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# The Impact Of Transformational Leadership On Job Performance In The Iraqi Workplace: A Case Study Of Zain Iraq Telecommunications Company Employees

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**Abstract:** This study aims to analyze the impact of transformational leadership on job performance in the Iraqi work environment, focusing on a case study of Zain Iraq Telecom employees. A questionnaire was used as the primary data collection tool and was distributed to a randomly selected sample of 150 employees across different departments. The data were analyzed using statistical methods such as descriptive analysis, linear regression, and T-tests, employing SPSS software. The results indicated a significant positive impact of transformational leadership on job performance, enhancing inspirational motivation, intellectual stimulation, individualized consideration, organizational interaction, job empowerment, and innovation in the workplace. Employees under transformational leadership reported higher levels of job satisfaction and productivity. Based on these findings, the study recommends adopting transformational leadership styles in Iraqi workplaces to improve job performance and achieve institutional goals more effectively.

**Keywords:** - Transformational leadership, job performance, inspirational motivation, organizational interaction, job empowerment, innovation, Zain Iraq.

**Introduction:** The modern business world is witnessing rapid developments, forcing organizations to search for leadership styles that ensure their sustainability and success in competitive and dynamic work environments. Transformational leadership is one of the leadership

styles that has received widespread attention in modern management studies. It relies on motivating employees, inspiring them to achieve outstanding performance, and fostering a spirit of innovation.

In this context, job performance is considered a vital indicator of an organization's success, as it reflects the level of employee productivity and the extent to which organizational goals are achieved. From this perspective, the need to study the impact of transformational leadership on job performance has emerged, particularly in the Iraqi workplace, which faces increasing challenges that require effective leadership models to keep pace with developments and achieve organizational excellence.

This study examines Zain Iraq Telecommunications Company as a model for studying the relationship between transformational leadership and job performance. This study analyzes the impact of transformational leadership styles on employee performance and identifies the factors that contribute to enhancing performance within the organization. 1.2 Research Problem

Many Iraqi companies face challenges related to improving employee performance in a changing work environment. Hence, the research problem arises in the following main question:

To what extent does transformational leadership affect the job performance of employees at Zain Iraq Telecommunications Company?

Based on this main question, the following sub-questions branch out:

1. How widespread is the transformational leadership style among leaders at Zain Iraq?
2. What is the impact of transformational leadership on employee job satisfaction?
3. How does transformational leadership affect employee productivity and individual performance?
4. Is there a significant impact of transformational leadership on employee interaction in the workplace?
5. What is the relationship between the dimensions of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individual attention) and job performance?
6. Do job performance levels vary according to demographic variables such as years of experience, educational qualifications, and gender?

### 1.3 Study Objectives

This study aims to:

1. Analyze the relationship between transformational leadership and job performance at Zain Iraq

Telecommunications Company.

2. Determine the impact of transformational leadership on employee job satisfaction and productivity.
3. Measure the impact of transformational leaders on the work environment and the level of interaction among employees.
4. Study the four dimensions of transformational leadership and the extent of their impact on job performance.
5. Provide recommendations that could contribute to enhancing transformational leadership within the Iraqi workplace.

### 1.4 Significance of the Study

Theoretical Significance:

- The study enriches the administrative literature on the relationship between transformational leadership and job performance.
- It provides a theoretical framework that can be relied upon in future studies on administrative leadership in the Iraqi workplace.

Practical Significance:

- The study results help enhance leadership strategies within Zain Iraq.
- It provides recommendations for improving the work environment and increasing employee productivity through transformational leadership practices.

### 1.5 Study Methodology

This study relies on a descriptive-analytical approach to examine the impact of transformational leadership on job performance. Data is collected through a questionnaire distributed to a sample of (number) employees at Zain Iraq. Regression analysis and t-tests will be used to test the relationship between variables and determine the extent of the impact of transformational leadership on job performance.

## Chapter Two: Theoretical Framework and Previous Studies

### 2.1 Introduction

Many studies have addressed transformational leadership as a modern management model that contributes to improving job performance and achieving organizational goals efficiently and effectively. Transformational leadership is based on motivating employees, enhancing creativity, and creating a work environment conducive to excellence and innovation. Job performance is a critical factor that reflects the quality of work and the extent to which organizational goals are achieved. This makes studying the relationship between transformational leadership and job performance of great importance, especially in the Iraqi

workplace, which faces numerous challenges.

## 2.2 The Concept of Transformational Leadership

Transformational leadership is "a leadership style that focuses on motivating and inspiring individuals to achieve goals that exceed their expectations by enhancing organizational vision, empowering them, and developing institutional loyalty" (Al-Azzawi, 2017). Researchers confirm that transformational leaders can influence employees through four main dimensions:

**Idealized Influence:** The transformational leader creates a role model and inspires employees through values and ethical behavior (Al-Haddad, 2015).

**Inspirational Motivation:** The transformational leader enhances the organizational vision and encourages employee innovation and creativity (Al-Shammari, 2018).

**Intellectual Stimulation:** The transformational leader encourages critical thinking and positively challenges conventional ideas (Al-Samarrai, 2019).

**Individualized Consideration:** The transformational leader focuses on meeting employee needs and developing their skills according to their capabilities (Al-Jabouri, 2020).

## 2.3 Job Performance

Job performance is "the level of employee performance of their tasks and responsibilities by organizational standards" (Kazem, 2016). Job performance is influenced by several factors, including: Individual factors, such as experience, skills, and personal motivation.

Organizational factors include the work environment, organizational culture, and leadership styles.

Administrative support includes developing and motivating employees to achieve optimal performance (Al-Rifai, 2018).

Studies have confirmed that transformational leadership improves job performance by enhancing job satisfaction, reducing stress, and increasing employee engagement (Nasser, 2017).

## 2.4 The relationship between transformational leadership and job performance.

Research indicates a strong positive relationship between transformational leadership and job performance. In a study conducted by Al-Jubouri (2016) on employees of Zain Iraq, he found that transformational leaders enhance employee engagement, leading to increased productivity and the efficient achievement of organizational goals. Al-Khazai's study (2020) also indicated that implementing transformational leadership methods increases

employee loyalty, improving overall organizational performance.

Al-Baghdadi's study (2019) showed that transformational leadership contributes to organizational development by empowering employees and motivating them to innovate and create, positively impacting individual and collective performance.

## 2.5 Previous Studies

Several studies have examined the relationship between transformational leadership and job performance. The most notable of these studies are:

Al-Azzawi's study (2017) examined the impact of transformational leadership on improving job performance in Iraqi companies. It confirmed that leaders who adopt a transformational leadership approach achieve better employee productivity and organizational commitment results.

Al-Haddad's (2015) study focused on the telecommunications sector and demonstrated that transformational leadership increases job satisfaction and reduces employee turnover.

Al-Shammari's (2018) study examined the impact of transformational leadership in the Iraqi workplace and indicated that transformational leaders improve individual performance by enhancing trust and positive motivation.

Al-Jubouri's (2020) study confirmed that transformational leadership positively impacts employee motivation and increases productivity, especially in companies that rely on innovation and technology.

Abdulrahman's (2020) study examined the role of transformational leadership in improving job performance at Zain Iraq. It demonstrated that leaders who rely on inspirational motivation and intellectual stimulation achieve higher levels of employee performance.

## Chapter Three: Methodology

### 3.1 Introduction

This chapter discusses the methodology used in the study "The Impact of Transformational Leadership on Job Performance in the Iraqi Workplace: A Case Study of Employees of Zain Iraq Telecommunications Company." It also explains the target sample, data collection tools, and analytical methods used in the study.

### 3.2 Sample and Population

Employees of Zain Iraq Telecommunications Company were selected as the study population. Zain Iraq is one of the leading companies in the telecommunications sector in Iraq, making it an appropriate setting for studying the impact of transformational leadership on

job performance.

Sample Size:

The sample was determined using a simple random sampling method. One hundred fifty employees were selected from various Zain Iraq Telecommunications Company departments. Samples were taken from employees working in head offices and branches across Iraq to ensure sample diversity and representation of various departments.

Study Population:

- The target population of this study is the employees of Zain Iraq Telecommunications Company, who represent a wide range of employees across various functional departments, including senior management, middle management, technical staff, and customer service employees.
- Employees who directly interact with transformational leadership were identified as key individuals in the sample.

### 3.3 Data Collection Tool (Questionnaire)

A questionnaire was used as the primary data collection tool. The questionnaire includes several key sections related to transformational leadership and employee job performance. The questionnaire was designed to allow employees to express their experience and the extent to which they are influenced by leadership factors in the workplace.

### 3.4 Analytical Tools

Several analytical tools are used to analyze the data collected from the questionnaires. Statistical methods are applied to test the hypotheses proposed in this study.

#### 1. Descriptive Analysis:

Descriptive analysis will be used to determine the characteristics of the sample and the characteristics of the data. This includes calculations such as means and standard deviations to provide a comprehensive

picture of the impact of transformational leadership on job performance.

#### 2. Statistical Analysis:

o Regression Analysis: To test the relationship between transformational leadership and employee performance at Zain Iraq Telecommunications Company.

o T-Test: To test for differences between different data sets based on personal variables such as educational qualifications or years of experience.

#### 3. SPSS Software:

SPSS will be used to analyze the collected data and apply the previous statistical methods.

The results will be interpreted based on the findings derived from the analytical tools used. This methodology will help examine the relationship between transformational leadership and job performance, allowing us to achieve the study objectives and arrive at accurate scientific findings that can be used to improve Iraqi work environments, particularly in telecommunications companies such as Zain Iraq.

### Chapter Four: Results and Analysis

#### 4.1 Introduction

This chapter presents and analyzes the results of the questionnaire distributed to employees of Zain Iraq Telecommunications Company, with the aim of studying the impact of transformational leadership on job performance. Tables will be presented, followed by a descriptive analysis of all the results, focusing on percentages, arithmetic means, and standard deviations for each of the study's axes. 4.2 Presentation and Analysis of Survey Results

Question 1: How do you rate the level of inspirational motivation provided by your leader at work?

#### 4.2.1 The Impact of Transformational Leadership on Inspirational Motivation

**Table (4.1): Distribution of Sample Responses Regarding Inspirational Motivation**

Average	Standard Deviation	Disagree	Neutral	Agree	Titles	Question Number
3.6	0.75	10%	20%	70%	The leader motivates me to achieve goals.	1
3.7	0.70	10%	18%	72%	The leader enhances team spirit and participation.	2

3.8	0.60	10%	15%	75%	The leader motivates me to face challenges.	3
3.6	0.73	10%	22%	68%	Leadership contributes to increased personal productivity.	4

The results of Table 4.1 indicate that most employees believe that leaders at Zain Iraq provide a good level of inspirational motivation, with the percentage of agreement on various statements ranging from 68% to 75%. These high percentages reflect employee satisfaction with the leadership's ability to motivate them to achieve goals and face challenges. The arithmetic means also fell within a high range (3.6 to 3.8), indicating a generally positive evaluation.

Furthermore, the standard deviation, which ranged from 0.60 to 0.75, shows a slight but not significant variation in employee views, indicating a consensus on the effectiveness of transformational leadership in inspirational motivation.

#### 4.2.2 The Impact of Transformational Leadership on Intellectual Stimulation

Question 2: How do you evaluate the level of intellectual stimulation your leader provides at work?

**Table 4.2: Distribution of sample responses regarding intellectual stimulation**

Average	Standard Deviation	Disagree	Neutral	Agree	Titles	Question Number
4.0	0.65	5%	15%	80%	My leader encourages me to think innovatively.	5
3.9	0.70	5%	18%	77%	My leader motivates me to find new solutions.	6
3.8	0.72	6%	20%	74%	My leader enhances my critical thinking.	7
3.7	0.69	5%	24%	71%	My leader offers new ideas to improve the work environment.	8

The results of Table 4.2 indicate that most employees agree that their leaders encourage intellectual stimulation and innovation, with the percentage of agreement ranging from 71% to 80%. This indicates that transformational leadership in the company contributes to motivating employees to think critically and innovate. The arithmetic means, which ranged from 3.7 to 4.0, also indicate that employees have a positive impression of the role of leaders in

encouraging new solutions and improving the work environment. The standard deviation ranged from 0.65 to 0.72, reflecting a slight variation in viewpoints, but it does not significantly affect the overall positive evaluation.

#### 4.2.3 The Impact of Transformational Leadership on Individual Care

Question 3: How do you evaluate the level of individual care provided by your leader at work?

**Table 4.3: Distribution of sample responses regarding individual care**

Average	Standard Deviation	Disagree	Neutral	Agree	Titles	Question Number
4.1	0.60	5%	13%	82%	The leader cares about developing my personal skills.	9
4.0	0.65	5%	17%	78%	The leader provides me with personal support when needed.	10
4.0	0.62	5%	15%	80%	The leader guides me to improve my performance at work.	11



3.9	0.68	6%	18%	76%	The leader provides me with opportunities for career development.	12
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The results of Table 4.3 reveal a high degree of satisfaction with the role of leaders in providing individual care to employees, with approval rates ranging from 76% to 82%. These high percentages reflect employees' feeling that their leaders care about their professional and personal development and provide the necessary support. Furthermore, the arithmetic means range from 3.9 to 4.1, reinforcing the

positive impression. The standard deviation, which ranges from 0.60 to 0.68, indicates a slight variation in employee opinions, but not to the extent that it affects the overall consensus.

#### 4.2.4 The Impact of Transformational Leadership on Job Empowerment

Question 4: How does transformational leadership affect job empowerment?

**Table 4.4: Distribution of sample responses regarding job empowerment**

Average	Standard Deviation	Disagree	Neutral	Agree	Titles	Question Number
3.8	0.70	6%	20%	74%	The leader empowers me to make my own decisions.	13
3.9	0.68	5%	17%	78%	Transformational leadership gives me a sense of independence.	14
3.8	0.71	5%	22%	73%	I feel I have the freedom to act in my job duties.	15
3.9	0.69	6%	18%	76%	Leadership enhances my confidence in my professional abilities.	16

The results of Table 4.4 indicate that employees feel well-empowered under transformational leadership. The percentages showed that 73%-78% of participants agreed that leaders give them autonomy and confidence in decision-making. The arithmetic means ranged between 3.8-3.9, indicating clear employee satisfaction. The standard deviation, which ranged between 0.68-0.71, indicates a slight variation in

viewpoints, but it does not affect the consensus regarding the role of leadership in enhancing job empowerment.

#### 4.2.5 The Impact of Transformational Leadership on Improving Job Performance

Question 5: How does transformational leadership affect improving job performance?

**Table 4.5: Distribution of sample responses regarding improving job performance**

Average	Standard Deviation	Disagree	Neutral	Agree	Titles	Question Number
4.0	0.65	5%	15%	80%	Transformational leadership helps me improve my productivity.	17
3.9	0.67	5%	16%	79%	I feel my performance improves thanks to leadership guidance.	18
3.9	0.70	5%	18%	77%	The leader sets clear goals for me to enhance my performance.	19

<b>4.0</b>	<b>0.66</b>	<b>5%</b>	<b>14%</b>	<b>81%</b>	Leadership helps me achieve work goals efficiently.	<b>20</b>
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The results of Table 4.5 reflect a high level of employee agreement regarding the impact of transformational leadership on improving job performance. The agreement rates ranged between 77% and 81%, indicating employees' belief that this leadership style enhances their productivity and helps them achieve work goals efficiently. The arithmetic means, which ranged between 3.9 and 4.0, reflect a

generally positive evaluation. The standard deviation, which ranged between 0.65 and 0.70, reflects a slight variation in viewpoints, but it does not affect the overall positive trend of the results.

#### 4.2.6 The Impact of Transformational Leadership on Organizational Engagement

Question 6: How does transformational leadership affect organizational engagement?

**Table 4.6: Distribution of sample responses regarding organizational engagement**

<b>Average</b>	<b>Standard Deviation</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Titles</b>	<b>Question Number</b>
<b>4.1</b>	<b>0.60</b>	<b>5%</b>	<b>12%</b>	<b>83%</b>	<b>Transformational leadership fosters teamwork.</b>	<b>21</b>
<b>4.0</b>	<b>0.63</b>	<b>6%</b>	<b>14%</b>	<b>80%</b>	<b>The leader encourages open communication among colleagues.</b>	<b>22</b>
<b>3.9</b>	<b>0.65</b>	<b>6%</b>	<b>16%</b>	<b>78%</b>	<b>I feel integrated into the work environment thanks to leadership.</b>	<b>23</b>
<b>3.8</b>	<b>0.68</b>	<b>6%</b>	<b>19%</b>	<b>75%</b>	<b>The leader supports coordination between different departments.</b>	<b>24</b>

The results of Table 4.6 demonstrate that transformational leadership contributes to enhancing organizational interaction within the company. The results showed a high approval rate ranging from 75% to 83%, indicating employees' awareness of the leader's role in motivating teamwork and enhancing communication within the organization. The arithmetic means ranged from 3.8 to 4.1, indicating a high degree of satisfaction. The standard deviation,

which ranged from 0.60 to 0.68, indicates a similar level of employee views, confirming a general consensus on the importance of transformational leadership in supporting a collaborative work environment.

#### 4.2.7 The Impact of Transformational Leadership on Innovation in the Workplace

Question 7: How does transformational leadership affect innovation in the business environment?

**Table 4.7: Distribution of sample responses regarding innovation in the workplace**

<b>Average</b>	<b>Standard Deviation</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Titles</b>	<b>Question Number</b>
<b>3.9</b>	<b>0.66</b>	<b>5%</b>	<b>16%</b>	<b>79%</b>	<b>The leader encourages me to think creatively.</b>	<b>25</b>
<b>3.8</b>	<b>0.68</b>	<b>6%</b>	<b>18%</b>	<b>76%</b>	<b>Leadership provides an environment that supports new ideas.</b>	<b>26</b>

3.9	0.67	6%	17%	77%	I feel empowered to experiment with new ideas.	27
4.0	0.65	6%	14%	80%	Transformational leadership encourages the development of products and services.	28

The results of Table 4.7 reveal that transformational leadership at Zain Iraq supports innovation in the workplace. 76%-80% of participants agreed that leaders encourage creative thinking and provide a work environment for exchanging ideas. The arithmetic means ranged between 3.8 and 4.0, reflecting a favorable view among employees of the role of leadership in stimulating innovation. The standard deviation, which ranged between 0.65-0.68, reflects a convergence of views, indicating a general agreement on the importance of transformational leadership in supporting creativity within the company.

#### 4.4 Statistical Analysis

This section presents a statistical analysis of the relationship between transformational leadership and job performance among Zain Iraq Telecommunications Company employees. Regression analysis will be used to test the relationship between variables, and a t-test will be used to determine differences between different data sets based on personal variables such as educational qualifications and years of experience. 4.4.1 Regression Analysis

Regression analysis aims to measure the relationship between transformational leadership (the independent variable) and job performance (the dependent variable) and to determine the extent of transformational leadership's impact on employee performance.

**Table (4.8): Regression Analysis between Transformational Leadership and Job Performance**

Significance level (Sig.)	T value	Regression coefficient ( $\beta$ )	Independent Variable
0.000	8.56	0.72	Transformational Leadership
0.001	5.21	1.34	Constant Equation

The analysis results indicate that transformational leadership has a positive and significant impact on job performance. The regression coefficient ( $\beta$ ) value was 0.72, indicating that a one-unit increase in transformational leadership leads to a 72% improvement in job performance. The t-value of 8.56 and the significance level (Sig. = 0.000) confirm that the relationship is strongly statistically significant, reinforcing the hypothesis that transformational

leadership contributes to improving the job performance of the company's employees.

#### 4.4.2 T-test for statistical differences

The T-test was used to measure the extent of significant differences among employees in their perceptions of the role of transformational leadership based on personal variables (educational qualification and years of experience).

First: T-test based on educational qualification

**Table (4.9): T-test for differences in transformational leadership based on educational qualification**

T value	Significance level (Sig.)	Average	Number of individuals (N)	Academic Qualification
2.85	0.005	3.92	120	Bachelor's
		4.15	80	Postgraduate Studies



The table shows that there is a statistically significant difference between bachelor's degree holders and postgraduate degree holders in their assessment of the role of transformational leadership. The t-value reached 2.85 at a significance level of 0.005, indicating

that employees with postgraduate degrees have a higher perception of the impact of transformational leadership than those with bachelor's degrees.

Second: T-test based on years of experience

**Table (4.10): T-test for differences in job performance based on years of experience.**

<b>T value</b>	<b>Significance level (Sig.)</b>	<b>Average</b>	<b>Number of individuals (N)</b>	<b>Years of Experience</b>
<b>3.12</b>	<b>0.003</b>	<b>3.88</b>	<b>90</b>	<b>Less than 5 years</b>
		<b>4.02</b>	<b>110</b>	<b>5 years or more</b>

The table results indicate that there is a statistically significant difference in job performance between employees with less than 5 years of experience and those with 5 years or more, with a t-value of 3.12 at a significance level of 0.003. This indicates that more experienced employees enjoy higher job performance compared to those with less experience, suggesting that transformational leadership has a stronger impact on those with more experience in the workplace.

### General Analysis of Results

By analyzing the previous tables, it can be concluded that transformational leadership at Zain Iraq Telecommunications Company plays a significant role in improving employee performance. The various dimensions of transformational leadership such as inspirational motivation, intellectual stimulation, and individual care received high ratings, indicating employee satisfaction with leadership practices.

The arithmetic means for all questions ranged between 3.6 and 4.3, reflecting a positive evaluation by the study participants. The standard deviation, which ranged between 0.57 and 0.75, indicates a certain level of variance in viewpoints, but remains within acceptable limits. This confirms that there is general agreement among employees regarding the impact of transformational leadership on job performance.

Based on these results, it can be said that adopting a transformational leadership style in the workplace contributes significantly to raising employee morale, motivating innovation, and providing a supportive work environment that helps them improve their performance, which can positively impact the success of the organization as a whole. Based on the results of the previous tables, it can be concluded that transformational leadership has a positive and tangible impact on various aspects of job performance at Zain

Iraq Telecommunications Company. The results showed that employees feel higher motivation, greater autonomy, and improved job performance and organizational engagement, reflecting the effectiveness of transformational leadership in improving the work environment and enhancing productivity. The high arithmetic means and low standard deviations also indicate general employee satisfaction with the impact of transformational leadership on their daily performance.

Chapter Five: Conclusion, Findings, and Recommendations

### CONCLUSION

This study examined the impact of transformational leadership on job performance in the Iraqi workplace, using a case study of employees at Zain Iraq Telecommunications Company. A descriptive analytical approach was used to collect and analyze data, with a questionnaire as the primary tool for measuring study variables. After analyzing the data using appropriate statistical methods, the results showed that transformational leadership plays a fundamental role in enhancing job performance. Employees working under transformational leadership demonstrate higher levels of commitment, job satisfaction, and productivity.

These findings indicate that adopting transformational leadership approaches can improve the work environment and increase organizational effectiveness in Iraqi companies, particularly in the telecommunications sector, which relies heavily on innovation and adapting to rapid market changes.

### RESULTS

Based on the statistical analysis, the study reached a set of important results, most notably:

1. The impact of transformational leadership on job performance: The regression analysis results showed

that transformational leadership has a positive and significant impact on job performance, with the regression coefficient ( $\beta = 0.72$ ) indicating that increased transformational leadership leads to a significant improvement in job performance.

2. Employee perceptions of the impact of transformational leadership vary according to academic qualifications: The results showed that employees with postgraduate degrees had a higher perception of the role of transformational leadership compared to those with a bachelor's degree, reflecting the importance of academic background in determining employee responsiveness to different leadership styles.

3. The impact of years of experience on job performance: The results showed that employees with 5 years or more of experience enjoyed higher levels of job performance than those with less experience, indicating that more experienced employees benefit more from transformational leadership styles.

4. Enhancing organizational loyalty and improving the work environment: Transformational leadership has been shown to enhance employee satisfaction and engagement, improving organizational loyalty and increasing overall company performance.

### RECOMMENDATIONS

Based on the study results, several recommendations can be made to enhance the role of transformational leadership in the Iraqi workplace, particularly at Zain Iraq Telecommunications Company:

1. Strengthen transformational leadership training programs:

Companies should invest in training programs to develop the transformational leadership skills of current and future leaders, ensuring that employees are guided in a way that stimulates innovation and creativity.

2. Incorporate transformational leadership criteria into the evaluation of leaders and managers:

Management evaluation systems should include clear criteria to measure how leaders apply transformational practices, such as encouraging creative thinking, supporting employees, and motivating them to achieve company goals.

3. Foster a creative and stimulating work environment:

Companies can provide a supportive work environment that motivates employees to perform at their best by giving them more freedom to make decisions and encouraging them to participate in organizational decision-making.

4. Raise awareness of the importance of

transformational leadership among employees:

Workshops and awareness sessions can be organized to educate employees on the importance of transformational leadership and how it impacts improving job performance and fostering a collaborative work environment.

5. Focus on developing new employees and enhancing their leadership skills: Since the study results showed a greater impact of transformational leadership on experienced employees, it is important to design induction programs for new employees that focus on developing their leadership and professional skills from the beginning of their careers.

6. Conduct future studies on the impact of transformational leadership in different sectors:

The scope of the research could be expanded to include other sectors in Iraq, such as the oil and energy sector or the banking sector, to determine the extent to which transformational leadership impacts job performance in different work environments.

### CONCLUSION

This study confirms that transformational leadership is one of the most important factors contributing to improving job performance in Iraqi companies, especially in light of the telecommunications sector's economic and administrative challenges. By adopting transformational leadership practices, companies can enhance employee satisfaction, improve the work environment, and achieve higher productivity and organizational loyalty. Accordingly, implementing the proposed recommendations may help achieve a positive transformation in the work environment within Zain Iraq Telecommunications Company and similar companies in Iraq.

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