



THE EFFECT OF TRANSFORMATION LEADERSHIP ON CORE COMPETENCY

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Article history:	Abstract:
Received: 4 th March 2022 Accepted: 6 th April 2022 Published: 17 th May 2022	The research aims to explore the impact of transformation leadership on the core competency of the Ministry of Industry and Minerals. The research relied on the questionnaire tool in collecting information, which amounted to 114 distributed among leaders and various administrative units, and through the use of statistical programs and related statistical methods, a set of results was reached, the most important of which are Clearly recognizing the importance of transformation leadership through its reflection on building trust, respect, and sacrificing personal interests for the sake of the public good. Core competency, and on the basis of these results, the research came out with a set of recommendations, the most important of which is the need to raise the levels of core capabilities in the Ministry of Industry and Minerals, by employing transformation leadership behaviors, and strengthening them for all administrative levels in the Ministry of Industry and Minerals.

Keywords: Transformation Leadership, core competency

INTRODUCTION:

In the midst of the rapid changes that the environment is witnessing in various fields, making it turbulent and unstable, organizations have to work on developing their systems and policies and push them to search for tools that enable them to achieve rapid response to the requirements of change. The rare knowledge and skills resulting from collective learning spread within the organization and rooted in its individuality and requires the ability to coordinate diverse production skills and integrate different technologies through which it can create ideal value for customers and beneficiaries and distinguish them from competitors (Al-Mousawi, 2016; 30), and the need for a conscious leadership is generated. And it has the ability to deal with internal and external problems and achieve high performance by encouraging and inspiring followers to get results higher than expected (Odumeru & Ifeanyi, 2013; 355). To coordinate efforts with a tendency towards placing the organization in the ranks of organizations seeking transformation and supportive of its roots And strengthening its nakedness, in the period between the twenties to the forties of the last century, which is a model for leadership trait also known as the trait theory of leadership, which indicated that leaders are effective

people who have certain personality traits that give them the ability to lead (Boateng, 2014; 39).

The research started by diagnosing a problem that was embodied by asking a main question (Does transformation leadership affect the core competency?), as it is considered the cornerstone of the organization on which it is based in making strategic decisions with high efficiency through teamwork and encouraging teamwork, In a way that enhances the ability to create opportunities in new areas so that this commodity is preferred by customers over the commodities prevailing at the time (Mohamed, 2013; 48), so they are specific skills of the organization as indicated by (Trott, 2016; 82) and cognitive features oriented towards the link With the highest possible level of customer satisfaction towards competitors, and organizations' awareness, understanding and investment in these capabilities to maintain and develop them represent the strengths that are reflected in achieving customer satisfaction through the high quality products they offer and meet their demands in a way that enhances their market position (SONG & Morgan, 2019; 1823), many organizations have begun to view strategic management as a process that includes a broad set of activities for managing, identifying, and developing core competency that an organization can



use to create unique levels of value for customers. Selectees and other stakeholder groups (Long & KOCH, 1995;8), and it is considered one of the success factors for organizations that live in a competitive environment, especially if they are under a dedicated and conscious leadership that possesses administrative competence and technical expertise to increase their ability to innovate. Ng & Kee, 2018) Organizations should adopt transformation leadership as it provides the best chance of success in the challenges posed by the environment represented by scarcity of resources, budget constraints and lack of expertise, as transformation leadership plays an important role in building and strengthening core competency by developing a clear common vision for individuals in line with The objectives of the organization, and this is indicated by a mechanism (Mahdi and Suhaila, 2017) that the ideal influence exercised by the leader enhances the core competency by encouraging them to put forward new ideas to solve urgent problems and empowering them and their participation in the decision-making process, and that the weakness of the senior management's belief in the importance of the common vision makes them lose the ability Competitiveness, and this is indicated by (Yiting, 2022) that an organization that does not have a common vision does not have the ability to explore opportunities that it can exploit, and because transformation leaders have the ability to create A clear vision and inspiring followers to contribute to the effective performance of knowledge management, and this is what the study (Espita & Guhao, 2022) found that the role of transformation leadership in achieving higher levels of organizational learning and knowledge management by promoting a shared vision and continuous learning for individuals and adhering to a culture of knowledge sharing is also important. And the organizational culture that encourages the acquisition of new skills, making them constitute core competency, becomes a strategic direction that enhances core competency by encouraging the spirit of teamwork. Any situation that helps bring people closer together and unify their visions, people usually focus their attention on the parts of the system that are most obvious from their own point of view, which usually results in discussions about who has the right perspective on the problem, as the vision is an important common element in setting the goal. direction, motivation, and commitment, the study (Gay, 2008) concluded that creating a personal vision at the level of individuals derives its strength through the adoption of a collective shared vision, which helps to achieve Commitment, and here the leader must create a common vision that their

subordinates believe in and adopt as their own vision that increases their motivation towards full commitment towards it by building a sense of ownership that perpetuates and strengthens itself throughout the organization, and work to help individuals to look at the system more holistically, and this It is essential to build a common understanding of complex problems, and in order to achieve the purpose everyone must engage in defining common goals, coordinated action and sharing results. Organizational, where the required change can be implemented in the stage of reassessment of the developments that occur and control to determine the appropriate level of organizational learning from a strategic point of view and create motivation among individuals and enhance their commitment to the goals set, thus generating core competency that achieve distinction for the organization over its competitors, and on the other hand, the transformation leader and from Through its intellectual arousal ability, it plays an important role in motivating individuals to put forward new ideas and generate unprecedented solutions. T significantly increases the level of performance.

The organization's lack of interest in core competency leads to a decrease in the organization's sensitivity to the environment in which it lives, especially when its focus is directed outward due to its increasing dependence on external suppliers of basic products, or through acquisitions and alliance arrangements where management works to identify and expand businesses and hire skilled employees. Alia and experts (Oluoch, 2013; 23), and in this case, we find the managers' interest is focused on maximizing the market share of the organization's products and neglecting to bring about developmental changes within the organization, believing that it is appropriate to use external competencies through or contracting to face competition instead of investing and building its own competencies that are As the core competency (Hamel & Prahalad, 1994; 221), and when the efficiency of the organization rises from just the ability to perform an activity to the point of being able to perform it consistently well at an acceptable cost, in this case the organization is referred to as having a real distinctive ability, in other words if it The level of efficiency of the organization in some areas is higher than the level of its competitors, it is known as the core competency and this is what he referred to (Mathias, 2014;3) It is possible through the package of resources that it possesses and employing them appropriately to achieve returns above the average in its industry because these capabilities are superior and rare and create special



value for customers and cannot be replicated or imitated by competitors.

Transformation leadership contributes to setting standards for organizational performance within an integrated and coherent system that makes it able to respond effectively to internal and external changes (Ghazawena, 2017). Adapting to the required changes is critical, as the personal skills of a leader are necessary to generate and maintain momentum to achieve change, to maintain focus on organizational goals and objectives, and their awareness of their subordinates' abilities and the extent to which their personal skills are used directly affects the organizational climate that reflects on productivity (Garcia et.al, 2006), and within the logic of organizational learning, one of the roles of the leader on which success depends is his ability to create new perceptions about the future that the organization seeks to reach. In order to make them adapt to a changing environment, it is an advantage for adaptive organizations through their ability to perceive changes in their internal or external environment and thus Achieving an appropriate response to the volume of change taking place, and it is considered one of the growing competencies among individuals in acquiring, communicating and exchanging information between individuals to solve problems successfully in the short or long term, and helps in increasing the organization's ability to adapt to change or exploit opportunities created in the context of environmental dynamics and can be considered A skill or resource specific to the organization (Ghorban, R., & Gholipour, 2018).

Therefore, the importance of research stems from the change and complexity in the global environment in general and the Iraqi environment in particular, which gave importance to addressing the core competency to achieve success in the markets or at least survival and continuity by providing an explanation of the most important elements of transformation leadership that will contribute to creating a positive impact, and the other side of the importance of The research sheds light on the importance of the active role of transformation leadership to enhance the core competency of organizations in an environment characterized by rapid changes by employing the behaviors followed in a way that contributes to providing unique and pioneering services. The opinions of the research sample about transformation leadership practices and core competency to provide what contributes to helping organizations realize their importance and appropriately enhance them by following the transformation leadership style, and then analyze an impact

relationship between the research variables (transformation leadership, core competency).

2- LITERATURE REVIEW

2-1- Transformation Leadership: The development of the charismatic transformation approach to leadership was built on the basis of the charisma theory of Max Weber in (1947), and (Hulooka et.al, 2017;22) transfers from (Niphadkar) that the term transformation leadership was first coined at the theoretical level by the sociologist (Downton)) in 1973, while the first beginnings of adopting this concept as a theory came back to the world (James MacGregor Burns) in 1978 in his study of political leaders, while Bass applied in 1985 the term transformation leadership at the field level by introducing these leaders As agents of change who elicit followers' beliefs, attitudes and motives and transform them towards achieving goals, and presenting a clear vision vision, they develop an emotional relationship with their followers, which increases their awareness and belief in organizational goals and presents them to their own interests, and that leadership change is a process in which leaders and followers help each other to advance. To a higher level by raising morale and motivation (Cavazotte et.al, 2013;492), leadership as an organizational behavioral pattern is a necessity within human societies throughout the ages, as the history of previous nations tells us since In its beginning, there were leaders who direct individuals, plan action, and advance the group. It is one of the most complex and mysterious human phenomena, and is considered one of the most interesting topics of all times. The first studies of leadership focused on theory, then researchers and scholars sought to identify patterns of leaders and compare them with the requirements or conditions of society that It is part of the "new leadership" model that pays more attention to the charismatic and emotional elements of leadership that lead to the creation of the desired transformation. It has occupied a large part of the interest of scholars and researchers, and that it is important for leaders to have the correct leadership style and to deal with the necessary transformations in the organization. Transformation means making a change in the nature of a job or a situation that can be applied to different entities such as relationships, individuals, groups, and even societies. and systems (Hacker & Roberts, 2004;1), as the pursuit of organizational transformation is determined by a noticeable change in the main or subsidiary functions or systems that make up the organization to be more accurate. Organizational transformation is an additional description of the results that have been generated. Usually, positive and



distinctive results are sought for that change, so that the full definition of organizational transformation is the noticeable change in functions or systems (Escortell, 2020;2). The importance of transformation leadership is manifested by granting the leader their subordinates their entitlements, motivating them to perform better financially and morally, and working to encourage them to express opinions and creative ideas, to express their opinions and suggestions and to implement positive ones, as it is a tool for presenting the best opinions, efforts and ideas as a collective contribution to achieve the goals set in the fullest way (Taher, 48; 2019). And through the leader's ability to motivate individuals and push them to achieve the goals of their organization and their personal goals, as well as his ability to deal with environmental changes and influences that directly and indirectly affect their organizations and their subordinates, in addition to the ability to draw a clear vision for the future and plan for it, and work to set goals and plans to achieve them. , by training and educating subordinates on the one hand, the transformation leader works to develop subordinates through three areas: increasing the motivation of individuals in terms of satisfying their self-realization needs, additional efforts, and encouraging ethical dealing in terms of absorbing the moral values of the organization and collective orientation in terms of adopting active participation and self-efficacy (Mulla & Krishnan, 2009; 2), and double effort compared to what is This is what managers at different organizational levels, and they act in all possible ways to achieve the highest results through the use of one or more dimensions that represent the pillars of transformation leadership. This leadership style consists of four dimensions as developed by Burns in 1978, all of which begin with the letter I in the English language, so it is called (Kinsler, 2017;15) Four I, which are as follows:

2-1-1 The ideal influence: It refers to the leader's ability to lead by example, inspire subordinates, instill a sense of responsibility and commitment towards carrying out the mission in the best way, and charismatic leaders trust and respect their followers, which instills in them a sense of belonging and pride, where he points out (Djourova et.al, 2020, 3), it is the highest level of behavior Ethical and practices that are embodied in the leader's keenness to achieve general reconciliation by highlighting common values and emphasizing the importance of having a goal and a commitment to achieving it. Admiration, respect, trust and appreciation towards them.

2-1-2 Inspirational motivation: 2-1-1 is the process of motivating and inspiring subordinates, creating a

spirit of teamwork, showing enthusiasm, dedication and encouraging optimism in achieving common goals, and the leader uses symbols and slogans according to this characteristic to direct efforts and explain important purposes in a simplified manner (Mohammed et al., 2019;392), through Going beyond self-interests for the greater good, providing support to them to overcome all problems and barriers, helping them to be optimistic about the future, and raising the ability of subordinates to achieve beyond their expectations. et.al,2020;4).

2-1-3 Intellectual arousal: Refers to enhancing intelligence, rationality, and carefully solving problems such as characteristics, and motivating subordinates to make them more creative and innovative by challenging their beliefs and values regarding the organization. It also supports subordinates to experiment with new innovative ideas and methods to bring about change within the organization, and by creating motivation in the subordinates to think "outside the box", which enables them to create innovative solutions to solve the problem (Shrestha, 2019;6). By encouraging the introduction of new ideas to the organizational system and processes and to find new solutions to the work and human technical problems they face while performing their work in order to achieve high levels of performance.

2-1-4 Individual Considerations: Refers to the leader's ability to treat each individual uniquely, taking into account their personal motivational and developmental needs in a way that helps subordinates believe in the justice, respect, and trust of the leader. Carefully and pay special attention to the needs of subordinates and appreciate high performance and try to link individual goals with organizational goals (Alsayed, et.al,2020;3), then it is the behavior that a leader adopts in which he shows his interest in workers and works to achieve their welfare and provide them satisfaction with individual practice by creating a climate Supportive organizational provision, learning opportunities, and identification of individual differences in terms of needs and desires.

2-2 Core competence: Core capabilities cover different aspects of the organization such as different businesses and diversified products and occur through collective learning and a competitive environment that encourages the acquisition of different skills, which is reflected in performance by focusing on related businesses greatly increases the efficiency of strategic performance (Ljungquist, 2007;13) The interest in core competencies goes back to the administrative schools of thought through the various stages of management development, as the classical school with its three sub-



schools referred to the core competencies. The School of Administrative Divisions of (H.Fayol) established fourteen administrative rules that contribute to building core capabilities, while the bureaucratic school of (M.Weber) focused on the proper selection of managers and their qualification so that the organization would be able to achieve high levels of efficiency, and the School of Human Relations focused On social relations and ensuring a system of organizational communication and the ability to visualize and creativity that can achieve distinction, and ensure contemporary schools Through their various theories on the interdependence between tangible and intangible components of the organization (Abbas, 2013; 67), many organizations have begun to view strategic management as a process that includes a wide range of activities to manage, identify and develop intrinsic capabilities that the organization can use to create unique levels of value to customers. Selectors and other stakeholder groups (Long & KOCH, 1995;8). It must be careful when adopting and determining its core capabilities, as it can lead to the organization's rigidity and reduce its flexibility due to the lack of focus on other skills that are considered core capabilities, and this is what he indicated (Zou, 2018; 9) where it is difficult Managing an organization with different types of core capabilities such as values, standards, skills, knowledge bases, technical systems and administrative systems, and agrees with this view (HAMADA, 2014; 18) when he pointed out the growing difficulty if these capabilities were in competition with each other within the same organization (That is, the use of one of them requires reducing the use of the other), so when facing such a situation, the organization must realize the appropriate areas that through achieving the appropriate core capabilities for each of them, and in order for the capabilities to be core, it must enable access to new and diverse markets and make a significant contribution in the final product, and that it is difficult for competitors to imitate (Oluoch, 2013; 22), and that it is related to an activity or process that supports value in the features of the product or service from the customer's point of view, and that it leads to superior performance levels and is much better than Afsin (JoHnson et.al, 2008; 107), and its importance to organizations, especially in dynamic environments, has been of interest to researchers in the fields of strategy, which resulted in differing opinions about the dimensions they represent. Skills, knowledge base, technical systems, management systems, values and standards, while seeing them (Pham, 2016; 13) At the level of human resources, they are the administrative systems and human resource policies in the tasks of

hiring, developing and motivating individuals so that the organization can access that broad useful knowledge and benefit from the creativity of individuals, and also adds that the four dimensions of basic capabilities at the level of human resources include administrative systems and human resources policies In the tasks of hiring, developing and motivating employees so that the company can access that wide useful knowledge and benefit from the employees' creativity. As for (Almarzooqi & Jones, 2018;55), they look more comprehensively at determining the dimensions of core capabilities by focusing on four areas, the policies followed in The organization and its procedural processes, people skills, technology and infrastructure owned by the organization, and that the policy followed, organizational processes and focus on people, technology and infrastructure of the organization in addition to legal procedures and governance as additional dimensions, so the following dimensions have been identified, which are considered from the viewpoint of the researcher most appropriate for the study and its community, which are as follows:

2.2.1 Shared Vision: The interest of the organization is in sharing the viewpoint on goals, objectives, policies, priorities and expectations, and providing guidance on what must be changed. This is important in rapidly changing environments, as individuals need to distinguish between what must change and what remains in the current situation (Idan, 2019;134), and that creating a common vision is one of the core competencies in the organization, as studies confirm that it is a very powerful tool to push the organization towards excellence, and developing a clear vision is the best way to clarify the direction of change, in addition, the goal of the vision is to present a picture of a better future state and more valuable (Fischer et.al, 2014;3).

2.2.2 Organizational Learning: It is one of the theories of organizational adaptation, which says that the organization adjusts itself defensively to change the environment and uses knowledge effectively to improve the fit (Schniter & Al-Waeli, 2019; 247), and it is a continuous and dynamic process and introduces new ideas and perceptions by committing to knowledge and adaptation from During the process of renewal, encourage education and openness to the outside world, so that organizations can adapt to their environment (Hassan and Tawfik, 2017; 218), and it is considered as a first-class adaptation to a changing environment that depends on the formal and informal experiences of organizations and the search for new work procedures (Watkins & Kim , 2018, 15).



2.2.3 Technological Competence: is the ability to create new blueprints, business models, or standards for new products and services, and (implementation capacity) is the ability to achieve a specific design and improve efficiencies through manufacturing experience (Yeon et.al, 2020;13), and gain from During which the organization has continuous competitive advantages and differentiated capabilities that are difficult for competitors to copy based on the company's operational resources and core competencies, and that effective resource management is important for such capabilities, as the importance of the dynamic ability necessary to produce products is presented (Park et.al, 2021;4), and contributes in a way Directly in enhancing the organization's ability to carry out its tasks in a successful and proper manner by relying on the use of modern technological methods and techniques it possesses and achieving organizational goals.

2.2.4 Teamwork: is the presence of a group of individuals whose primary goal is to share information and make decisions that help each of them to perform their work in their field, which occurs when team members coexist to the point where they reach the collective responsibility to achieve the goal. It is also an emphasis on team spirit and teamwork, and this means that the team spirit dominates the spirit of individuality (Hamid & Sultan, 2021;949), and building core capabilities depends on teamwork through the commitment of senior management to learning and development and a special focus on training specialists

with expertise and skills It encourages the evaluation and implementation of innovative ways to train and develop the best talent in all areas of work, as the continuous development that occurs in the job and virtual simulation helps build core capabilities and teamwork dynamics that are Essentials for success (CONINE, 2014; 22).

3 - METHODOLOGY OF THE STUDY: in light of the objectives of the research and the questions it tries to answer, we have relied on the descriptive analytical approach that reflects the social phenomenon in question, by building a theoretical basis for the basic and sub-research variables, which relied on conducting a desk survey in order to benefit from the contributions of researchers and scholars in the fields of Strategic Management and organizational behavior that are related to the research variables.

4-RESEARCH HYPOTHESES: in line with the intellectual data of the study and to achieve its objectives and answer its questions through testing the main hypothesis shown in Figure 1, which is that there is a moral dimension of the combined dimensions of Transformation Leadership (ideal effect, inspirational motivation, intellectual arousal and individual considerations) in the dimensions of the core competence (vision, organizational learning, technological competence, teamwork).

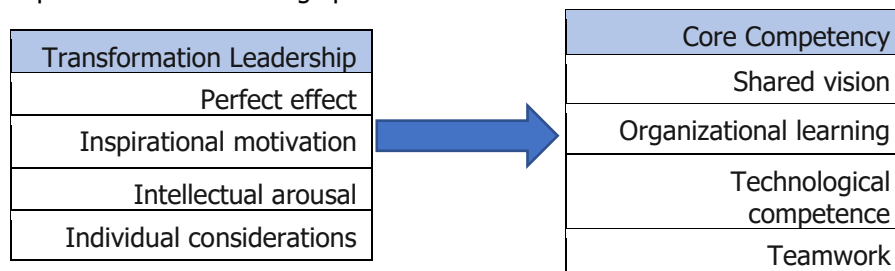


Figure (1) hypothesis chart

5 - METHODS OF DATA COLLECTION: the research relied on the questionnaire as a main tool in data collection. The first section included demographic information specific to the research community. accordingly, this research consisted of all department managers and their agents at the ministry's headquarters, which included (114) managers according to the organizational structure of the ministry's headquarters and distributed to all departments and departments at the ministry's headquarters, while the second section included the

identification of the main and sub-variables and a number of questions for each variable.

6- RESEARCH COMMUNITY: The Ministry of industry and minerals was chosen as a place to apply the research as it is the body that oversees the support and development of the public industrial sector in Iraq, where the problem of research is addressed by identifying a suitable society that is appropriate and consistent with its variables, as the results show that 66.7% of the higher than 7%, while the Ph. D. was 6.1%, while the percentage of diploma and preparatory



degrees was 3.5%, as for the job position, the results show that the director of the department formed the highest percentage of the research community, which amounted to 51.75%, and the position of deputy director of the department reached 48.25%.

7-RESULTS: this section of the research presents the results of statistical analyzes of the data collected by the questionnaire form and processed based on the appropriate statistical methods, this section has been included on the statement of the statistical description of the answers based on the arithmetic mean, standard deviation, coefficient of difference and relative importance, and then identify the strength of:

7.1 Statistical Description:

7.1.1 Descriptive Statistics Of Transformation Leadership: Table (1) shows the value of the computational circles, standard deviations and the coefficient of difference as well as the relative importance of the dimensions of the Transformation Leadership axis, this axis achieved a weighted arithmetic mean of (3.34), which is higher than the hypothetical arithmetic mean of (3) and falls into the category of average Agreement, while the standard deviation (0.82) and a coefficient of difference by (25%) and the relative importance reached (0.75), which puts this variable at the first level of importance among the research variables.

Table (1) Descriptive statistics for the dimensions of transformation leadership

Transformation Leadership	mean	Standard deviation	Coefficient of variation	Relative importance
Perfect effect	3.47	3.47	22%	0.78
Inspirational motivation	3.35	3.35	25%	0.75
Intellectual arousal	3.26	3.26	27%	0.73
Individual considerations	3.29	3.29	25%	0.75
Total values	3.34	3.34	25%	75%

Note in the previous table relative convergence between the values of the computational media between dimensions, and it is clear that after the effect of the triangulation obtained the highest computational medium where it reached (3.47) among the dimensions of the Transformation Leadership while the standard deviation by (0.75), indicating consistency in the answers of the research sample, where the coefficient of difference (0.25) and the level of importance by (75%). After the inspired stimulus, its mean was (3.35), the standard deviation (0.88) and the coefficient of difference was (25%), and the relative importance of this dimension was (0.75). After intellectual arousal, the mean of the calculation was (3.26) and the standard deviation (0.88) and the coefficient of difference was

(27%) and the relative importance of this dimension was (0.73). While it happened after the individual considerations, the arithmetic mean was (3.29), the standard deviation (0.83), the coefficient of difference was (25%), and the relative importance of this dimension was (0.75).

7-2-2 Descriptive statistics for core competency:

Table (2) shows the value of the arithmetic means, standard deviations and coefficient of variation, as well as the relative importance of the dimensions of the core competency axis. The mean agreement, while the standard deviation was (0.85), with a coefficient of difference of (26%), and the relative importance was (0.74).

Table (2) Descriptive statistics for the dimensions of core competency



Core Competency	Mean	Standard deviation	Coefficient of variation	Relative importance
Shared vision	3.09	0.89	0.29	0.71
Organizational learning	3.29	0.86	0.26	0.74
Technological competence	3.35	0.85	0.25	0.75
Teamwork	3.34	0.82	0.24	0.76
Total values	3.26	0.85	0.26	0.74

It is observed in the previous table that there is a relative convergence between the values of the arithmetic means between the dimensions. The coefficient of variation was (0.26) and the level of significance was (74%). After sharing the vision, its arithmetic mean was (3.34) and the standard deviation was (0.82), the coefficient of variation was (24%), and the relative importance of this dimension was (0.76). As for the organizational learning dimension, its arithmetic mean was (3.29) and the standard deviation was (0.86). The coefficient of variation was (26%), and the relative importance of this dimension was (0.74). While the dimension of vision participation had the lowest arithmetic mean, which was

(3.09), standard deviation (0.89), the coefficient of difference was (29%), and the relative importance of this dimension was (0.71).

7-2 Hypothesis Test: The first main hypothesis test states that there is a significant effect of Transformation Leadership on the core competence: The regression equation shows the results of estimating the simple linear regression that represents the value of the effect of Transformation Leadership and its combined dimensions in the dimensions of core competence independently. The main hypothesis, which states: "Transformation Leadership has a significant effect on Transformation Leadership, as the relationship will be analyzed according to a simple linear regression model, as follows:

$$Y = a + \beta(X)$$

$$Y = 1.446 + 0.549 (\text{Transformation Leadership})$$

Through the above regression model, it is clear that the limit value of the constant amounted to (1.446), while the value of the β coefficient was (0.549), and the calculated F value showed a significant effect as its value reached 64.145, which is greater than the tabular (F) value of (3.94) at the level of significance (0.05), which indicates that Transformation Leadership has an effect with a degree of confidence that amounted to (0.95) on core competency, while the calculated t-value was 8.008, which is statistically significant and with significant significance (0.000), and this proves that Transformation Leadership has an effective and influential role in the core competence in general, which

It indicates that the leaders in the Ministry of Industry are aware of the importance of core competency, in addition, the value of the interpretation coefficient (R²) was (0.364) and indicates that the dimensions of Transformation Leadership explain (36.4%) of the core competence, while the remaining percentage (%) 63.6. The other variables are not included in the research, and with regard to the sub-hypotheses that show the effect of the Transformation Leadership dimensions collectively on the dimensions of the core competence individually, which emerged from the main hypothesis, which are as follows:

7-2-1 Testing the first sub-hypothesis, which states that (the dimensions of Transformation Leadership collectively affect the first dimension (vision sharing)), as the relationship will be analyzed according to a simple linear regression model as follows:

$$Y = a + \beta_1(x_1) + \beta_2(x_2) + \beta_3(x_3) + \beta_4(x_4)$$

$$Y = 0.723 + 0.138 (x_1) + 0.205 (x_2) + 0.347(x_3) + 0.022 (x_4)$$

Table (3) indicates that the effect is significant, and this is indicated by the calculated F value for the dimensions of Transformation Leadership in the vision sharing dimension, which amounted to (12.811) and is greater than the tabular F value of (3.94) at the level of significance (0.05), and this indicates that

Transformation Leadership has an effect on intrinsic competence with a confidence level of (0.95). This proves that Transformation Leadership has an active and influential role in the core competence in general, in addition, the value of the interpretation coefficient (R²) was (0.320) and indicates that the dimensions of



Transformation Leadership combined explain 32% of the vision sharing, while the ratio The remaining (68%),

then the other variables are not included in the research.

Table (3) values the impact of transformation leadership dimensions on Share the vision

Transformation Leadership	dependent variable	value a	R2	F value	β	t value	Sig
Perfect effect	Share the vision	0.723	0.320	12.811	.138	1.609	.110
inspirational stimulation					.205	1.476	.143
intellectual arousal					.347	2.601	.011
individual considerations					.022	.201	.841

As for the dimensions level, the table above shows that the value of the fixed limit amounted to (0.723) and the value of the coefficient of determination amounted to (0.320), as the previous table shows that the effect of the dimensions (ideal influence, inspirational motivation, individual considerations) which amounted to (0.138, 0.205, 0.022). respectively for each non-significant dimension in (vision sharing), and this was shown by the calculated t-value for these dimensions, which amounted to (1.609, 1.476, 0.201) respectively

for each dimension, which is greater than the tabular t-value, so the significance for each of them was (0.110, 0.143, 0.841). It is greater than (0.05). While the effect of the dimension (intellectual arousal) in the dimension (vision sharing) was significant, reaching (0.347), and this was shown by the calculated t-value, which amounted to (2.601), which is higher than the tabular and with a significant significance of (0.011), which is less than (0.05)

7-2-2 Testing the second sub-hypothesis, which states that (the dimensions of Transformation Leadership collectively affect the second dimension (organizational learning)), as the relationship will be analyzed according to a simple linear regression model as follows:

$$Y = a + \beta_1(x_1) + \beta_2(x_2) + \beta_3(x_3) + \beta_4(x_4)$$

$$Y = 0.857 + 0.020(x_1) + 0.245(x_2) + 0.317(x_3) + 0.154(x_4)$$

Table (4) indicates that the effect is significant, and this is indicated by the calculated F value for the dimensions of Transformation Leadership combined in organizational learning, which amounted to (19.417) and is greater than the tabular F value of (3.94) at the level of significance (0.05), and this indicates that Transformation Leadership has an effect with a confidence level of (0.95) after organizational learning. This proves that the Transformation Leadership has an effective and influential role in organizational learning

as a whole, which indicates that the leaders in the Ministry of Industry are keen to learn from past experiences to invest them in the future. Moreover, the value of the interpretation coefficient (R2) was (0.416) and indicates that The dimensions of Transformation Leadership combined explain a rate of (0.416%) after sharing the vision, while the remaining percentage (58.4%) is attributed to other variables that are not included in the research.

Table (4) values the impact of transformation leadership dimensions on organization learning

Transformation Leadership	dependent variable	value a	R2	F value	β	t value	Sig
Perfect effect	organizational learning	0.857	0.416	19.417	.020	.272	.786
inspirational stimulation					.245	2.071	.041
intellectual arousal					.317	2.789	.006



individual considerations					.154	1.680	.096
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As for the dimensions level, the above table shows that the value of the fixed limit amounted to (0.857) and the value of the coefficient of determination amounted to (0.416), as the previous table shows that the effect of the dimensions (ideal influence and individual considerations), which amounted to (0.02, 0.154), respectively for each dimension is not significant. In (organizational learning), this was shown by the calculated t value for these dimensions, which amounted to (0.74, 1.680), respectively, for each

dimension, which is smaller than the tabular t value, so it was not significant for each of them (0.786, 0.096), which is greater than (0.05), while it was The effect of the two dimensions (to stimulate inspiration and intellectual arousal) was significant in organizational learning, as it amounted to (0.245, 0.317), respectively, for each dimension, and this was shown by the calculated t-value, which amounted to (2.071, 0.317), which is higher than the tabular t, where its significance reached (0.041). , 0.006), which is less than (0.05).

7-2-3 Testing the third sub-hypothesis, which states that (the dimensions of Transformation Leadership have a significant effect on the third dimension (technological competence), as the relationship will be analyzed according to a simple linear regression model as follows:

$$Y = a + \beta_1(x_1) + \beta_2(x_2) + \beta_3(x_3) + \beta_4(x_4)$$

$$Y = 0.946 + 0.003(x_1) + 0.337(x_2) + 0.157(x_3) + 0.225(x_4)$$

Table (5) indicates that the effect is significant, and this is indicated by the calculated F value for the dimensions of Transformation Leadership in technological competence, which amounted to (14.453) and is greater than the tabular F value of (3.94) at the level of significance (0.05), and this indicates that Dimensions of Transformation Leadership combined influence a degree of confidence (0.95) in technological competence. This proves that the Transformation

Leadership has an effective and influential role in providing technological competence in the Ministry of Industry and Minerals as a whole. In addition, the value of the interpretation coefficient (R²) was of (0.347) and indicates that the dimensions of Transformation Leadership explain a percentage of (34.7%) of the technological competence, while the remaining percentage of (65.3%) is due to other variables that are not included in the research

Table (5) values the impact of the transformation leadership dimensions combined on Technological competence

Transformation Leadership	dependent variable	value a	R ²	F value	β	t value	Sig
Perfect effect	Technological competence	0.946	0.347	14.453	.003	.038	.970
inspirational stimulation					.337	2.515	.013
intellectual arousal					.157	1.217	.226
individual considerations					.225	2.166	.032

As for the dimensions level, the above table shows that the value of the fixed limit amounted to (0.347) and the value of the coefficient of determination amounted to (0.946), as the previous table shows that the effect of the dimensions (ideal influence and intellectual arousal), which amounted to (0.003 and 0.157) respectively for each dimension is not significant. In

(Organizational Learning), this was shown by the calculated t-value for these dimensions, which amounted to (0.038, 1.217) respectively for each dimension, which is smaller than the tabular t-value, so the significance for each of them was (0.970, 0.226) which is greater than (0.05), while the effect of The two dimensions (ideal influence, and individual



considerations) were significant in the dimension (organizational learning, which amounted to (0.337, 0.225) respectively for each dimension, and this was shown by the calculated t-value, which amounted to (2.515, 2.166) respectively for each dimension, which is higher than the tabular and significant significance amounted to (0.013, 0.032) for each dimension which is less than (0.05).

7-2-4 Testing the fourth sub-hypothesis, which states that (the dimensions of Transformation Leadership collectively affect the fourth dimension (teamwork)), as the relationship will be analyzed according to a simple linear regression model as follows:

$$Y = a + \beta_1(x_1) + \beta_2(x_2) + \beta_3(x_3) + \beta_4(x_4)$$

$$Y = 1.123 + 0.058(x_1) + 0.277(x_2) + 0.385(x_3) + (-0.049)(x_4)$$

Table (6) indicates that the effect is significant, and this is indicated by the calculated F value for the dimensions of Transformation Leadership in teamwork, which amounted to (15.723) and is greater than the tabular F value of (3.94) at the level of significance (0.05), and this indicates the dimensions of The Transformation Leadership combined affects a degree of confidence (0.95). This proves that the Transformation Leadership has an effective and influential role in collective work as

a whole, which indicates that leaders in the Ministry of Industry encourage work in the form of groups and work teams to spread knowledge and exchange experiences. In addition, the value of the interpretation coefficient (R²) was of (0.366) and indicates that the dimensions of Transformation Leadership combined explain a percentage of (36.6%) of teamwork, while the remaining percentage of (63.4%) is due to other variables that are not included in the research.

Table (6) values the impact of transformation leadership dimensions on teamwork

Transformation Leadership	dependent variable	value a	R ²	F value	β	t value	Sig
Perfect effect	teamwork	0.946	0.347	14.453	.003	.038	.970
inspirational stimulation					.337	2.515	.013
intellectual arousal					.157	1.217	.226
individual considerations					.225	2.166	.032

As for the dimensions level, the table above shows that the value of the fixed limit amounted to (1.123), the value of the coefficient of determination amounted to (0.366), as the previous table shows that the effect of the dimensions (inspirational stimulation and intellectual arousal), which amounted to (0.277, 0.385), respectively, for each significant dimension in (Collective work) and this was shown by the calculated t-value for these dimensions, which amounted to (2.202, 3.192) for each dimension, respectively, which is smaller than the tabular t-value, so the significance for each of them was (0.030, 0.002) which is less than (0.05). While the effect of dimensions (ideal influence and individual considerations) in group work was not significant, as it reached (0.058, -0.049) respectively for each dimension where it was a non-significant effect, and this was shown by the calculated t-value which amounted to (0.755, -0.506), which is smaller From the

tabularity with a significant percentage of (0.452, 0.612), which is greater than (0.05).

8- CONCLUSIONS: By reviewing the literature that dealt with the research variables as well as what the results of the statistical description and the values of the influence coefficients showed between the dimensions of transformation leadership and core competency, interest in developing behaviors that would support the relationship between management and workers as it enhances their motivation and raise the level of morale, which is reflected in their performance and raise their productivity, and high Practicing these dimensions is because leaders realize their importance clearly on building trust, respect, sacrificing personal interests for the sake of public health and achieving a degree of high integration between leaders and subordinates, and here it affects by sharing their visions and encouraging them to compete positively, which contributes to enhancing



their strengths and introducing new creative ideas. , as well as adopting the foundations of organizational learning by making sure to adopt new knowledge, modern systems and advanced techniques in collecting and analyzing information, and in addition to that, it positively affects technological capabilities, adopting employment of available resources and acquiring modern technologies, as well as enhancing teamwork by encouraging work in a spirit of One team and defining common goals, as for the most important recommendations that The research came out with the need to enhance core capabilities by employing transformation leadership behaviors, as well as paying attention to its dimensions and enhancing them for all administrative levels, especially when investing these behaviors in developing core competency towards improving the activities and tasks performed by individuals at various administrative levels and is reflected in raising the performance levels of the organization .

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