

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON STRATEGIC REPUTATION IN THE INDUSTRIAL SECTOR: A CASE STUDY OF THE PHARMACEUTICAL INDUSTRIES COMPANY IN SAMARRA

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Abstract

The current research tests the correlation and impact between the transformational leadership variable represented in its dimensions (ideal impact, individual consideration, intellectual consultation, motivation) and the strategic reputation variable in its dimensions (social responsibility, work environment, brand), where the research problem was the role of transformational leadership in the strategic reputation in the pharmaceutical industries company in Samarra, and the questionnaire was used as a data collection tool where 92) Form for the research sample, which was selected department managers and division officials deliberately, as the main research hypothesis was the existence of a correlation and a moral impact between transformational leadership and strategic reputation and the data was analyzed using the program (SPSS) as a number of statistical methods were used to verify the validity of the hypothesis, including the correlation coefficient (person) and simple regression analysis, where the results were identical to the hypothesis of the research, it was found that there is a correlation and a significant impact between transformational leadership and strategic reputation, in the light of which a set of recommendations were formulated that it is hoped that those concerned will benefit from in the current study.

Terms: Leadership – Transformational Leadership – Strategic Reputation.

Introduction

Institutions in the current era have tended to exercise their tasks and work in light of the permanent change processes resulting from the instability of the environment surrounding institutions, and the technical and scientific development in various means of communication, and accordingly institutions saw the need to fill a set of capabilities and resources, knowing that the change of capabilities and resources in their properties, and this reflects on the sustainability and continuity of the institution. Therefore, it was the first for these organizations to abandon leadership in the traditional concept based on hierarchy and authority of the center, and adopt effective administrative leadership patterns that improve the performance, efficiency and effectiveness of the organization, to face the difficulties and crises that afflict it, especially in a volatile internal and external environment with the intensification of

competition in all institutions, whether productive or service, and one of the most important new leadership styles that institutions need at the right time. Harm is transformational leadership, and previous studies and research have confirmed the need to pay attention to strategic reputation, reputation is itself a strategic means through which organizations seek to achieve the desired positive results, and strategic reputation is a crucial element through the realization of managers that good reputation is the key to the solution in achieving the best performance of the organization and developing the ability of subordinates to deal with the rest of the organizations that seek to be in the forefront always.

The first topic

Study Methodology

This section includes a presentation of the problem of the study, its importance, objectives and hypotheses, in addition to the definition of its society, sample, limits and standards.

First: The research problem:

There are many organizations, including industrial ones, in particular, that lack a clear vision to adopt, as the transformational leadership style is today the same change and accelerated development has become important and famous for transforming industrial institutions towards excellence and adopting a clear message of goals and appropriate for the development of work down to excellence and then competition beyond traditional methods of management, and in light of this was the researcher's keenness to study the transformational leadership style that seeks to open horizons and create fertile ground and the appropriate climate to provide the capabilities and innovations of subordinates in The field of carrying out their duties and the work entrusted to them, so the research problem can be formulated in the following questions:

- 1- What is the level of importance of the dimensions of transformational leadership and the importance of strategic reputation in the place studied.
- 2- Does the leadership in the Samarra pharmaceutical laboratory have an awareness of the importance of having the qualities of a transformational leader?
- 3- What is the nature of the relationship between the dimensions of transformational leadership and strategic reputation in the Samarra pharmaceutical laboratory?

Importance of Research:

We can determine the importance of research on two parts, the academic level and the field level, where its importance is at the academic level in building a knowledge framework for topics (dimensions of transformational leadership in strategic reputation) as well as enriching the Iraqi library for the limited studies related to research variables, so the researcher seeks to provide an intellectual framework that is the starting point for researchers in this topic, but at the field level, the importance of research in providing a database that can be employed in the future for leadership is a guide to the need to pay attention to strategic reputation, in addition to Know the dimensions of transformational leadership prevailing in strategic reputation.

Third: Research Objectives:

The objectives of the research can be determined by a group that can be achieved through the following:

- 1- Identify the dimensions of transformational leadership in the place studied.

2- Develop a theoretical framework that diagnoses the dimensions of transformational leadership in the field of industry and related capabilities in building the desired strategic reputation.

3- Testing the relationship and impact between the dimensions of transformational leadership in the strategic reputation in the place studied.

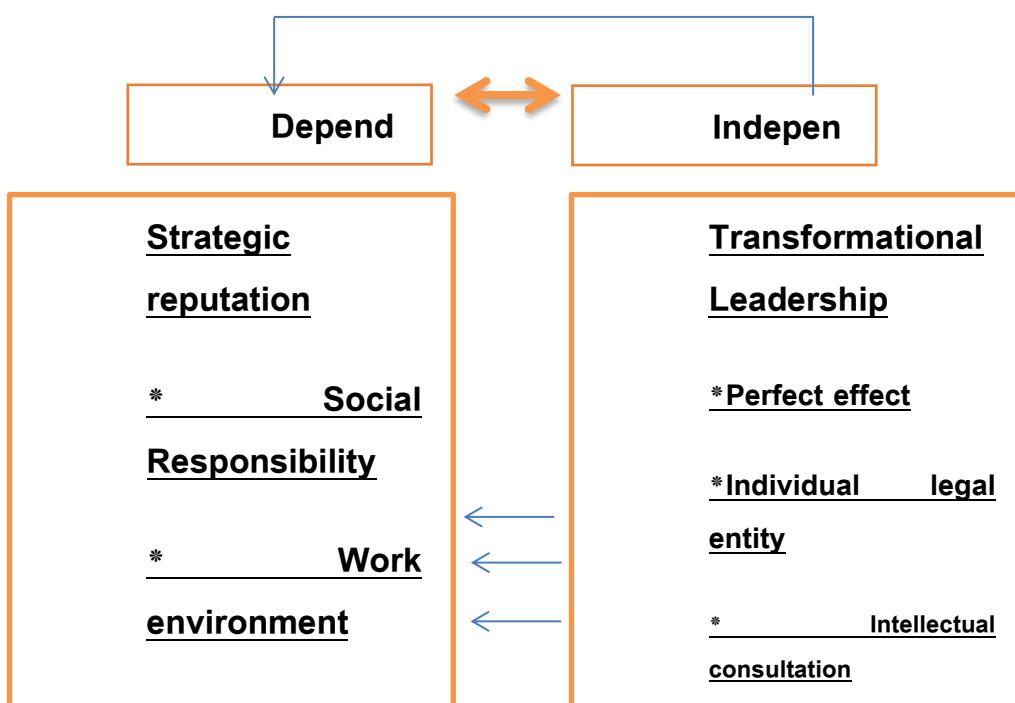
Fourth: Default Search Model:

A hypothetical model has been designed, which indicates the existence of a relationship and impact between the dimensions of transformational leadership as an independent variable and the dimensions of strategic reputation as a dependent variable as shown in Figure (1).

Fifth: Research hypotheses:

In order to reach the goal of the study, it has lost the structure of one main hypothesis, from which several sub-hypotheses emerged as follows:

Figure (1) Hypothetical research scheme



The first main hypothesis: There is a statistically significant positive correlation between the dimensions of transformational leadership and strategic reputation, and the following sub-hypotheses branch out of it:

Sub-hypothesis I: There is a positive relationship between the ideal impact dimension and strategic reputation

Second sub-hypothesis: There is a positive moral relationship between the dimension of individual legal and strategic reputation

Third sub-hypothesis: There is a positive moral relationship between the dimension of intellectual consultation and strategic reputation.

Fourth sub-hypothesis: There is a positive relationship between the motivation dimension and strategic reputation.

Sixth: Research Limits:

- 1- Human limits: The research was limited to the directors of the departments responsible for the divisions in the Pharmaceutical Industries Company in Samarra.
- 2- Spatial boundaries: This research was limited to the pharmaceutical laboratory in Samarra of Salah al-Din Governorate.
- 3- Time limits: The research was conducted during the period between July 2023 and October 2023.

Seventh: Research Community and Sample:

A - A brief summary of the Samarra Pharmaceutical Laboratory: The Samarra Pharmaceutical Laboratory was established in 1965 in Iraq on the basis of the Treaty of Economic and Technical Cooperation between Iraq and the Soviet Union in 1956 and began actual production in 1971 in the field of pharmaceutical industries with distinction from sober international companies, and the company is considered one of the largest government companies to provide medicines and is one of the largest companies where the constitutional pharmaceutical specifications (American, British and European) are adopted.

B- Description of the research sample: The directors of departments and officials of the divisions in the pharmaceutical industry company in Samarra have been selected as a research community, and the reasons for the selection came to their role in the continuity of the company's work and its leading reputation in the field of medicines and has a great role in providing many job opportunities and its reflection on the reputation of the organization in the future, as well as the cooperation of managers in giving the correct information, which facilitates the work of the research questionnaire, where (92) forms were distributed (deliberately) to the research sample distributed among the department managers. and the people's officials.

Eighth: Data and Information Collection Tools:

The researcher has relied on two aspects in collecting data, namely:

- 1- The theoretical aspect: where data was collected on what is available in Arab and foreign libraries and research in addition to the Internet (Internet).
- 2- The applied aspect: The questionnaire form was relied on as the main tool in data collection, as it was designed based on scientific theses and research with the consultation of specialists to ensure the apparent honesty of the tool, as the Likert five-point scale was used to determine the weight of the response, and the questionnaire included two axes, the first paragraphs to measure the independent variable (transformational leadership) with its dimensions (ideal impact, individual consideration, intellectual consultation, motivation) through (16) phrase, and the second axis contained the dependent variable (strategic reputation) with its dimensions (social responsibility, work environment, brand) through (12) phrases.

The second topic**Theoretical framework of the study****First: Transformational Leadership:****1- The concept and definition of transformational leadership.**

The concept of transformational leadership is one of the modern administrative concepts that have received the attention of a large number of leaders, managers practitioners and academic

researchers, it leads institutions to employ the appropriate fundamental transformations to achieve the goals of the institution, noting that leaders are required at the present time to pay attention to human resources because of their importance in the success of any organization, and the concept of transformational leadership has developed and been applied in many American factories, especially car factories at the beginning of the seventies of the last century and then spread in Europe and Japan. It has proven outstanding results in addition to increasing the career, positivity, loyalty and level of performance, it is in this sense that the transformational leader seeks to increase the awareness of subordinates of their needs and transform this awareness into hopes and expectations, and then generate the motivation to satisfy their needs related to the realization and self-realization in practical life. (Tichy & Devann, 1990; p187))

There are several definitions of transformational leadership cited by many researchers and thinkers that can be clarified as in the following table:

Table (2) Some definitions of transformational leadership

| t | Researcher | Definition | Sunnah and page |
|---|-------------------|--|-----------------|
| 1 | Bell | It is a process based on motivating followers in order to transcend personal interest at the expense of the interests of the group or the affiliate | 2013:2 |
| 2 | Rafferty& Griffin | It is the leader's use of the element of attractiveness and related personal qualities to raise fluctuations and transform individuals and systems into patterns of high-level performance | 2004:330 |
| 3 | Mohammad,et,al | It is the process that greatly influences the change of attitudes, behaviors and beliefs of individuals and pushes them to commit to organizational tasks and strategic goals. | 2011:37 |
| 4 | Sudanese | It is the leadership style that shows the extent of the leader's influence on subordinates in terms of motivating them, inspiring them and pushing them towards him. Mastering work in line with the goals of the organization | 2014:43 |

Source: Prepared by the researcher.

2- The importance of transformational leadership.

The importance of transformational leadership comes from its support and development of values, beliefs and cultures for the joiner, as well as its contribution to the development of standards for organizational performance within an integrated and coherent system that makes it able to respond effectively to internal and external changes (Avolio, 1999:). And influence it, so the director is the leader who exercises power by persuasion and exceeds the official authorities, positions and routine imposed by laws and regulations (Ayesh: 2009), so it is clear that transformational leadership is of great importance in the success of school administration, where the school principal is a leader, observer and mentor of teachers in their behavior and actions, which leads to achieving the goals of the school efficiently and competently and the importance of transformational leadership can be summarized in the following points:

1- Raising the levels of job performance.

2- Effective response to changes in the work climate of organizations.

3- Raising the level of confidence of employees in the organization and making them aware of the spirit of citizenship and belonging.

4- Inspire in the hearts of employees the motivation necessary to achieve outstanding performance. (Anderson, 2001):

3- Dimensions of transformational leadership.

I have dealt with several studies and research dimensions of transformational leadership, but most of them focused on four dimensions unanimously agreed by most researchers and thinkers, and studies and research relied on them: (ideal effect, individual consideration, intellectual consultation, motivation), and the researcher will address them as follows:

A- Ideal Effect:

It is the degree to which a leader behaves in distinct ways of admiration, ensuring that specific attitudes are taken by employees, consistent with a leader who has a clear set of values and serves as a role model for employees (Ajames & Ogbonna, 2013: 356) and (Daoud, 2012: 293) that he requires leaders to share the risks and pay attention to the needs of employees as much as to the personal needs of the leader and to act ethical.

B- Individual legal:

It means the leader's interest in employees by listening to their problems and working to address them, distributing tasks to them based on their needs and abilities, working to train and guide them to achieve more growth and achievement, and recognizing the individual differences among them (Covey, 2007: 5).)

C- Intellectual Consultation:

It is the ability of the leader to challenge the status quo through the ability to search for new ideas and encourage workers to solve problems in creative ways, and support new models in work methods and leaders work to raise awareness and encourage the adoption of new ways of working (Bass, & Avolio, 2000))

D- Motivation:

The leader creates a clear and optimistic vision for the future and works to convince the followers of it and work to achieve it, and the leader consults the followers with new responsibilities and talks to them about the future with optimism and instills confidence that the goals will be achieved and the tasks will be accomplished and help them overcome challenges and seize opportunities. (Northouse, 2013))

Second: Strategic Reputation:

1- The concept of strategic reputation:

Reputation is a word used today as an awareness of past actions and future behavior of an individual or organization and is not seen in isolation, but rather a context for what others do in the market, so strategic reputation is a hot topic in academia and business, and (Sudbury, 2010: 1) describes the organization as a tree and its reputation is its shadow, which is the real thing and effective value. It is worth noting that the dynamic environment is characterized by extreme complexity and strong competition, so there must be advantages and competitive capabilities commensurate with the characteristics Structural and tend to keep pace with the external environment to explore a distinct type of competitive behavior based on reputation

assessment based on real-world experiences and on the actions and activities of its employees (Schwaiger, 2014:18).)

In order to keep pace with technological change and focus on resources or industry characteristics, as the focus shifted instead of the traditional Maheem to strategic agility and to competitive capabilities that contribute to the discovery and creation of new compacts and the acquisition and development of valuable skills in an agile manner that enhances strategic reputation, and can be expressed through the philosophy of management and its future directions to quickly re-interact with environmental transformations regardless of current situations or conditions or waiting for scenarios that are presented (Madhok, 2013: 78).

2- The importance of strategic reputation:

Corporate social responsibility is a term used to refer to the relationship between the business sector and stakeholders, including society as a whole, beliefs and attitudes related to companies that must behave differently, as well as attitudes that change over time. By understanding who are the real influencers who have a significant influence in directing others and shaping their views, as well as contributing to revealing the strengths and weaknesses of the organization according to what customers see and between (Al-Abdi, Ali Razzaq and Al-Saadi, Muntadhar, 2017: 11) that the reputation of the organization contains the third basic contents, which is the perception that stakeholders hold towards the organization, the identity of the organization and the personality of the organization.

The strategic reputation consists of three stages:

- Strategic reputation is formed individually under the direct personal perceptions of the organization.
- Shape strategic reputation through discussions with other individuals
- Form a strategic reputation with what individuals see and hear in various media

Through these various aspects that revolve around the importance of strategic reputation and giving the correct image of its operations in order to enhance its reputation and the reputation of its employees inside and outside the organization as well as stakeholders and customers, without an acceptable reputation it is difficult for the organization to achieve growth and progress and depends on two main elements: **the first:** perception of how stakeholders view the organization and the second: the facts, which is the fact, policies, practices and procedures of the organization, its systems and management, and the strength of the variation in the available information and thus become an appropriate institution tool that affects Stakeholders' awareness of its importance, and the factors that help build a strong reputation are (credibility, reliability, merit, and social responsibility) TomsicK, 2013: 851), having a good reputation leads to strategic benefits such as (reducing costs, enabling the organization to impose differentiated prices, attracting customers, increasing profitability, establishingCompetitive barriers) in order to achieve relative stability compared to biting the future expectations of competitors, so sooner or later the impact of reputation is expected on the sense of belonging to the organization and thus have a positive impact on the morale of employees during work and become more aware of the reputation in order to bring investors, partners and collaborators in a way that enhances the strategic reputation of the organization in general, so the reputation of the strategy is a multinational phenomenon that affects the success of organizations everywhere, but the content of the reputation changes according to economic, cultural, social and environmental values Business because most of the factors in reputation analysis are based on the fact that it is a global phenomenon that must be taken care of (Sharifi, Ali Kazim, 2019: 199).

The third topic:**Practical framework**

In order to reach an effective resolution and verify the quality of its design and its ability to give accurate results, the Cronbach's Alpha scale was used at the level of the total sample and at the level of its sub-dimensions, and the results are as in Table (1):

It is clear from Table (1) that the value of the stability coefficient was greater than (0.6) for all axes of the questionnaire form, which shows the high level of stability of the tool used in the study and confirms its validity to achieve the purposes and objectives of the study, which enables reliance on the results to make a sound decision.

Table (1) Stability coefficient values for the dimensions of the research variables

| t | Dimensions | Number of ferries | The value of the stability coefficient |
|---|------------------------------|-------------------|--|
| | Transformational Leadership | 16 | 0.775 |
| 1 | Perfect Effect | 4 | 0.726 |
| 2 | Individual legal | 4 | 0.809 |
| 3 | Intellectual Counseling | 4 | 0.782 |
| 4 | Stimulation | 4 | 0.692 |
| | Strategic Reputation | 12 | 0.637 |
| 5 | Social Responsibility | 4 | 0.683 |
| 6 | Working Environment | 4 | 0.696 |
| 7 | Branding | 4 | 0.666 |
| | Total stability of the scale | 28 | 0.826 |

First: Descriptive statistical analysis of the dimensions of transformational leadership:

From the results of Table (2):

1. There is a positive trend about the dimension of the ideal effect, it reached the value of the arithmetic mean (4.36), a high value exceeds the value of the hypothetical mean of the study of (3), and the value of the standard deviation indicates a homogeneity between the answers to the respondents of the questionnaire (respondents) has recorded standard deviation (0.76), and this suggests that driving in the Samarra pharmaceutical lab has an ideal effect.
2. From the follow-up indicators it is clear that leadership in the field of research allows individual consideration, the value of the arithmetic mean was recorded (4.31), which is a high value, and that the value of the standard deviation indicates the answers of the field researched was homogeneous has been recorded (0.72) as respondents agree widely that leadership is estimating their individual consideration.
3. The results indicate that there is a positive trend by senior management about the dimension of intellectual consultation, the value of the arithmetic mean (4.3) was recorded, a value that exceeds the value of the hypothetical mean, and with a standard deviation (0.8) and the sample members agree here according to their answers that the leadership seeks to develop intellectual consultation, and this is an indication that the leadership is working to develop its capabilities through Relying on the intellectual advice of its employees.
4. According to the statistical results, the motivation dimension occupies great importance for the leadership of the community surveyed, the value of the arithmetic mean was recorded (4.21 the value of the standard deviation (0.86), which indicates a homogeneity in the questionnaire answers, and this indicates that leadership practices encourage the motivation of workers.

Based on the above, senior management in the field of research practices transformational leadership at an acceptable level, and this is a good indicator of the senior management's orientation to this type of leadership, which is commensurate with the contemporary work environment.

Table (2) Arithmetic Means, Standard Deviations and Relative Importance of Transformational Leadership Dimensions

| Pointer | Questions | Arithmetic mean | Standard deviation | Materiality |
|---|---|-----------------|--------------------|-------------|
| Arithmetic means and standard deviations for the ideal effect dimension | | | | |
| X1 | My boss acts with all the strength and confidence that makes him a source of admiration | 4.64 | 0.566 | %92.8 |
| X2 | My boss is considered role models at work | 4.43 | 0.700 | %88.6 |
| X3 | Managers of public interest are preferred over personal interest | 4.12 | 0.993 | %82.4 |
| X4 | My managers emphasize the importance of a sense of collectivity in the company's mission | 4.24 | 0.761 | %84.8 |
| Rate | | 4.36 | 0.76 | %87.2 |
| Arithmetic means and standard deviations of the individual legal dimension | | | | |
| X5 | My boss listens to my concerns and needs and provides me with support and attention | 4.28 | 0.700 | %85.6 |
| X6 | My boss helps me discover the strengths and weaknesses of my performance | 4.45 | 0.669 | %89 |
| X7 | My boss considers me a special individual with my own abilities and ambitions. | 4.29 | 0.688 | %85.8 |
| X8 | It gives me the opportunity to look at problems from different angles. | 4.23 | 0.827 | %84.6 |
| Rate | | 4.31 | 0.72 | %86.3 |
| Arithmetic means and standard deviations for the intellectual consultation dimension | | | | |
| X9 | My boss encourages me to put forward my ideas and opinions even if they differ from his ideas | 4.27 | 0.827 | %85.4 |
| X10 | Managers propose new ways and ideas to get work done | 4.4 | 0.727 | %88 |
| X11 | My manager spends time teaching and training me | 4.13 | 0.904 | %82.6 |
| X12 | He considers me a person with different needs, abilities and ambitions than others | 4.4 | 0.727 | %88 |
| Rate | | 4.3 | 0.8 | %86 |
| Arithmetic means and standard deviations of the motivation dimension | | | | |
| X13 | My boss works to arouse a spirit of challenge and enthusiasm for work | 4.26 | 0.875 | %85.2 |
| X14 | My boss motivates me to study different alternatives to work | 4.28 | 0.830 | %85.6 |
| X15 | My boss engages me in setting goals and encourages me to work together | 4.21 | 0.884 | %84.2 |
| X16 | My boss makes me excited and think about the future with optimism | 4.09 | 0.847 | %81.8 |
| Rate | | 4.21 | 0.86 | %84.2 |

Source: Table prepared by the researcher based on the results of the SPSS.24 program).

Second: Descriptive statistical analysis of the strategic reputation dimension

The results in Table (3) indicate the following:

1. The results of the statistical analysis of the dimension of social responsibility indicate that the value of the arithmetic mean (4.21), which is a high value compared to the hypothetical arithmetic mean, and a standard deviation of (0.81), which indicates the consensus of the sample surveyed towards the paragraphs of this dimension, meaning that the workers in the Samarra pharmaceutical factory feel social responsibility and this is a good indicator because most of the workers do not withhold Their views on social responsibility and they interact with each other and with their leadership in order to achieve the social responsibility of their organization.

2. From the follow-up of the above indicators, it is clear that the sample surveyed has a positive orientation towards the work environment, it recorded the value of the arithmetic mean (4.27), which is a high value, and the value of the standard deviation amounted to (0.72) indicates the answers of the sample members were homogeneous, and that this type refers to the feeling of belonging to the work environment in the organization.

3. According to the statistical results, the dimension of the brand occupies great importance among the members of the sample surveyed, the value of the arithmetic mean was recorded (4.3), which is clearly high, and the value of the standard deviation (0.74)) which indicates that there is homogeneity in the answers of the members of the sample surveyed, which indicates that the workers have a positive attitude towards the brand of their organization and they are keen to maintain this mark, which in its absence can harm the overall interest of the organization and its strategic reputation.

Table (3) Arithmetic Means, Standard Deviations, Relative Importance Organizational Reputation

| Pointer | Questions | Arithmetic mean | Standard deviation | Materiality |
|--|--|-----------------|--------------------|-------------|
| Arithmetic means and standard deviations of the social responsibility dimension | | | | |
| X17 | The company is characterized by transparency in its decisions towards the community in which it operates | 4.1 | 0.813 | %82 |
| X18 | The company urges its employees to perform their work in a timely manner always | 4.17 | 0.720 | %83.4 |
| X19 | The company always sponsors social initiatives and provides aid to certain groups of society | 4.33 | 0.758 | %86.6 |
| X20 | The company is committed to legal frameworks, legislation and government instructions in the performance of its business | 4.24 | 0.930 | %84.8 |
| Rate | | 4.21 | 0.81 | %84.2 |
| Arithmetic means and standard deviations of the work environment dimension | | | | |
| X21 | The levels of the organizational structure in the company are clear | 4.24 | 0.747 | %84.8 |
| X22 | The instructions and regulations in the company are characterized by flexibility and clarity in achieving the goals | 4.2 | 0.699 | %84 |
| X23 | The company's buildings and equipment are commensurate with the nature of work and activity | 4.42 | 0.633 | %88.4 |
| X24 | The company respects the opinions of its employees and listens to them | 4.23 | 0.800 | %84.6 |
| Rate | | 4.27 | 0.72 | %85.5 |
| Arithmetic means and standard deviations of the brand dimension | | | | |
| X25 | Any of the employees or dealers of the company can distinguish its brand | 4.1 | 0.865 | %82 |
| X26 | The company instills in the minds of its customers the brand image for marketing purposes | 4.3 | 0.691 | %86 |
| X27 | The company is keen to spread its brand in order to gain loyalty to it | 4.35 | 0.718 | %87 |
| X28 | The company can develop its business based on its brand | 4.43 | 0.668 | %88.6 |
| Rate | | 4.3 | 0.74 | %85.9 |

Source: Table prepared by the researcher based on the results of the SPSS.24 program).

Third: Testing the correlation hypothesis and the accompanying sub-hypotheses:

Table (4) indicates the existence of a statistically significant correlation between transformational leadership in its dimensions and strategic reputation, as the correlation coefficient reached (0.612) and at a significant level (0.000), which is less than (0.05) and this indicates a positive and statistically significant correlation between the two variables, and this indicates that the more the field leadership exercises transformational leadership, the higher the strategic reputation of the organization surveyed. It is also clear from Table (4) that there is a statistically significant correlation between the dimensions of Transformational leadership and strategic reputation, as follows:

- A. The existence of a positive significant correlation between the ideal effect and the strategic reputation, as the correlation value was (0.378) at a significant level (0.000).
- B. The existence of a positive significant correlation between the individual legal and strategic reputation, as the value of the correlation was (0.268) at a significant level ((0.0 10).
- C. The existence of a positive moral correlation between intellectual advice and strategic reputation, as the value of the correlation was (0.428) at a significant level (0.000).
- d. The existence of a positive significant correlation between motivation and strategic reputation, as the correlation value reached (0.457) at a significant level (0.000).

All correlations are moral and positive, which means accepting the rejection of the null hypothesis and accepting the alternative hypothesis that there is a direct and significant correlation between transformational leadership and strategic reputation.

Table (4) Results of the correlation between the dimensions of transformational leadership and strategic reputation

| Independent variable | Transformational Leadership | Dimensions of transformational leadership | | | |
|---------------------------|--|---|------------------|-------------------------|----------------|
| | | Perfect Effect | Individual legal | Intellectual Counseling | Stimulation |
| Strategic Reputation | 0.612** | 0.378** | 0.268** | 0.428** | 0.457** |
| Calculated α value | 0.000 | 0.000 | 0.010 | 0.0010 | 0.000 |
| Relationship Type | <p>There is a statistically significant direct correlation between each dimension</p> <p>From transformational leadership, its dimensions and strategic reputation</p> | | | | |

Specific α value (0.05) confidence score (0.99) N=92

Fourth: Testing the impact hypothesis and the accompanying sub-hypotheses::

- A. The impact of transformational leadership on strategic reputation: The results of Table (5) indicate that there is a significant impact of transformational leadership on strategic reputation, and this is supported by the calculated value of (F) of (53.907) at a level of morale (0.000) and

we find that it is less than the hypothetical level of morale (0.05), although the explanatory power of the estimated model was low, and through a coefficient of Selection R^2 The transformational leadership succeeded in explaining (37.5%) of the total changes in the strategic reputation, and that the remaining (62.5%) may be due to other variables that were not included in the model, and it is clear from the above that the level of strategic reputation among the respondents will increase with the impact of transformational leadership.

B. The impact of the ideal impact on the strategic reputation: The results of Table (5) indicate a significant impact of the ideal impact on the strategic reputation and came in second place in terms of impact, and this is supported by the value of (F) of (15.001) at the level of significance (0.000) and we find that it is less than the hypothetical level of (0.05), and through the coefficient of determination R^2 This dimension succeeded in explaining (14.3%) of the total changes in strategic reputation, and the remaining (85.7%) may be due to other variables that were not included in the model.

c. . The impact of individual legal on strategic reputation: The results of Table (5) indicate that there is a significant impact of individual legal on strategic reputation and came in third place in terms of impact, and this is supported by the value of (F) of (6.986) at a significant level (0.010) and we find that it is less than the default moral level (0.05), and through the coefficient of determination R^2 This dimension succeeded in explaining (7.2%) of the total changes in strategic reputation, and the remaining (92.8%) may be due to other variables that were not included in the model.

D. The impact of intellectual advice on strategic reputation: The results of Table (5) indicate that there is a significant impact of intellectual advice on strategic reputation and came in first place in terms of impact, and this is supported by the value of (F) of (20.144) at the level of significance (0.000) and we find that it is less than the default moral level (0.05), and through the coefficient of determination R^2 This dimension succeeded in explaining (18.3%) of the total changes in strategic reputation, and the remaining (81.7%) may be due to other variables that were not included in the model. .

E. The impact of motivation on strategic reputation: The results of Table (5) indicate that there is a significant impact of motivation on strategic reputation and came in fourth place in terms of impact, and this is supported by the value of (F) of (23.810) at the level of significance (0.000) and we find that it is less than the default moral level (0.05), and through the coefficient of determination R^2 This dimension succeeded in explaining (20.9 the total ongoing changes in strategic reputation, and the remaining (79.1%) may be due to other variables that were not included in the model.

It is clear from the above that the level of strategic reputation among the respondents will increase with the increase in the impact of the dimensions of transformational leadership, and this means the realization of the impact hypothesis and the accompanying sub-hypotheses.

Table 5: Analysis of the impact of transformational leadership and its dimensions on strategic reputation

| Dependent variable | Constant | Strategic | F value | | Coefficient of determination R ² | Sequencing in terms of interpretation power |
|-----------------------------|----------------|------------------|------------|--------------------|---|---|
| | Constants | Reputation | Calculated | Moral level F Sig. | | |
| Independent variable | B ₀ | For ₁ | | | | |
| Transformational Leadership | 1.798 | 0.571 | 53.907 | 0.000** | 0.375 | |
| Perfect Effect | 3.281 | 0.225 | 15.001 | 0.000** | 0.143 | Third |
| Individual legal | 3.579 | 0.158 | 6.986 | 0.010** | 0.072 | Fourth |
| Intellectual Counseling | 3.256 | 0.233 | 20.144 | 0.000** | 0.183 | Second |
| Stimulation | 3.205 | 0.250 | 23.810 | 0.000** | 0.209 | The first |

N=92 d.f.=91 **p ≤ 0.05

Fourth topic

Conclusions & Recommendations

First: Conclusions

The most important conclusions that emerged as a result of the statistical analyzes carried out by the researcher are:

1. The existence of a significant correlation between transformational leadership and strategic reputation, which indicates a kind of direct correlation between the two variables and at the macro level, and this is a good indicator that transformational leadership practices are available at the Samarra Pharmaceutical Laboratory, which is reflected in the high strategic reputation according to the sample surveyed.
2. There is homogeneity between the transformational leadership behaviors at the Samarra Pharmaceutical Laboratory, as it ranked (after the ideal effect) ranked first in terms of relative importance of (87.2%), while (after individual consideration) ranked second in terms of relative importance of (86.3%), and (after intellectual consultation) ranked third with relative importance (86%), while (after motivation) it ranked fourth with relative importance (84.2 %).
3. It is clear that the sample surveyed enjoys high levels of strategic reputation, as the results showed that (after the brand) ranked first among the sample surveyed, as the relative importance of this dimension (85.9%), followed by (after the work environment) and relative importance (85.5%), and occupied (after social responsibility) ranked third with relative importance (84.2 %).
4. There is a clear impact of transformational leadership in its combined dimensions on the dimensions of strategic reputation, and this effect emerged clearly by (after motivation) through the coefficient of determination, followed by (after intellectual consultation), then followed by (after the ideal effect), and the least impact came before (after individual consideration), and all indicators show a statistically significant direct impact of transformational leadership on strategic reputation.

Second: Recommendations

1. Promote the use of transformational leadership among different categories of workers in the educational field, which has an impact on the strategic reputation.

2. Holding training courses for employees at various administrative levels in order to develop their transformational leadership skills and enhance their practice in the field of work.
3. Conducting more studies that address transformational leadership behavior in various educational and educational organizations, the various stages of education and management levels, and their impact on management variables such as organizational loyalty, administrative creativity, total quality management, and other variables.
4. Work on developing transformational leadership traits and raising the level of performance of the surveyed institutions by identifying the most important areas or influential dimensions, and cooperating to take appropriate decisions regarding the development of the institution and making changes in it that help achieve the successes of the institution's leader.
5. Increase the use of institutions for quantitative and qualitative methods to predict environmental problems and variables around them before they occur and work to form a team for crisis and problem management across different stages.

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