THE ROLE OF INSPIRATIONAL LEADERSHIP IN ENHANCING ORGANIZATIONAL COMMITMENT AMONG WORKING INDIVIDUALS AT TIKRIT UNIVERSITY: AN APPLIED STUDY

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The research dealt with the study of the role of inspirational leadership in enhancing organizational commitment among individuals working at Tikrit University. Through a random sample of individuals working at the university in question, which numbered (72) individuals distributed over the different faculties of the university. Where the research reached a set of conclusions, the most important of which is the validity of the research hypotheses, as well as the existence of a significant statistically significant effect of the inspiring leadership by removing it (self-confidence, future vision, and recognition of the leader as a tool for change).

Keywords: inspirational leadership, self-confidence, future vision, recognition of the leader as a tool for change, organizational commitment.

THE FIRST TOPIC
Research framework and methodology
First Introduction:

Organizational leadership is one of the important and vital issues in the life of the organization and a major reason for its success and prosperity. Recently, many different leadership styles have emerged, such as servant leadership, humble, inspirational and participatory leadership. These leadership styles are based on a fundamental and basic idea, which is to consider working individuals as a strategic partner in the field of decision-making and solving work problems. And not as a machine or as a executor of orders and instructions. The focus of the current research will be on one of these patterns, which is the inspirational leadership. This leadership is based on inspiring employees to adhere to organizational commitment and adherence to regulations and organizational procedures

In the same context, there is another aspect of the organizational and administrative process, which is directly related to the behavior of the working individuals, which is the organizational commitment. Where organizational commitment is the main tool for adopting any approach in management or adopting any organizational culture. This depends on the extent of the effective commitment of the working individuals. For example, if an organization wants to build a culture of quality of service provided, this culture will not succeed unless it is supported by a high level organizational commitment by the working individuals. If we want to achieve the effectiveness and efficiency of commitment,

this requires a leadership style that affects the behavior of working individuals. Inspirational leadership was chosen as one of the leadership styles that have a direct impact on the behavior of the individual by inspiring and influencing him towards achieving the desired goals.

According to what has been presented, in order for universities to ensure better performance of their employees towards achieving university goals, perhaps the most prominent of which is to improve the quality of educational service. This requires a comprehensive organizational commitment in the performance of functional tasks and activities. This requires an inspiring leadership style with a direct spiritual impact on the hearts of individuals, motivating them and making them more committed to performance emotionally and subjectively. This is what will be recognized through the current research by studying the role of inspirational leadership in enhancing organizational commitment among individuals working at Tikrit University as one of the formations of the Ministry of Higher Education and Scientific Research.

Secondly, previous studies:
1- Previous studies that dealt with inspirational leadership:

• Siham Alwan study (2021): The current research seeks to achieve organizational ingenuity through the approach of inspirational leadership. The results concluded that organizational virtuosity is greatly influenced by the leadership style, especially the inspirational leadership style and the strategic leadership style.

The study of Suhad Barqi et al. (2019): The aim of the research is to know the role of inspirational leadership in achieving institutional excellence in government schools in the holy city of Karbala. ?

• Hildayanti, A., & Bin-Tahir, S. Z. Study (2021): The following research aims to establish and conduct a test of the function of inspirational leadership in improving work efficiency through soft competence and employee imagination. The results of the research were as follows: 1) Charismatic leadership has a vital and fundamental impact on soft efficiency. 2) Inspirational leadership has an optimistic and decisive impact on career innovation. 3) Soft skills have a positive and significant impact on the efficiency of employees' jobs. 4) Inspirational leadership has a positive and important impact on work quality through soft efficiency. 7) Inspirational leadership has a positive and important impact on work quality through employee creativity.

• Searle, G. D., & Hanrahan, S. J. (2011): The purpose of this paper was to examine inspiring others as psychological construct in leadership contexts by investigating the lived and personal experiences of inspirational leaders. RESEARCH RESULTS - Participants' responses combined into five key dimensions that lead to inspiring others: communication, leadership, inspiration, action, and context; Enable job description for the phenomenon. Moreover, the findings indicated that leaders can deliberately cultivate opportunities to inspire others through interaction and effort.

2- Previous studies that dealt with organizational commitment:

• Ben Osman Charity Study (2018): The research aims to identify the components of organizational commitment and the nature of its relationship to job performance. The study concluded that there is a statistically significant correlation between organizational commitment and job performance

The study of Ahmed Hammadi (2016): The aim of the research is to study the relationship and the effect between organizational commitment and enhancing the performance of employees. The results of the research proved the existence of a positive correlation relationship represented in its dimensions (emotional commitment, normative commitment, continuous commitment) individually and collectively that affect the performance of workers.

• Ntarmah, A. & et al (2020): Our study seeks to clarify when and why emotional organizational commitment is more or less related to job performance by investigating the mediating role of organizational citizenship behavior and the sympathetic effect of leadership styles (transactional and transformational).) on this relationship. The results of our study indicate that although emotional commitment is positively related to

job performance, the relationship differs according to the leader's leadership style.

Commenting on previous studies and the research gap:
By presenting previous studies, the following aspects can be extracted:

The current research differed from previous studies in terms of the field and application aspect. As well as through dimensions, measurement tools and research model. The current research also differed from previous studies in terms of dealing with the role of inspirational leadership with its dimensions (self-confidence, future vision, recognition of the leader as a tool for change) in enhancing organizational commitment. Which represents the research gap that will be highlighted through the current research

Thirdly, the research problem:

The issue of organizational commitment in educational institutions is a very important issue, considering that organizational commitment is the secret of success for university leaders. On the other hand, organizational commitment must have a constraining pattern that supports and supports individuals working in the process of executing tasks and activities. If this process is accompanied by a high level of commitment, the process of achieving organizational goals will be successful. Therefore, university leaders are looking for reasons to increase the effectiveness of organizational commitment through benchmarking comparisons of reputable universities on the one hand. And through scientific efforts that dealt with organizational commitment on the other hand. This is what will be focused on during the current research in order to benefit from the results of statistical treatment and take them into account in the decision-making process and the conduct of the organizational and administrative process.

In light of the foregoing, the research problem can be expressed through the following questions:

1. To what extent does the inspirational leadership affect the promotion of organizational commitment at the university in question?
2. To what extent does self-confidence as a dimension of inspirational leadership enhance commitment?
3. To what extent does the future vision as one of the dimensions of inspiring leadership contribute to enhancing commitment?
4. To what extent does recognition of the leader as a tool for change enhance organizational commitment?

Fourth, research objectives:
The research seeks to achieve the following objectives:

1- Knowing the extent to which inspirational leadership affects the promotion of organizational commitment in the university under study

2- Knowing the extent to which self-confidence, as one of the dimensions of inspiring leadership, contributes to enhancing organizational commitment

3- Knowing the extent to which the future vision contributes as one of the dimensions of inspiring leadership in enhancing organizational commitment

4- Knowing the extent to which recognition of the leader as a tool for change contributes to enhancing organizational commitment

Fifthly, the importance of research:
The research acquires its scientific importance from the great importance of the inspirational leadership, which has become one of the important topics. This type of leadership style was considered one of the main reasons for the success and survival of organizations. Therefore, scientific and academic efforts tended to shed light on it to identify its nature and the extent of its benefits. From this point of view, the current study is considered a link in a series of studies conducted within this field. As the researcher hopes that the results and recommendations of this study will be taken seriously by the university leaders in the university under study and employed in the practical and field reality in a way that contributes to achieving the common goals of the university and workers in various administrative formations alike. ?

Sixth, the search form:
Figure (1 / 1) search form
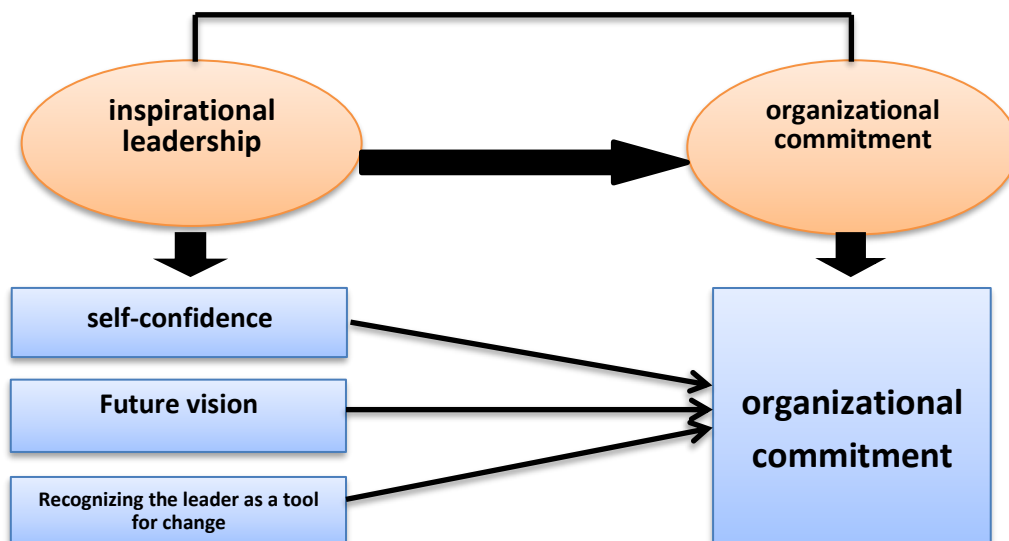
Source: Prepared by the researcher

Seventh research hypotheses:
In light of the research problem and its questions, and in order to achieve its objectives, the researcher sets a main hypothesis to the effect that (there is a significant, statistically significant effect of inspirational leadership in enhancing organizational commitment). Three sub-hypotheses are derived from this hypothesis:

1. There is a positive and significant effect of the dimension of self-confidence as one of the dimensions of inspirational leadership in enhancing organizational commitment.

2. There is a positive, significant effect of the future vision dimension as one of the dimensions of inspirational leadership in enhancing organizational commitment

3. There is a positive and significant effect of the dimension of recognition of the leader as a tool for change as one of the dimensions of inspiring leadership in enhancing organizational commitment.

Eighth Research Methodology:
1 Data sources Data collection sources are divided into two types:
·   **Secondary data**: It includes Arabic and foreign references from books, periodicals, research and messages related to study variables

·   **Primary data**: where the researcher conducted a field visit to the university in question and conducted personal interviews with the sample members to obtain the data.

2 - Limits of the research: The limits of the research are as follows:
·   **Objective limits**: The limits of scientific and objective research were represented by focusing on inspirational leadership as an independent variable in

enhancing organizational commitment as a dependent variable. ?

· **Spatial boundaries**: The applied and statistical aspect is limited to Tikrit University. ?

3 - Population and research sample:
The study population represented a random sample of individuals working at Tikrit University, as the number of the selected sample amounted to (72) seventy-two individuals distributed among the various colleges of the university.

4- Statistical methods used in statistical analysis:
· Cronbach's alpha to measure the validity and reliability of the questionnaire statements
· Arithmetic mean, standard deviation, and coefficient of variation
· Spearman's coefficient to show the type and strength of the relationship between the research variables

5- Research measurement tool:
The researcher relied on the questionnaire list to obtain the data, and after reviewing the previous studies, the researcher relied on formulating the questionnaire as a tool to measure the variables of the current research on the study (Seham Barqi et al., 2019) regarding inspirational leadership as an independent variable according to dimensions (self-confidence, The future vision, recognition of the leader as a tool for change). While the study (Hamadi Ahmed, 2016) was relied upon to measure organizational commitment as a dependent variable

The second study
Theoretical framework for research
The first requirement: inspirational leadership
First, the concept of inspirational leadership:
The concept of inspirational leadership carries many meanings and connotations that revolve around the majority of which focus on how to lead and influence others through the inspiration of the leader. In this context, researchers and those interested in the field of leadership dealt with the inspirational leadership style and its impact on the behavior of its employees and affiliates. Many concepts have emerged that dealt with and define inspirational leadership, although they are somewhat different, but they meet in the extent of the leader's success in inspiring and influencing working individuals. The following is a set of definitions that clarify the nature of inspirational leadership, as follows:
Inspirational leadership is defined as the leadership that is distinguished in its characteristics and attractive in its operations, which constantly seeks to maintain the relationship with its followers in a way that affects them with loyalty and belonging to the point of fascination with its ideas (Mahmoud Al-Halabi, 2017, p. 11).
Inspirational leadership can also be defined as a leadership style based on leadership skills in persuading

and influencing followers and releasing their latent energies, preserving and using them in the correct manner (Bassam Al-Rumaidi, 2019, p. 344).
Inspirational leadership can also be defined as a spiritual base through which an atmosphere can be created in which work teams and individuals thrive (Suhad Barqi et al., 2019, p. 44).
Inspirational leadership is defined as the ability to influence employees; having vision, a sense of urgency and direction; Collaborate and engage in achieving results and reaching beyond the personal interest of individuals. The leader exhibits certain qualities of being a role model where he not only inspires but motivates as a true exemplary inspirational figure (Kiran Gehani & etal 2019).
Through the foregoing, the researcher defines inspirational leadership as one of the leadership styles that are based on influencing subordinates by empowering them and mobilizing their energies and employing them in the implementation of tasks and activities.

Secondly, the importance of inspiring leadership:
Leadership is the backbone of any organisation. The importance of leadership depends mainly on the aspects of the administrative and organizational process and the interactions of working individuals and their human relations. The importance of leadership also lies in the extent of its care and dealing with subordinates, given that the source of the strength of the working individuals is the strength of the leadership, which is the source of their inspiration.
The great importance of inspirational leadership lies in its constant focus on the future vision and motivating working individuals towards great achievements. On the other hand, this importance lies through inspiring the subordinates to their subordinates and urging them to actively participate and set aside the self-interests of individuals in favor of common goals (individuals' goals and the organization's goals). This ensures effective inspirational leadership resulting from the leader carrying out difficult tasks, conducting experiments and taking risks in a way that leads to the inspiration of other individuals. The importance of inspiring leadership depends on the extent of effective communication and interaction between the leader and his followers (Siham Alwan, 2032, 410).

Third Dimensions of Inspirational Leadership:
The dimensions of inspiring leadership are represented by the following (Suhad Barqi et al., 2019, 45):
1- Self-confidence: Self-confidence can be considered as one of the dimensions of inspiring leadership, as it is the leader's ability through which problems can be

controlled and solved in an appropriate way, which is the source of inspiration for the followers according to this.

2 The future vision: is the extent to which the inspiring leader is aware of the future events and conditions that surround the organization. It is also represented in the leader's ability to perceive and visualize the future image that the organization hopes to reach

3- **Recognizing the leader as a tool for change**: Change is considered one of the important issues at the level of organizations and at the level of countries. It is an important and urgent necessity in the organizational and administrative process in order to achieve success and survival in the business world on the one hand. And to keep pace with changes and developments in the external environment on the other hand. This requires a leadership style capable of providing conditions and an organizational climate that ensures the success of the change process.

The second requirement: organizational commitment
First - the concept of organizational commitment:

Organizational commitment expresses the extent to which individuals working at their various levels of management are committed to carrying out the tasks and activities assigned to them. Organizational commitment is also one of the modern administrative approaches that organizations have bet on for survival and growth on the one hand, and for the purpose of ensuring the achievement of the desired goals on the other hand. Therefore, scholarly efforts are focused on clarifying and defining the conceptual nature of organizational commitment. A different set of definitions appeared for a number of researchers, as follows

Organizational commitment is defined as the individual's high desire that he shows through exerting a large level of effort for the benefit of the organization, as well as the great desire to achieve the goals of the organization and stay in it (Sami Hannouna, 2006, p. 12).

Organizational commitment is defined as the positive feeling generated by the working individual towards the organization in which he works, loyalty to it and achieving its goals, along with his continuous feeling of pride in being part of the organization (Ashouri Ibtisam, 2015).

It also defines organizational commitment as the psychological link that links the individual with the organization, which motivates him to integrate into work and to adopt the organization's values and goals (Mukhlas Al-Jumaili, 2012, p. 295).

Regulatory compliance is defined as the extent of compliance with regulations, procedures and regulatory standards. It is one of the elements of organizational culture (Rahmani, D& etal, 2021).

Through the presented concepts of organizational commitment, the researcher defines organizational commitment as the extent of an individual's willingness to exert his best efforts resulting from his positive feeling towards the organization, its organizational values and its desired goals.

Secondly, the importance of organizational commitment:

Organizational commitment is extremely important at the level of individuals and organizations. The higher the levels of organizational commitment, the greater the chance of achieving organizational goals. The importance of organizational commitment can be summarized according to the following points (Ahmad Hammadi, 2016, 310):

1. In terms of behavioral and work turnover, organizational commitment is an indicator of individuals' desire to remain in the organization, as well as their desire to achieve the organization's goals.
2. The organizational commitment of working individuals is one of the indicators of job satisfaction
3. The organizational commitment of individuals is one of the sources of the effectiveness of the organization
4. The organizational commitment helps the organization to respond quickly to the changes in the surrounding environment.
5. The organizational commitment contributes to reducing work turnover and absenteeism rates
6. Organizational commitment increases individuals' sense of job stability
7. Organizational commitment contributes to increasing performance and productivity rates

Third Dimensions of Organizational Commitment:

The dimensions of organizational commitment varied according to the multiplicity of studies that dealt with this concept. However, there is a consensus by researchers on three dimensions of organizational commitment, which are (Khairiyah bin Osman, 2018, 648):

1- Emotional (affective) commitment: it means the extent to which the working individuals feel their participation in the leadership in the process of making decisions and solving problems in a way that contributes to the development of the spirit of commitment.

2- Normative (moral) commitment: It is represented by individuals who act according to conscience and achieve the public interest

3- Continuing commitment: It means the extent of the continuous commitment of the individual and that the continuity of this commitment is considered of great investment value for the organization.

The third topic
Practical framework for research
First - the reliability and validity test (Cronbach's alpha test):

The reliability and validity of the questionnaire can be measured using Cronbach's alpha coefficient, which is shown in the following table:

Table No. (1) The reliability and validity test for the expressions measuring the research variables (resolution)

honesty coefficient	Stability coefficient (alpha)	number of phrases	Variables
0,79	0.74	12	**inspirational leadership**
0,81	0.79	12	**organizational commitment**

It is clear from Table No. (1) of Cronbach's alpha test for stability that the stability value of the servant leadership statements is 0.74, while the value of the validity coefficient for the same statements is 0.79, which indicates that the internal consistency of the servant leadership statements is highly acceptable. .

It also appears from Table No. (1) of Cronbach's alpha test for stability that the stability value of the organizational commitment phrases is 0.79, while the value of the validity coefficient for the same phrases is 0.81, which indicates that the internal consistency of the servant leadership phrases is highly acceptable

Second - descriptive analysis of the research variables: It includes:
1- Descriptive test of the dimensions of inspirational leadership:
It includes a description and presentation of the opinions of the selected research sample statistically according to the statistical measures (arithmetic mean, standard deviation, coefficient of variation)

Table No. (2) Description and presentation of the opinions of the selected research sample about the dimensions of statistically inspiring leadership

coefficient of difference	standard deviation	Arithmetic mean	Inspirational Leadership Measurement Phrases	No.
			(Self-confidence component (servant leadership	
0.192	0.81	4.8	It is possible to know what to do and say in the work environment	1
0.188	0.91	3.8	I have high confidence in my practical abilities	2
0.193	0.79	3.7	I can make judgments about how it works	3
0.184	0.72	3.4	I can know that others appreciate my practical capabilities	4
0.189	0.80	3.8	**total values**	
			The element of the future vision (servant (leadership	
0.192	0.87	3.4	Having the ability to perform work that serves the future of the university	1
0.197	0.83	4.9	It is possible to leave a positive impact on the followers in the long run	2
0.199	0.89	4.6	Make the past a starting point for the future	3
0.186	0.85	4.3	Doing everything I can for a better future for my university	4
0.193	0.86	4.3	**total values**	
			Recognizing the leader as a tool for change ((servant leadership	

coefficient of difference	standard deviation	Arithmetic mean	Inspirational Leadership Measurement Phrases	No.
0.190	0.81	4.4	Relying on modern methods of implementing change	1
0.187	0.80	3.6	Leadership supports a culture of change in the organization	2
0.194	0.83	4.7	Mechanisms and entrances to change are available in the work environment	3
0.195	0.79	4.9	All change processes take place through leaders in the organization	4
0.191	0.80	4.4	total values	

Source: Prepared by the researcher ** Statistically significant at 0.01 level of significance * Statistically significant at 0.05 level of significance

It can be concluded from Table No. (2):

· All arithmetic means are statistically significant with regard to the dimensions of the inspirational leadership. As follows: With regard to the self-confidence component, the mean value was (4.4) with a standard deviation of (0.80) and a coefficient of difference (0.189). As for the future vision component, the mean value was (4.3) with a standard deviation (0.86) and a coefficient of variation (0.193). As for the element of recognition of the leader as a tool for change, the arithmetic mean value was (4.4) with a standard deviation (0.80) and a coefficient of variation (0.191).

· The percentages in Table No. (2) indicate the approval and acceptance of the respondents in the university in question for the statements of the questionnaire and the extent to which the work environment enjoys the dimensions of inspiring leadership (self-confidence, future vision, recognition of the leader as a tool for change). ?

2- Descriptive test of the dimensions of organizational commitment:

It includes a description and presentation of the opinions of the selected research sample statistically according to the statistical measures (arithmetic mean, standard deviation, coefficient of variation).

Table No. (3) Describe and present the opinions of the selected sample members about organizational commitment statistically

No.	Phrases for measuring organizational commitment	Arithmetic mean	standard deviation	coefficient of difference
1	I am happy to be working in this university	3.8	0.80	0.192
2	I feel proud when I talk about the university I work at	3.2	0.84	0.188
3	I feel that my personal goals are part of the goals of the university	4.7	0.84	0.193
4	The top management constantly strives to achieve a good competitive position	3.6	0.89	0.184
5	My commitment to work drives me to stay at the university	3.8	0.43	0.192
6	The university contributes to building my functional capabilities	3.4	0.89	0.191
7	The university contributes to building my functional capabilities	3.6	0.81	0.197
8	I do everything in my power to satisfy my university	3.7	0.80	0.177
9	I do not intend to transfer to another university even if the second company is better	3.6	0.83	0.191
10	I see that my university is the best university in terms of work environment	4.2	0.79	0.186
11	I carry out any task assigned to me as a commitment to my university	3.7	0.80	0.176
12	I seek to permanently strengthen my relationship with	3.3	0.84	0.189

**	No.	Phrases for measuring organizational commitment	Arithmetic mean	standard deviation	coefficient of difference
		my co-workers			
		total values	**3.7**	**0.79**	**0.188**

Statistically significant at the level of significance 0.01 *
Statistically significant at the level of significance 0.05
Source: Prepared by the researcher based on the results of statistical analysis
It is concluded from Table No. (3): that the results of the statistical treatment with regard to the level of organizational commitment at the university in question, according to the opinions and answers of the members of the selected sample, had an arithmetic mean (3.7) and a standard deviation (0.79), while the value of the coefficient of difference was (0.188). . These percentages are considered acceptable and indicate the tendency and acceptance of the members of the selected sample for the expressions of organizational commitment and their availability in the work environment.

Fourth - Analyzing the research hypotheses and testing the influence relationships:
1- Testing hypotheses and relationships:

The hypothesis test aims to know the nature of the relationship between inspirational leadership and its dimensions (self-confidence, future vision, recognition of the leader as a tool for change) and organizational commitment as a dependent variable. As the research relied on a main hypothesis that (there is no significant, statistically significant effect of inspirational leadership in enhancing organizational commitment), three sub-hypotheses are branched from it, as follows:
There is a positive and significant effect of the dimension of self-confidence as one of the dimensions of inspirational leadership in enhancing organizational commitment
There is a positive and significant effect of the future vision dimension as one of the dimensions of inspiring leadership in enhancing organizational commitment
There is a positive moral effect of the dimension of recognition of the leader as a tool for change as one of the dimensions of inspiring leadership in enhancing organizational commitment. ?

Table No. (4) Rank correlation coefficient according to Pearson between inspirational leadership and organizational commitment

organizational commitment	Dimensions of inspirational leadership	R . value	Significant and significance level
**	self-confidence	**0.525 ****	positive and significant
	Future vision	**0.656****	positive and significant
	Recognizing the leader as a tool for change	**0.592****	positive and significant
	Average total dimensional values	**0.591 ****	positive and significant

Statistically significant at the level of significance 0.01 *
Statistically significant at the level of significance 0.05
It is evident from Table No. (4) the following:
1- The result of the statistical treatment in the above table proved that the value of the correlation coefficient between the component of self-confidence and organizational commitment was (0.525 **), which is a positive significant value indicating the existence of a positive correlation with statistical significance at the level of significance (0.01). Between self-confidence and organizational commitment

2- The result of the statistical treatment in the above table proved that the value of the correlation coefficient between the future vision component and organizational commitment was (0.656**), which is a positive significant value indicating the existence of a positive correlation with statistical significance at the level of significance (0.01). Between future vision and organizational commitment.
3- The result of the statistical treatment in the table above proved that the value of the correlation coefficient between the element of recognition of the leader as a tool for change and organizational commitment was

(0.592**), which is a positive moral value that indicates the existence of a positive correlation with statistical significance at a significant level (0.01) between recognizing the leader as a tool for change and organizational commitment.

4- The result of the statistical treatment in the above table proved that the total value of the correlation coefficient between the inspirational leadership with its total removal and the organizational commitment was (0.591 **), which is a positive, statistically significant value at the level of significance (0.01) indicating the existence of a relationship The effect of inspirational leadership on enhancing organizational commitment

5- According to the results of the statistical treatment in Table No. (4), it was found that most of the dimensions of inspirational leadership had the element of recognition of the leader as a tool for change, an impact on the

development and strengthening of organizational commitment at the university in question, according to the data obtained from the selected sample, if that value reached (0.592**), which is a significant statistically significant value

2- Hypothesis testing:
The first sub-hypothesis: "There is a positive moral effect of the dimension of self-confidence as one of the dimensions of inspirational leadership in enhancing organizational commitment." ?
Through the T-test and the regression model to measure the relationship between the self-confidence component as one of the dimensions of inspirational leadership (as an independent variable) and organizational commitment as a dependent variable.

Table No. (5) Regression model to measure the relationship between self-confidence as one of the dimensions of inspirational leadership (as an independent variable) and organizational commitment as a dependent variable

	independent variables	regression coefficient β_i	T. Test	Significance level	Significance
	constant	1.54	4.2	**.005	Significant
X_1	self-confidence	0.77	5.4	**.000	Significant

Source: Prepared by the researcher: statistically significant at 0.01**.

It is concluded from Table No. (5) that the self-confidence component as one of the dimensions of inspirational leadership has a positive, statistically significant effect on the organizational commitment variable as a dependent variable. The statistical treatment through Table No. (5) proves the validity of the second sub-hypothesis that says: "There is a positive, significant effect of the dimension of self-confidence as one of the dimensions of inspirational leadership in enhancing organizational commitment."

The second sub-hypothesis: "There is a significant positive effect of the future vision dimension as one of the dimensions of inspirational leadership in enhancing organizational commitment."
Through the T-test and the regression model to measure the relationship between the future vision component as one of the dimensions of inspirational leadership (as an independent variable) and organizational commitment as a dependent variable.

Table No. (6) Regression model to measure the relationship, the future vision component as one of the dimensions of inspirational leadership (as an independent variable) and organizational commitment as a dependent variable

	independent variables	regression coefficient β_i	T. Test	Significance level	Significance
	constant	1.58	5.4	**.000	Significant
X_1	Future vision	0.73	4.7	**.000	Significant

Source: Prepared by the researcher: Statistically significant at 0.01**.

It is concluded from Table No. (6): that the future vision component as one of the dimensions of inspiring leadership has a positive, statistically significant effect on the organizational commitment variable as a dependent variable. The statistical treatment, through Table No. (6),

proves the validity of the second sub-hypothesis that says: "There is a positive, significant effect of the dimension of the future vision as one of the dimensions of inspiring leadership in enhancing organizational commitment."

The third sub-hypothesis: "There is a positive moral effect of the dimension of recognition of the leader as a tool for change as one of the dimensions of inspirational leadership in enhancing organizational commitment."

Through a T-test and a regression model to measure the relationship between the element of leader recognition as a tool for change as one of the dimensions of inspirational leadership (as an independent variable) and organizational commitment as a dependent variable.

Table No. (7) The proposed regression model to measure the relationship between the element of recognition of the leader as a tool for change as one of the dimensions of inspirational leadership (as an independent variable) and organizational commitment as a dependent variable

	independent variables	regression coefficient β_i	T. Test	Significance level	Significance
	constant	1.44	5.2	**.005	Significant
X_1	Recognizing the leader as a tool for change	0.62	5.8	**.000	Significant

Source: Prepared by the researcher: Statistically significant at 0.01**.

It is concluded from Table No. (7): that the element of recognition of the leader as a tool for change as one of the dimensions of inspiring leadership has a positive, statistically significant effect on the organizational commitment variable as a dependent variable. The statistical treatment through the above table proves the validity of the third sub-hypothesis that says: "There is a positive significant effect of the dimension of recognition of the leader as a tool for change as one of the dimensions of inspirational leadership in enhancing organizational commitment."

The fourth topic
Conclusions and recommendations
First, conclusions:
The researcher reached a set of conclusions, the most important of which are:
1 - The results of the statistical treatment of the data proved the validity of the main hypothesis that (there is a significant statistically significant effect of inspirational leadership as an independent variable by removing it (self-confidence, future vision, recognition of the leader as a tool for change) on enhancing organizational commitment as a dependent variable.
2- The result of the statistical treatment proved that the value of the correlation coefficient between the component of self-confidence and organizational commitment was (0.525 **), which is a positive significant value indicating the existence of a positive correlation with statistical significance at the level of significance (0.01) between confidence Self and organizational commitment
3- The statistical treatment proved that the value of the correlation coefficient between the future vision component and organizational commitment was

(0.656**), which is a positive significant value that indicates the existence of a statistically significant positive correlation at the level of significance (0.01) between future vision and commitment. organizational.
4- The statistical treatment proved that the value of the correlation coefficient between the element of recognition of the leader as a tool for change and organizational commitment was (0.592**), which is a positive significant value indicating the existence of a positive correlation with statistical significance at the level of significance (0.01) between Recognition of the leader as a tool for change and organizational commitment.
5- According to the results of the statistical treatment, it was found that more than one of the dimensions of inspiring leadership was the element of recognition of the leader as a tool for change, an impact on the development and strengthening of organizational commitment at the university in question, according to the data obtained from the selected sample, as that value amounted to (0.592**).), which is the highest statistically significant value among the values

Secondly, recommendations:
The researcher developed a set of recommendations based on the results that were reached:
1. That the university leadership adopt a leadership style based on inspiring and influencing the individuals working at the university towards urging them to commit to performing tasks and activities in order to achieve the common goals of the university and working individuals.
2. The university should work to empower employees in a way that enhances their sense of self-confidence in a way that contributes to enhancing their commitment to doing work and carrying out tasks.

3. The university leadership should formulate a clear and objective future vision for the university that includes working to create an organizational environment that encourages the commitment of employees.

4. Work on developing the individual's feeling that the leader and the leadership style are the source of change in the university, especially since organizations today live in a complex and renewable environment. Considering that the recognition by individuals that the leader is the source and tool of change in the university is one of the most influential dimensions in enhancing organizational commitment according to the results of statistical treatment.

5. The necessity for the university, through its development and education centers, to periodically establish courses and training programs that show the importance of adhering to work ethics and its role in achieving institutional excellence and development. Especially new employees and employees nominated for senior positions.

6. Urging university researchers and specialists in organization theory, organizational behavior and psychology to intensify scientific efforts by shedding light and focusing on research and studies that deal with inspirational leadership and other leadership styles and their impact on the development and strengthening of organizational commitment among individuals working at the university Search location.

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