most subordinates in their organizations and important in advanced technological societies that push society towards more change, transformational leadership enables followers to become leaders and create value through changing Culture within the social system organization and is characterized by factors of Idealized influence, intellectual stimulation, or individual consideration, and the interaction between leaders and workers determines how the team harmonizes with each other and performs, which is critical to initiating change (Greimel et al, 2023:3).

Transformational Leadership Objectives
There are three essential goals of transformational leadership and urging the leader to adhere to them, which are as follows: helping the work team to develop, achieving a professional culture, and helping workers to solve their problems in a more effective way (Mohammadi, 2021: 179), and the transformational leadership style is defined as " An energetic follower with a sense of autonomy and responsibility", which increases commitment and competence. Further, the leader facilitates growth and translates evidence into practice to achieve organizational goals. Thus, transformational leadership ship is common in the service sector, and inspires and motivates a powerful transformation in culture and structure. organizations and is considered the best method chosen for leaders to provide optimal services while improving morale and conviction (Al-Thawabiya et al, 2023: 3446), leaders can create plans and hire qualified individuals with career advancement possibilities through effective transformational leadership, the main goal of transformational leadership is to raise The level of employee performance and organizational performance by investing in human resources to ensure the availability of the appropriate number of individuals with the necessary skills, as the level of performance of the organization affects its success (Asefa et al, 2023:32).

Dimensions Of Transformational Leadership
For the purpose of accurately defining the dimensions of transformational leadership, it is possible to rely on research (2023:8 Lee et al), which indicated that the basis of transformational leadership depends on four dimensions that include:

• Idealized Influence
where the leader acts in a way that leads him to set an example for his followers; Therefore, he is admired, respected, and trusted by followers who, in turn, want to emulate the leader. They recognize exceptional abilities, perseverance, and determination in their leader. The leader is willing to take risks to achieve organizational or personal goals. He adopts ethical and moral behavior while doing so. ideal means influencing ideals; That is, at the highest level of ethics, and it is considered one of the most effective features, and has an attractive

personality, and sets the platform for success for the organization by caring for the appropriate conditions for it (Ngaithe et al, 2016:7), which is the "charismatic aspect" of transformational leadership, which means inspiring a vision for the future; By adopting a behavior that makes them respectable, the leader can express a compelling vision and instill pride, trust, and respect in followers. Idealized influence leaders are portrayed as risk-takers and enthusiasts. This explains their ability to envision, plan, and implement change in organizations because they are not afraid of change; Their enthusiasm also inspires their followers to hope for a better future, and thus embrace change rather than the status quo, and the risk-taking trait enables leaders to overcome times of crisis and develop the resilience of the organization necessary for its continuity (Kariuki, 2021:126)

Inspirational Motivation
Inspirational motivation for leaders refers to "leader behaviors" that "inspire and motivate followers to reach ambitious, previously unattainable goals, by raising followers' expectations and communicating confidence that they can achieve those goals" (Jiang et al, 2018:35). Inspirational motivation is concerned with creating a vision, developing clear and reasonable strategies to achieve it, and mobilizing commitment to this vision by communicating it to followers in a clear and reasonable way (Langat et al, 2019: 7), as the leader can create a clear picture of the future with optimism; Leaders can communicate high expectations to followers using symbols so that efforts can be focused on achieving goals in simple ways (Wulandari et al, 2023:2167).

• Intellectual Stimulation
Intellectual stimulation drives the sharing of knowledge in the organization in order to generate more creative and innovative ideas and solutions (Ghasabeh et al, 2015:1438), and it is one of the four dimensions of transformational leadership, as it focuses on leader behaviors that stimulate intellectual curiosity among followers, and encourage reconsideration and challenge. outdated assumptions, reward critical thinking and innovative approaches, thus leaders who display intellectually stimulating behaviors motivate their followers to explore new ways to approach their jobs, it is more focused on tasks because it is geared towards changing the way workers think about their work activities and roles (Peng et al, 2016 :5).

• Individualized Consideration
Refers to leader behavior that includes developmental orientation toward followers, this dimension is salient when facing very difficult threats, encourages two-way communication, and improves information sharing; Which in turn allows followers to get to know the leader, and leaders of individual considerations pay attention to the specific needs and capabilities of followers, and they assign tasks based on the needs and capabilities of individuals, and this dimension is an important requirement for developing followers' confidence and enhancing their role in understanding extreme events (Martínez et al, 2020: 168-169), and this dimension also refers to leaders who pay special attention to the needs of each individual follower for achievement and growth by acting as a coach or mentor. organization (Hilton et al, 2023:6).

HIGH PERFORMANCE

High Performance Concept

High performance organizations seek to increase levels of awareness among employees and make the needs of the organization before their eyes, as well as encourage them to become leaders (Al-Dabbagh, 2018: 336), and high performance is referred to as a system of human resource practices that are associated with employees, in order to reach superior performance. The path of creating value, high results, sustainable competitive advantage, and the strategic distribution of resources inside and outside the organization (Riaz, 2016:423), and is defined as an interrelated set of human resource management practices that work to develop the organization and its performance through job commitment, and following training and reward systems and encouraging participation in decision-making (Ratten, 2020:183), and in general high performance is referred to as a set of practices for human resources that aims to enhance the expertise and skills of employees, which leads to transforming the human resources of the organization into a source of sustainable competitive advantage (Zhu et al, 2018:4).

High Performance Importance

The importance of high performance is represented by what it constitutes of great importance to organizations, as it represents the final output of all internal activities operations, which are reflected in their stability and growth (Hamash, 2020: 42), as organizations become more stable and survival whenever their levels are high in terms of performance (Abdul Sayed, 2015: 78), organizations that are characterized by high performance are of great importance in attracting the attention of diverse human resources, which allows them to choose the most appropriate and efficient among them because they find it easy to identify them socially with high-performance organizations and vice versa with inferior organizations, which indicates that Workers in high-performing organizations will be able to differentiate themselves socially (Andersan & Andersan, 2019: 1050).

High Performance Objectives

That high-performance work practices emphasize flexibility, empowerment and openness, and emphasizes the direction of the goal to rationality, goals, productivity, jobs, and the achievement of the individual worker (Den Hartog & Verburg,2004:60), members of the organization perform at higher levels where they are required to achieve a specific high-performance goal, such as getting better, working harder, or doing your best; Because this type of goal does not give them a focused goal or a measure of their progress, an easily achieved goal will not lead to the desired increases in performance. Where the main point lies in the fact that the goal must be difficult and specific to raise the level of performance. The main factor in achieving it is self-efficacy, which is related to the capabilities and competencies related to the job. The CEO of the organization can measure the growth, profitability and quality of the production line (Lunenburg, 2011: 2-3), and (Susanto et al, 2023: 65) indicated a number of goals that high performance can achieve, including: (1) High performance can certainly reduce of absenteeism and time lost due to employee laziness, and (ii) the high performance of workers and employees causes the time allotted to them to be more or less. (3) Low performance does not benefit the organization, this is because the higher the job

dissatisfaction, the lower the job satisfaction and the higher the level of mental damage to the employee. (iv) High performance automatically motivates employees to work. Employees tend not to change towards lower productivity. (v) Good employees tend to work carefully and accurately, so high performance can reduce accident rates. Therefore, they operate according to existing procedures.

Dimensions Of High Performance

According to (De waal, 2020), five dimensions of high performance were adopted (continuous improvement, work orientation, long-term orientation, management quality, and employee quality), because they have a wide range in terms of application to organizations, which led to sorting out a number of characteristics that Unique to high performing organizations:

• **Continuous Improvement**: Organizations work to create a distinctive and positive work environment, in order to ensure that they obtain committed, efficient and experienced employees, which leads to providing a current and future competitive advantage for organizations (Wilson, 2020:48), organizations that adopt continuous improvement and efforts Total quality management is appropriate due to its flexibility and as a response to the eastern cultural advantage, the collective or group orientation: It comes through the establishment of continuous improvement cells (or teams) consisting of groups of employees working in the same environment (the cell), by training, educating and enabling them to take decisions, and the effective participation of employees in the improvement process and its promotion, and workers are encouraged to think creatively about production problems and reach practical solutions to them and solve problems (Tezel et al, 2023:71).

• **Orientation Towards Work**: (Chiang et al, 2015:5) indicates that high-performance organizations face two types of employees on the side of openness or orientation towards work; the first kind**; Extroverted employee**: This type of employee enjoys a high level of information exchange, active social interaction, and an influential personality, which leads to positive results in following high performance work systems (HPWS). , the second type; **Non-extroverted employee**: This type of employee has low levels of information exchange, and they do not respond to interaction with others, which leads to negative results in businesses that follow high performance work systems (HPWS). The organization's orientation towards openness reveals the effective direction of the request for participation of workers in the important affairs of the organization and the mutual respect between them, which in turn leads to strengthening commitment towards the organization, as high-performance organizations allow the exchange of knowledge to produce developed and new ideas that contribute to increasing and improving performance and stimulating towards change and continuous innovation. and increasing capacity and capability within the organization (Al-Jubouri, 2021: 339).

• **Long-Term Orientation**: The long-term orientation benefits organizations, through which innovation can be enhanced and allowed to obtain intangible assets such as (legitimacy, reputation, and trust) through stakeholder relationships (FLAMMER & BANSAL, 2017: 1844), and in order to ensure survival of high performance organizations over the long term; Building relationships with stakeholders is important through orientation towards the

customer and listening carefully to his needs in terms of products or services with an understanding of his values and interests, as well as creating long-term relationships with the customer (De waal, 2020:909), where we find that high performance systems act as a means To express readiness for this approach by establishing long-term relationships with organizations, based on a number of foundations such as (training, teamwork, participation in work) (3370: Chang et al, 2018).

Management Quality: The existence of an effective management system contributes significantly to enhancing performance by providing creative and behavioral organizational inputs as well as training, culture and inclusiveness at work, which leads to support for workers in facing challenges and modern developments (Ibrahim et al, 2019: 2743), as well about enhancing the positive psychological aspect of working individuals; Which the administration works to support by providing advice to solve problems, giving the necessary care to workers, cultivating trust and spreading a culture of mutual support by communicating with them according to the concept of the new generation (Liu & Xie, 2020: 371), and friction in information has wide-ranging effects on the performance of labor markets. Worldwide, as understanding the skills, attributes, and practices of managers important to productivity (product or service); Appropriately seeking important features is the key to understanding the nature and extent of information friction; Integrating accurate managerial data on manager productivity and pay with comprehensive survey data on managerial skills, personality traits, and practices is to integrate managerial quality features in a flexible and comprehensive manner into a production process characterized by learning by doing (Adhvariu et al, 2023: 48-49).

• **Employee Quality:** human resources are among the most important assets of organizations; And it has an important and special role in its development, as a high-quality workforce represents an urgent need for organizations, as it is considered the basis for achieving better performance, in addition to its role in achieving the goals of organizations in the new millennium era (Rizki, 2019: 1139). High-performance work in organizations has a positive impact on employee resilience and enhancing their performance, as well as promoting organizational citizenship behavior (Nadeem et al, 2019: 2), and that there is a high degree of compatibility between employee values and organizational values; The employees are more motivated to participate in the work, which leads to achieving high levels of performance (Boon et al., 2019:2523).

PRACTICAL SIDE
Verify The Normal Distribution Test Of The Data
Verifying the distribution type test is a necessity because it helps the researcher choose the appropriate statistical tools for his field of study and is one of the most important requirements for obtaining accurate and expressive results. Within the statistical field, there are two types of distributions for the data that are used in the analysis. Normal and the importance of determining this revolves around the use of parametric statistics or non-parametric statistics. When the data distribution appears normal, it means using parametric statistical tools. In the

event that the data follows an abnormal distribution, it means that there is an obligation to use non-parametric statistical tools, and what is indicated is that it is often preferred to use statistics. Parametric in testing hypotheses, and the reason is due to the fact that these statistics include distinct characteristics over non-parametric statistics, especially in the scope of statistical power, ease of implementation, and guesswork. (Pallant, 2007: 210)

In order to verify that the sample is drawn from a population whose data follows a normal distribution, the (Kolmogorov-Smirnov) method was adopted to prove the validity of the normal distribution of data drawn from the community, according to each variable of the study, and using the (SPSS V.23) program, as these statistics help to know what Whether the answers to the questionnaire are within the normal curve or not, and to achieve this, it is necessary to determine the standard value of the test and at a significant level (5%), which can be calculated by the following equation: (Copper & Schindler, 2014: 623)

$D = (1.36)/\sqrt{n}$

As D refers to the standard value, while n refers to the sample size, and whenever the statistical value of the test is higher than the standard value at the level (5%), this indicates that the data follows a normal distribution and vice versa, as Table (1) shows that all test values for the variables and their dimensions They are distributed naturally, which allows the researcher to use parametric tools.

Table (1) the test of the normal distribution of the research variables and their sub dimensions

T	The variable	Kolomgorov-Test Smirnov	Standard value D	Morale
1	Idealized Influence	0.128	0.084	000.=P
2	Inspiring Motivation	0.125	0.084	000.=P
3	Intellectual Stimulation	0.113	0.084	000.=P
4	Individual Consideration	0.146	0.084	000.=P
5	Continuous Improvement	0.159	0.084	000.=P
6	Orientation Towards Work	0.139	0.084	000.=P
7	Long-Term Orientation	0.133	0.084	000.=P
8	Quality Management	0.117	0.084	000.=P
9	Employee Quality	0.131	0.084	000.=P

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

Description of The Measurement Tool

The measurement tool for the current research includes two variables, and below is a description of each:

1. Transformational Leadership Scale: This variable consists of four dimensions (Idealized influence, inspiring motivation, intellectual stimulation, and individual consideration), and is measured through (20) items.

2. High Performance Scale: This variable consists of five dimensions (continuous improvement, work orientation, long-term orientation, management quality, and employee quality) and is measured through (25) items.

Table (2) provides an explanation of the coding of each dimension and the determination of the source of obtaining the scale and the number of paragraphs for each of the sub-dimensions.

Table (2) coding the sub-dimensions of the main research variables

The variable	Dimension	Number of paragraphs	The symbol	Source
Transformational leadership	**Idealized Influence**	**5**	**II**	**(et al,2023 Lee)**
	Inspiring Motivation	**5**	**IM**	
	Intellectual Stimulation	**5**	**IS**	
	Individual Consideration	**5**	**IC**	
High performance	**Continuous Improvement**	**5**	**CI**	**De Waal,2020**
	Orientation Towards Work	**5**	**GW**	
	Long-Term Orientation	**5**	**LO**	
	Quality Management	**5**	**MQ**	
	Employee Quality	**5**	**EQ**	

Source: Prepared by the researcher based on the mentioned literature.

Statistical description and relative importance of transformational leadership:

We note from the data of Table (3) that the inspiring influence dimension got the first rank with the degree of ordinal importance according to the answers of the research sample, while the least dimension was the share of the individual consideration dimension. In general, the general arithmetic mean for the transformational leadership variable was moderate, reaching (3.51), with a general standard deviation of (1.004). With an answer intensity of (0.70).

Table (3) Means, standard deviations, response score, and relative importance of the sub-dimensions of transformational leadership (n = 260)

Sub-dimensions	Arithmetic mean	Standard deviation	Level of response	Severity of the answer	Ordinal importance
Idealized Influence	3.66	0.982	Elevated	0.73	The first
Inspiring Motivation	3.50	1.039	Elevated	0.70	The second
Intellectual Stimulation	3.47	0.996	Elevated	0.69	The third
Individual Consideration	3.42	0.998	Elevated	0.69	The fourth
The Overall Rate Of The Strategic Leadership Variable	3.51	1.004	Elevated	0.70	-

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

- Testing the influence hypothesis: the main hypothesis (there is a significant effect relationship of transformational leadership with its dimensions in high performance)
As shown in Table (4), the value of the marginal slope coefficient (β) is (0.73). That increasing levels of availability of transformational leadership by one standard deviation unit will lead to

an increase in high performance levels by (73%) from one standard deviation unit, and as a result the main hypothesis of impact trends is accepted.

Table (4) also shows a summary of the analysis, as it turns out that all the model estimates are significant under the level (P<.001), and the critical ratio C.R. Greater than (1.96) and it fulfills the required condition.

Table (4) Estimates of the impact model between transformational leadership and high performance

P	.R.C	.E.S	Estimate	.W.R.S	The independent variable	Route	The dependent variable
***	17.242	041.	703.	731.	Transformational leadership	--->	Idealized Influence
***	16.838	059.	995.	723.	Transformational leadership	--->	Inspiring Motivation
***	17.786	048.	853.	742.	Transformational leadership	--->	Intellectual Stimulation
***	20.281	055.	1.118	783.	Transformational leadership	--->	Individual Consideration
***	19.329	054.	1.035	768.	High performance	--->	Continuous Improvement
***	19.384	059.	1.136	769.	High performance	--->	Orientation Towards Work
***	17.467	061.	1.059	735.	High performance	--->	Long-Term Orientation
***	16.085	057.	918.	707.	High performance	--->	Quality Management
***	14.949	061.	906.	681.	High performance	--->	Employee Quality
***	16.708	059.	982.	720.	High performance	--->	Idealized Influence

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

Four sub-hypotheses emerge from the main hypothesis, as follows:

- **Testing the sub-hypothesis 1: There is a significant effect of the ideal effect dimension on high performance.**

As shown in Table (5), the value of the marginal slope coefficient (β) between ideal effect and high performance is ($\square$ = 0.18, P < .01). It is a positive and significant value, in addition to the value of the critical ratio C.R. It is greater than (1.96), as it reached (3.597), and it fulfills the required condition, and this result was in conformity with the expectations of the research. As a result, the first sub-hypothesis of the hypotheses of the direct impact of the dimensions of transformational leadership on high performance at the University of Babylon is accepted.

- **Sub-hypothesis test 2: There is a significant effect of the inspirational motivation dimension on high performance.**

Table (5) presents the results of the relationship between the influence of inspirational motivation on high performance. This hypothesis predicts that the inspirational motivation will have a positive effect on the level of high performance in the University of Babylon body of the research community. The results show that the effect of the inspirational motivation

dimension reached ($\square$ = 0.20, P < .01), which is a positive and significant effect at the level of (1%), in addition to the value of the critical ratio C.R. Which amounted to (3.845), which is greater than the specified criterion for acceptance, which must be greater than, (C.R. > 1.96) and this result came in conformity with the expectations of the research, and as a result, the second sub-hypothesis of the hypotheses of the direct influence of the dimensions of transformational leadership in high performance at the University of Babylon is accepted.

- **Testing sub-hypothesis 3: There is a significant effect of the intellectual stimulation dimension on high performance.**

Table (5) presents the results of the relationship of the effect of intellectual stimulation on high performance. This hypothesis predicts that intellectual stimulation will have a positive effect on the level of high performance in the research community at the University of Babylon. The results show that the effect of intellectual stimulation reached ($\square$ = 0.33, P < .01), which is a positive and significant effect at the level of (1%), in addition to the value of the critical ratio C.R. Which amounted to (6.399), which is greater than the criterion specified for its acceptance, which must be greater than (C.R. > 1.96), and this result was consistent with the expectations of the research. As a result, the third sub-hypothesis of the hypotheses of the direct impact of the dimensions of transformational leadership on high performance at the University of Babylon is accepted.

- **Testing the sub-hypothesis 4: There is a significant effect of individual consideration on high performance.**

Table (5) shows the results of the relationship of the effect of individual consideration on high performance. This hypothesis predicts that individual consideration will have a positive effect on the level of high performance in the research community at the University of Babylon. The results show that the effect of individual consideration reached ($\square$ = 0.26, P < .01), which is a positive and significant effect at a significant level (1%), in addition to the value of the critical ratio C.R. Which amounted to (5.033), which is greater than the criterion specified for its acceptance, which is (C.R. > 1.96), and this result was in conformity with the expectations of the research. As a result, the fourth sub-hypothesis of the hypotheses of the direct influence between the dimensions of transformational leadership and high performance at the University of Babylon is accepted.

Table (5) Estimates of the effect of transformational leadership dimensions on high performance

P	.R.C	.E.S	Estimate	.W.R.S	The independent variable	Route	The dependent variable
***	3.597	034.	122.	175.	Idealized influence	--->	High performance
***	3.845	043.	164.	196.	Inspiring motivation	--->	High performance
***	6.399	035.	223.	330.	Intellectual stimulation	--->	High performance
***	5.033	037.	186.	261.	Individual consideration	--->	High performance

***	19.384	059.	1.136	769.	High performance	--->	Continuous improvement
***	17.467	061.	1.059	735.	High performance	--->	Orientation towards work
***	16.085	057.	918.	707.	High performance	--->	Long-term orientation
***	14.949	061.	906.	681.	High performance	--->	Quality management
***	16.708	059.	982.	720.	High performance	--->	Employee quality

Source: prepared by the researcher based on the outputs of the Amos program. v23

Conclusions

The conclusions reached by the research, which represent an explanation for some of the results that emerged based on data analysis and hypothesis testing, are embodied, which contributes to guiding researchers and specialists to new areas worthy of research, study and development.

1- The research confirmed that the University of Babylon is working on evaluating its workers with great interest, which affects the availability of the Idealized influence dimension in the university and maintaining the level of good relations with the individuals who work for it and the exchange of respect and trust.

2- The research indicated that the inspiring motivation was achieved at the University of Babylon through its assertion and striving towards formulating and achieving the goals that have been drawn effectively, working on checking and following up on the goals and solving the obstacles they face.

3- The research showed the availability of a dimension of intellectual stimulation at the University of Babylon, through the university's exploration of the best leadership and management practices and methods that would promote ideas that improve those practices and encourage workers to share knowledge and create innovation.

4- The research revealed the extent of interest and encouragement shown by the University of Babylon to its employees by taking the initiative towards implementing constructive ideas and adopting new ideas by promoting their creative behavior.

5- The research confirmed the existence of a weakness in the dimension of individual consideration associated with the dimensions of the transformational leadership variable at the level of the University of Babylon, which is based on assigning tasks based on the needs and capabilities of individuals, and this dimension is an important requirement for developing the confidence of followers and enhancing their role in understanding extremist events.

6- The research proved the existence of a direct influence relationship of significant significance between transformational leadership and high performance, which indicates the close relationship of the leader and his role in enhancing the performance levels of the followers.

Recommendations

The research includes a number of recommendations, which makes it rise to a better reality, bypassing all the obstacles and negatives for the sake of that, which leads to achieving high performance and achieving the required goals, as follows:

1- The need to work on establishing and strengthening a periodic methodology for evaluating the performance of employees within the University of Babylon in accordance with previously established criteria and the objectives of the university, due to its importance in planning human resources, identifying training needs, and maintaining a good level of relations with them in order to identify work problems and obstacles, as well as paying great attention to them. In order to improve and develop performance, which leads to the quality of work and outputs, in addition to the availability of high confidence among employees from their leaders.

2- The need to work on strengthening the inspiring motives that inspire and motivate followers to reach ambitious goals by drawing them effectively, following up and checking the university's developments, as well as finding solutions to the obstacles that hinder the achievement of those goals and addressing them with the optimal use of available resources and the lowest costs.

3- Work to enhance the aspects of intellectual stimulation at the University of Babylon in order to keep pace with the great developments that keep pace with the work of the current organizations, which requires developing the capabilities and skills of staffing in accordance with the best leadership and administrative practices that work to keep pace with these developments and make the most of the working staffs and push them towards developing the work entrusted to them .

4- Encouraging work to enhance the proactive behavior of the workers at the University of Babylon by adopting and implementing new ideas that interest them and encourage them to do so, which is reflected in creating an environment within the university that helps to adopt and promote these behaviors.

5- The need for the University of Babylon to invest in the independent role of transformational leadership and work to strengthen it, as this is reflected in the promotion of high performance in the university as a whole.

A - The University of Babylon should pay attention to and strengthen a number of sub-aspects related to strategic leadership in order to gain the confidence of individuals in it and increase their sense of belonging and creativity in their work, which has a significant impact on the high performance of the university.

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