THE ROLE OF INCLUSIVE LEADERSHIP IN ENHANCING ORGANIZATIONAL COMMITMENT

Zahara Abdulrazaq Ghaffoori Al-Naijar
Wasit University, College of Administration and Economics, alaobidezahraa@Gmail.com

Article history:		Abstract:
Received:	20ᵗʰ August 2024	Inclusive leadership is one of the essential and necessary elements in managing institutions, especially under current conditions that require an increasing ability to grasp and deeply understand leadership-related concepts. Due to the importance of competent leadership in achieving the objectives and goals of institutions, there has been an urgent need for leadership with high efficiency. This research aims to explore the relationship between inclusive leadership and organizational commitment among employees within institutions, by studying a sample of employees in the Baghdad and National Iraqi banks.
Accepted:	11ᵗʰ September 2024	The research found a significant correlation between the dimensions of inclusive leadership and organizational commitment, where individuals' commitment to their work is an indicator of how much they accept the values and goals of the organization they work for, as well as their strong desire and dedication to continuously strive to achieve those goals. This is based on the responses of the surveyed sample, which achieved the highest arithmetic mean with an average of 4.24.
The research recommends the need to enhance organizational commitment by establishing effective leadership that is responsible for efficiently and effectively managing work processes. Effective leaders are those who understand the importance of aligning individual goals with the overall objectives of the institution, and they work to guide and motivate employees to achieve these goals by providing continuous direction and constructive feedback.

INTRODUCTION:
Researchers have increasingly focused on the field of leadership and its impact on individual behavior, as well as its role in guiding this behavior to achieve both organizational and employee goals. Human resources and the development of individuals are among the most critical factors influencing any institution, achieved by providing the appropriate conditions that contribute to optimal performance. Among these conditions is inclusive leadership, which is the primary tool through which institutions can achieve their desired vision. However, to realize this vision, leadership must be prudent, under the guidance of a leader capable of influencing individuals and meeting their needs by achieving the intended goals. Every leader has their unique style and approach in managing the institution and dealing with employees. Therefore, leadership is the most significant independent variable that influences all other dependent factors. Inclusive leadership plays a substantial role in enhancing organizational commitment among employees, a vital element to ensure employee engagement with the organization. Inclusive leadership strives to coordinate employee efforts by providing a conducive work environment that includes fair wages, offering both material and moral incentives, involving them in decision-making, integrating them into the organization, promoting collaboration, and providing continuous training. All these efforts aim to enhance the organizational commitment of human resources within the organization, increase adherence to the institution's values, and foster a sense of belonging and desire to remain in it.

RESEARCH PROBLEM:
Leadership is one of the essential elements indispensable in managing institutions, especially in the current era where specialists must deeply understand leadership concepts and all that relates to them. This is because all institutional activities heavily depend on the presence of effective and qualified leadership to achieve the desired objectives and goals. Individuals' commitment to their work is an indicator of how much they accept the values and goals of the organization they work for, as well as their strong desire and dedication to continuously strive to achieve those goals. Organizational commitment remains a fundamental factor and a key determinant of how well employees align with their

organizations. The stronger the commitment to the organization, the more willing employees are to dedicate their efforts, excel in their tasks, and seek to continue working within it.

Based on the above, the research problem can be formulated as follows: **"To what extent is there a correlation and influence between inclusive leadership and organizational commitment among employees in Baghdad and National Iraqi banks**?"

Research Hypothesis:
The research is based on the hypothesis that "there is a positive correlation and influence between the dimensions of inclusive leadership and organizational commitment."

Research Objectives:
The research aims to achieve several objectives:
1. Understanding the nature of inclusive leadership, its characteristics, and its dimensions.
2. Clarifying the nature of organizational commitment, its importance, and its dimensions.
3. Analyzing the correlational relationship between the styles of inclusive leadership and organizational commitment.
4. Measuring the impact of inclusive leadership styles on organizational commitment.

Research Methodology:
The research adopts a descriptive-analytical methodology, aiming to study the problem in-depth, thereby contributing to a clearer understanding of the research topic. This approach allows the researcher to explore various aspects of the problem and provide a comprehensive perspective. The researcher collected and statistically analyzed data related to the practical side of the study. Through this analysis, the possibility of a positive correlation and influence between the dimensions of inclusive leadership and organizational commitment was clarified, enhancing the understanding of how inclusive leadership affects the level of employee commitment within the institution.

Research Boundaries:
- **Temporal Boundaries:** The year 2024.
- **Spatial Boundaries:** Baghdad and National Iraqi banks.

Inclusive Leadership:
The historical roots of inclusive leadership trace back to the early 20th century, though it is grounded in philosophical thought and observations dating back to ancient times. Throughout history, there have been numerous questions and reflections on how leaders emerge and their influence on followers. It is important to recognize that leadership responsibility cannot be randomly or predictably assigned, especially when the goal is to serve the interests of justice and society. Leadership requires a new and innovative approach to providing services and achieving goals. The primary function of leadership is to guide and motivate employees to achieve the organization's objectives. This guidance stems from a deep understanding of the team's needs and the organization's goals, with the leader contributing to creating a work environment that enhances employee engagement and leads to exceptional performance. Therefore, leadership is not merely about task delegation or decision-making but is a comprehensive process that includes effective communication, motivation, and inspiration, all of which drive the organization toward success and realizing its vision (Hollander, 2012:21).

The concept of inclusive leadership revolves around building reciprocal relationships that contribute to accomplishing tasks and achieving mutual benefits between the leader and the employees. Reaching this level of leadership requires "working with people rather than working for them," which is the essence of inclusivity. This underscores the need to promote diversity and build better relationships between the leader and others (Wuffli, 2016:2). Inclusive leadership refers to leaders who are open and accessible in their interactions with followers. This leadership focuses on how the leader expresses appreciation and support for others' contributions through words and actions. Moreover, inclusive leadership directly and positively impacts employees' psychological safety, contributing to creating a work environment that encourages active employee participation in quality improvement efforts. It also enhances trust and mutual respect between the leader and employees, increasing their ability to share their opinions and ideas without fear of criticism or rejection. This openness not only improves individual and group performance but also promotes active participation in improving work quality and developing processes within the organization (Nembhard & Edmondson, 2006:947).

Inclusive leadership is also defined as the ability to work effectively within diverse cultural environments and leverage differing ideas to develop new solutions or address complex challenges. This type of leadership requires a deep understanding of cultural diversity and the ability to integrate different perspectives to achieve innovation and excellence. By fostering an inclusive environment that encourages idea exchange and values diversity, leaders can achieve outstanding results that meet the needs and expectations of a wide range of individuals. This leadership style enhances the ability to address complex challenges innovatively and improves team effectiveness in multicultural settings (Dillon & Bourke, 2016:17).

Additionally, inclusive leadership is known as a distributed approach to leadership, allowing team members and stakeholders to actively participate in decision-making processes to achieve organizational goals. This approach emphasizes distributing leadership responsibilities across different levels within the organization rather than concentrating them in one individual or a small group of leaders. By encouraging participation and collaboration, this approach enables members to contribute their unique insights and draw upon their diverse experiences, leading to more comprehensive and effective decision-making. Distributed leadership fosters a work environment characterized by trust and mutual respect, where everyone feels part of the leadership process, enhancing their commitment and engagement in achieving the organization's shared goals (Al-Damati, 2023:452).

Inclusive leadership has evolved into a modern and important topic, based on leadership practices that aim to transform work from merely fulfilling duties into pioneering actions that support others and contribute to collective success. This approach enhances the organization's ability to achieve its goals by fostering collaboration, diversity, and effective interaction among all team members. It plays a vital role in influencing employees within the organization, helping to achieve shared goals and guiding the organization toward harmony and alignment in performance. Effective leadership contributes to the efficient execution of processes by applying the necessary leadership knowledge and skills. It also improves decision-making and the achievement of desired goals without relying solely on the abilities of a single individual. This type of leadership creates a work environment that supports fairness in distributing inputs and outputs among all individuals, which enhances positive interaction and active participation (Hollander, 2009:3).

To achieve inclusive leadership, effective communication must be established and activated, as it is a fundamental requirement for supporting this type of leadership. Communication is not just about disseminating information; it extends to building bridges of understanding and interaction between the leader and employees. Leaders must bridge the gap between themselves and their employees by using a variety of communication tools, thereby enhancing transparency, increasing trust, and encouraging the exchange of ideas and opinions. Effective communication contributes to improving the work environment, enhances employee participation in decision-making, and motivates them to achieve outstanding performance. By activating this communication, leaders can achieve the coordination and harmony needed to ensure the organization's shared goals are met (Sharma, 2013:310).

The importance of inclusive leadership is significant in contemporary organizations due to its vital role in enhancing administrative work and achieving set objectives. This concept has become the focus of numerous studies, which emphasize the need to invest in inclusive leadership and establish clear foundations for its effective application. The importance of inclusive leadership is reflected in two main aspects (Kugelmass, 2003:16; Sadeghinejad & Najmaei, 2019:224).:

1. **Cultural Factor:** Inclusive leadership is an integral part of every organization's culture, encompassing the accepted norms, values, and working methods reflected in leadership practices. When inclusive leadership is integrated into an organization's culture, it promotes the creation of an inclusive environment that supports employee participation in organizational processes, leading to improved collective performance and more effective achievement of organizational goals.

2. **Sustainability and Development:** Inclusive leadership plays a central role in sustaining organizational practices by helping to develop more inclusive approaches to work structures. This includes introducing specific practices and procedures that generate higher levels of individual participation in organizational development. This approach not only enhances the efficiency of organizational processes but also contributes to improved creativity and innovation by involving all members of the organization in continuous development efforts

Dimensions of Inclusive Leadership

1. **Availability:** This dimension of inclusive leadership shows that the leader is present and engaged with the team, being readily accessible for consultations on professional issues, questions, and various requests. Inclusive leadership is a form of relational leadership where leaders are available and willing to listen and attend to employees' needs. By being accessible and attentive, inclusive leaders help reduce uncertainty and anxiety among team members. When employees feel they can easily reach their leaders, it enhances their sense of security and comfort, allowing them to drop their barriers and share information openly. They can express their genuine thoughts and opinions without fear or hesitation, which contributes to effective communication and improves the quality of work within the team (Ye et al., 2016:7).

2. **Accessibility:** This is a crucial dimension of inclusive leadership that enhances the effectiveness of interactions between the leader and the team by providing clear and easy communication channels. The ease of access stems from a connected relationship that benefits all parties involved, based on a shared vision between the leader and employees. To evaluate the effectiveness of inclusive leadership, the interaction between leaders and team members is measured, focusing on the nature and inclusiveness of this interaction. An inclusive leader must be accessible and easy to reach, which improves communication with subordinates. Therefore, the inclusive leader plays a key role in facilitating

employee involvement in important processes by providing a supportive and trusting environment, helping employees present and implement their creative ideas effectively. Easy access to the leader and responsiveness to feedback and guidance enhances employees' ability to express their opinions and implement their suggestions, leading to improved overall performance and fostering collaboration and innovation (Burgess, 2017:385).

3. **Openness:** This dimension plays a critical role in enhancing employees' self-motivation and achieving organizational goals. Inclusive leadership, as an open, encouraging, and supportive form of leadership, provides employees with a favorable environment that allows them to express their opinions and participate in discussions. This type of leadership goes beyond merely managing work; it also aims to enhance employees' sense of belonging and significance, motivating them to work with greater enthusiasm and effectiveness. Thus, the leader's openness encourages employees to actively consult with the leader and become more independent in their work, leading to the following outcomes (Lin, 2018:716).

· When an inclusive leader demonstrates greater openness, they not only listen to new perspectives from employees but also focus on enhancing their work efficiency. This effective listening can lead to improved employee performance, which in turn contributes to achieving organizational goals more effectively.

· Through openness, an inclusive leader can help employees better qualify for their roles by providing facilities and tools that ease job difficulties. This type of support not only enhances employees' independence in their work but also contributes to improving work quality and developing their skills.

· Openness allows employees to consult with the leader at any time, which enhances their interaction and independence at work. An inclusive leader who shows openness to improving employees' capabilities encourages them to actively participate in their work and supports their ideas and suggestions. This type of leadership creates a positive work environment where employees can express their opinions and continuously develop their skills, ultimately leading to better overall outcomes for the organization.

Organizational Commitment

Organizational commitment is a crucial topic that has garnered significant attention from organizations due to its close relationship with employee behavior, attendance, and absence, as well as its impact on productivity, performance, and psychological attitudes. This, in turn, affects the organization's performance and its relationships with the external environment, including customers, suppliers, and competitors. Consequently, fostering and developing feelings of belonging and commitment among the workforce is a key strategy that management should adopt if they aim to improve the relationship between the organization and its employees or if they seek to cultivate creative behavior and motivate employees to exert more effort and contribution (Abu Zaid, 2011:890).

The concept of organizational commitment has attracted widespread interest from researchers in the fields of organizational behavior and industrial psychology, both in Western and Arab contexts. This interest has increased due to the importance of organizational commitment in explaining and understanding employee behavior and performance within organizations. However, this concept has remained complex and difficult to define precisely, as a unified definition or fixed measure for assessing it has not been reached. One reason for the ongoing debate on organizational commitment is the multiple perspectives from which it can be approached. Some researchers have focused on the psychological aspect of organizational commitment, referring to it as the employee's feelings of belonging and loyalty towards the organization (Zehir et al., 2012:933). Others have examined the concept from a behavioral perspective, considering organizational commitment as a result of specific behaviors such as continuing to work and reluctance to leave (Khalili & Asmawi, 2012:100).

As a result, definitions and measures used to study this concept have varied. Literature analysis reveals that nearly every researcher has approached organizational commitment differently, leading to diverse understandings and interpretations. These differences reflect the complexity of the phenomenon itself, as organizational commitment is influenced by various factors such as organizational culture, administrative policies, and even personal factors of each employee. This variation in perspectives has enriched studies on organizational commitment but has also complicated the process of developing a comprehensive model that explains all its dimensions cohesively. Nevertheless, organizational commitment remains one of the fundamental concepts relied upon by researchers to understand workplace dynamics within organizations and its impact on performance and productivity (Al-Hiti, 2014:28).

Organizational commitment can be defined as "an individual's inclination to remain with the organization they are employed with, showing a strong attachment that leads them to prioritize the organization's goals over personal objectives. This behavior reflects a high level of organizational commitment, where the individual views the organization's success as an integral part of their personal success" (Demir & Bugdayci, 2012: 216). When this feeling is strong, employees are willing to make sacrifices for the benefit of the organization, whether by dedicating additional time and effort to achieve its goals or by downplaying personal goals if they conflict with the organization's objectives.

Such commitment enhances workforce stability within the organization and contributes to creating a cohesive and harmonious work environment, where everyone works towards a common goal (Al-Tai, 2007: 81).

Organizational commitment is also defined as a positive emotional response that forms among employees when a supportive and motivating organizational climate is created. In this environment, employees feel valued and supported, which drives them to exhibit spontaneous organizational commitment. This commitment stems from their sense of belonging and desire to remain within the organization, not just for job security, but to actively contribute to achieving its goals. Such an environment boosts employee loyalty and encourages them to exert extra effort without requiring direct external incentives, as they see the organization's success as a reflection of their personal success (Al-Zebari & Al-Hamdani, 2019: 60).

Additionally, organizational commitment is characterized by a strong and motivated desire among employees to exert their utmost effort, which arises from their deep belief in the organization's goals and values. This strong belief leads them to adopt the organization's goals as their own and enhances their desire to maintain their membership. They strive to ensure that the organization's goals are achieved and its continuity is ensured, considering its success as their own success. This internal commitment drives them to work with dedication and sincerity, thereby enhancing the organization's ability to grow and continue facing challenges (Al-Naimi & Al-Hiti, 2016: 96).

Organizational commitment is also defined as the state in which an employee feels profound loyalty to the organization, which is reflected in their acceptance and internalization of the organization's goals and values. In this state, the employee becomes highly integrated with the organization's culture, seeing its success as part of their personal success. When faced with attractive job opportunities or tempting alternatives elsewhere, they choose to stay and maintain their relationship with the current organization. This preference stems from their sense of belonging, satisfaction with their work environment, and belief that their continued presence contributes to achieving greater goals that serve both their and the organization's interests (Sadiq, 2018: 154).

Thus, organizational commitment represents a key indicator that can be used to predict various behavioral aspects of employees, particularly turnover rates. When employees have a strong commitment to the organization, they are less likely to leave, contributing to workforce stability. Additionally, it helps explain how employees find purpose in their professional and personal lives. When employees feel that the organization's goals and values align with their personal values, work becomes a part of their identity and a means to achieve life goals. This deep connection enhances employee motivation and provides them with a sense of satisfaction and accomplishment, as they see their contributions to the organization as a pathway to self-fulfillment and long-term personal goals (Acar, 2012: 218).

Based on what has been mentioned earlier, it can be said that organizational commitment represents a set of emotional and normative beliefs that form in an individual towards the values, mission, and goals of the organization they work for. These beliefs are not limited to merely accepting these values and goals but extend to becoming a part of their professional and personal identity. When an individual reaches this level of commitment, they develop a strong desire to stay within the organization, driven by a sense of responsibility towards its success and advancement. This commitment enhances the employee's willingness to put in their maximum effort at work, not only because it strengthens their professional role but also because they see the organization's success as a reflection of their personal values. This type of commitment is characterized by persistence, where the employee remains engaged in the organization even when faced with attractive alternatives or opportunities. This is because they believe that staying in the organization increases the likelihood of achieving the goals they believe in, motivating them to actively contribute to its success and progress. Thus, organizational commitment represents a mutual relationship between the individual and the organization, where the employee derives their strength and motivation from the organization's success, while their efforts and dedication contribute to achieving that success.

Characteristics of Organizational Commitment

Organizational commitment is characterized by several important features that reflect its deep impact on the organization and its members (Abd al-Rahman & Ibrahim, 2024: 129):

1. **Complex Interaction:** Organizational commitment is not an isolated phenomenon; it is the result of a complex interaction between a set of human factors, such as employees' personal values and beliefs, organizational factors like the institution's structure and policies, and the reciprocal impact of other administrative phenomena. This interaction results in a level of commitment that reflects the extent of individuals' integration into the organization.

2. **Relative Stability Despite Changing Conditions:** Although organizational commitment cannot be absolutely fixed, it is characterized by a high degree of stability compared to other administrative phenomena that may change more rapidly due to internal or external factors. This relative stability means that organizational commitment is influenced but changes at a slower pace, making it a sustainable indicator of employee loyalty and continuity.

3. **Intangible Nature Reflected in Behavior:** Organizational commitment is not something that can be directly measured or clearly seen; rather, it is an intangible state that is recognized through observing employees' behaviors

and actions. Commitment is shown through employees' dedication to their tasks, the level of attachment they exhibit towards the organization, and how they handle challenges and opportunities within the work environment. These behaviors express the extent of their loyalty and commitment to the organization's goals.

4. **Multiple and Interrelated Dimensions:** Organizational commitment is not a one-dimensional concept; it comprises several interrelated dimensions. Although researchers agree that organizational commitment is multidimensional, they differ in precisely defining these dimensions. However, these dimensions do not operate independently but influence each other integrally, adding to the complexity of the concept. An employee's commitment to the organization can be influenced by factors such as their commitment to the work team or personal goals they seek to achieve through their role in the organization.

Dimensions of Organizational Commitment

Studies and research on the dimensions of organizational commitment have highlighted their diversity, reflecting the complex nature of the relationship between employees and the organization. The variety of dimensions helps in understanding employee commitment from different perspectives, enabling researchers and practitioners to develop more accurate evaluation metrics and apply management strategies suited to different types of commitment. Understanding these dimensions helps improve the quality of managerial decisions related to employee retention, performance enhancement, and job satisfaction. Organizational commitment is influenced by several psychological and behavioral factors, and most studies have focused on the emotional attachment of employees to the organization and their deep belief in its values, using the term "gold standard" to refer to the ideal level of employee commitment. These studies have shown a positive relationship between organizational commitment and job performance, as mentioned by Robbins & Judge (2011: 109). Conversely, some studies have used multiple measures encompassing all three components of commitment: emotional, continuance, and normative (Pan et al., 2013: 91). Other studies have focused on only one aspect, such as emotional or continuance commitment, which reflects the employee's desire to stay with the organization due to the costs associated with leaving. Consequently, the researcher, in her effort to accurately define the dimensions of organizational commitment, conducted a comprehensive survey of various studies on this concept to identify the most common and relied-upon dimensions. Based on this, the dimensions of organizational commitment can be described as follows:

1. **Emotional Commitment:** This refers to the relationship between the employee and the organization, including the organization's goals and the employee's desire to stay and continue with it (Sulu et al., 2010: 29). This type of commitment reflects the emotional attachment and belonging that the employee feels towards the organization. It includes several elements such as the organization's structure, the type of experiences gained by the employee during their work, and personal characteristics that influence their interaction with the organizational environment (Liu et al., 2009: 12; Wen). This dimension describes the strong emotional connection that the employee develops with the organization when they deeply love their job and genuinely wish to continue with it (Kazem, 2016: 34). This indicates emotional commitment. Emotional commitment goes beyond mere presence at work; it manifests in the employee's ongoing efforts to improve their performance and advance their professional level by sticking to their job and developing in-depth knowledge about it. Emotional commitment arises from the employee's sense of alignment and close connection with the organization, where they see that its values and goals align with their personal values and aspirations. This connection generates a sense of pride and honor in the employee for belonging to the organization. Over time, the employee becomes fully immersed in their daily tasks, providing them with enjoyment and satisfaction upon completion. Thus, emotional commitment is not only an important factor in improving individual performance but also a vital element in enhancing loyalty to the organization. An emotionally committed employee tends to view themselves as an integral part of the organization, motivating them to make extra efforts to ensure its success and continuity. This reciprocal relationship between the employee and the organization enhances the positive work environment and contributes to achieving organizational goals more effectively (Faleh, 2010: 179).

2. **Continuance Commitment:** This dimension refers to the employee's awareness of the costs associated with leaving the organization and their decision to stay to avoid losing the benefits and privileges they receive. This type of commitment reflects the extent to which the employee feels obligated to remain in the organization due to the perceived costs of leaving, or because of a lack of alternative job opportunities. Continuance commitment often arises when employees recognize that leaving the organization may result in financial or non-financial losses, such as loss of job security, career advancement, or even relationships built with colleagues. Additionally, employees may feel that other job options are limited or less beneficial, which drives them to stay in the organization even if they do not feel a deep emotional attachment. Therefore, it represents the extent to which the employee perceives the costs of leaving the organization, which significantly influences their decision to stay, even if it is not driven by emotional desire or moral commitment, but by practical necessity (Al-Tamimi, 2016: 108).

Continuance commitment also refers to the employee's strong desire to remain with the organization due to the belief that leaving would be costly. The longer an employee has been with the organization, the greater their investment, making the idea of leaving more difficult due to the potential losses incurred (Jaja & Okpu, 2013: 45). These losses include both material and non-material aspects, such as pension plans dependent on length of service or personal relationships and close friendships developed with colleagues over the years. For many employees, these investments make the idea of sacrificing them unacceptable, leading them to prefer staying with the organization to preserve these gains. Employees with this mindset are said to have a high degree of continuance commitment, as their decision to stay is based on their assessment of what they would lose if they left, rather than emotional attachment or a sense of duty (Robbins & Judge, 2011: 111).

This type of commitment heavily relies on the perceived value of staying with the organization compared to the potential losses from moving to another organization. In other words, employees remain committed not necessarily because they want to emotionally or believe in its goals, but because they feel they need to stay to gain specific benefits or avoid potential losses. This commitment arises from the employee's sense of having invested significantly in their relationship with the organization, whether materially or emotionally, making leaving a less attractive option.

3. **Normative Commitment:** This dimension reflects employees' sense of responsibility to continue working within the organization. This type of commitment is often strengthened when employees feel that the organization's management provides them with good support and allows them to participate effectively in setting goals, planning, and shaping the organization's policies (Abu-Rumman & Ahmad, 2012: 85).

Normative commitment is also defined as the employees' feeling of moral responsibility towards their organizations, where loyalty to the organization is seen as a natural and important part of their role. This type of commitment also involves employees' belief in the necessity of staying with the organization until retirement age and the belief that sacrificing for the organization's benefit is a duty that must be fulfilled (Al-Mulla & Fathi, 2014: 76). Therefore, this commitment stems from cultural or social values and norms that influence employees' perceptions of their responsibilities towards the organization. Employees who experience this type of commitment may view leaving the organization before fulfilling their obligations or achieving shared goals as a breach of the implicit contract between them and the organization. This type of commitment can be very strong, motivating employees to stay in the organization even in the face of external challenges or opportunities.

An individual's sense of commitment and duty to stay with the organization often originates from personal values and principles before joining the organization, such as cultural or family orientations, or it may develop after joining due to the prevailing organizational culture. Thus, normative commitment is closely related to the feeling of moral obligation towards the organization, where employees remain because they believe it is the morally and ethically right thing to do (Al-Tai, 2007: 87).

This type of commitment arises from employees' conviction that staying with the organization is not merely a career choice but a duty aligned with their personal values. Normative commitment manifests in the employee's belief that they have a moral responsibility towards the organization, which drives them to stay out of a sense that this is the right thing to do, even if there are other seemingly attractive opportunities (Robbins & Judge, 2011: 111).

Measurement of the Relationships and Correlations Between Research Variables
Sample Specifications

Due to the difficulty of reaching all members of the original population, a relatively large and representative random sample was chosen as an alternative to conducting the study on the entire population. Therefore, the researcher selected a purposive sample of 150 employees from Baghdad Bank and the Iraqi National Bank, with specific job levels to ensure their understanding of the nature of the questionnaire. A total of 165 questionnaires were distributed, and 150 were received, representing 90.1% of the total sample.

The description of the sample members can be summarized in the following table:

Table 1: Demographic Information of the Research Sample

No.	Variable	Category	Number	Percentage
1	Gender	Male	99	66%
		Female	51	34%
		Total	150	100%
2	Age	20-30 years	58	38.7%
		31-40 years	49	32.7%
		41-50 years	41	27.3%
		51 years and above	2	1.3%
		Total	150	100%

3	Educational Qualification	High School	12	8%
		Bachelor's	121	80.7%
		Master's	17	11.3%
		Total	150	100%
4	Job Position	Accountant	46	30.7%
		Auditor	51	34%
		Department Manager	31	20.7%
		Section Manager	14	9.3%
		Other	8	5.3%
		Total	150	100%
5	Years of Experience	1-5 years	39	26%
		6-10 years	27	18%
		11-15 years	30	20%
		16-20 years	12	8%
		21-25 years	36	24%
		26 years and above	6	4%
		Total	150	100%

Source: Prepared by the researcher.

Consistency Among Scale Components (Cronbach's Alpha)

This test is used to measure the consistency of respondents' answers to all questions on the scale and the extent to which they relate to each other in measuring the same concept. Cronbach's Alpha is the most commonly used coefficient for assessing this correlation. By calculating the values of this coefficient, as shown in Table (2), consistency among the scale components at the dimension and variable levels was confirmed. All values exceeded the acceptable minimum of 0.70, indicating the reliability and coherence of the scale's components.

Table 2: Cronbach Alpha Values for the Research Variables

Variable	Cronbach Alpha Coefficient
Comprehensive Leadership Dimensions	0.911
Organizational Commitment	0.889

Source: Prepared by the researcher using SPSS.

Descriptive Analysis and Presentation of Results Based on Sample Responses

We aim to understand the nature of the relationship between comprehensive leadership and organizational commitment, based on the responses from the research sample. We will use the mean as a common and important measure of average behavior across different levels, representing the central value of all different values for the variable. Additionally, the standard deviation will be used as a key measure of dispersion.

Based on the results, importance will be ranked, and finally, the level of responses from the studied sample will be determined according to their answers on the five-point Likert scale (from 1 to 5).

Openness

Table (3) shows the descriptive statistical indicators for the first dimension related to openness. The mean value for this dimension was 3.67, which is higher than the hypothetical mean value used in the study, indicating that the surveyed sample showed a positive and notable response to the items related to openness. The standard deviation was 1.06, suggesting a moderate variation in responses among the sample members. There was a generally acceptable level of agreement among participants regarding the content of this dimension.

Regarding the sub-items used to measure this dimension, all were higher than the hypothetical mean, indicating that all items were well-received by participants. The item stating "Pays attention to discussing the organization's future goals and suggests innovative methods to achieve them" was the most accepted, with the highest mean of 3.750, reflecting the importance of this trait to respondents. Conversely, the item "Provides the necessary support to achieve the desired goals" was the least accepted, with a mean of 3.573. However, this value is still above the hypothetical mean, indicating that it is positively appreciated by the surveyed sample. Overall, these results reflect that the dimension of openness is positively valued by the sample and that there is awareness and appreciation for the importance of supporting employees and improving processes within the organization.

Table 3: Responses of the Sample Related to the Dimension of Openness

No.	Item	Standard Deviation	Mean	Response Direction	Rank
1	Actively seeks new opportunities to improve processes within the organization	1.047	3.722	Agreed	2
2	Provides the necessary support to achieve the desired goals	1.131	3.573	Agreed	5
3	Shows openness and willingness to communicate in order to listen to new ideas	1.275	3.581	Agreed	4
4	Pays attention to discussing the organization's future goals and suggests innovative methods to achieve them	0.983	3.750	Agreed	1
5	Demonstrates effective communication skills to listen to new ideas and suggestions	0.867	3.708	Agreed	3
Overall Mean		1.06	3.67	Agreed	

AVAILABILITY

The data in Table (4) show the descriptive statistical values related to the second dimension, availability. According to the available data, this dimension achieved an acceptable response from the surveyed sample, with a mean of 3.55. This value is higher than the hypothesized mean used in the study, indicating a positive and noticeable response from the sample to the content of the items measuring the availability dimension.

The standard deviation was 1.09, indicating a reasonable variation in the participants' responses, which is normal in survey studies. The direction of the sample's responses was in agreement, reflecting a good level of consensus among the participants regarding this dimension. When examining the sub-items used to measure this dimension, it is evident that all of them had mean values higher than the hypothesized mean. The item "The leader encourages me to ask work-related questions and discuss them" was the most accepted, with a mean of 3.832, indicating a high appreciation for this aspect by the participants. In contrast, the item "The leader is available to answer my professional inquiries and consulting requirements" had the lowest response mean of 3.095. Although this was lower compared to the other items, it still remains above the hypothesized mean, suggesting that participants value this aspect as well, though to a lesser degree compared to other aspects. Overall, these results indicate that the availability dimension is important to the surveyed sample, and there is an appreciation for the importance of communication and consultation in the workplace, particularly regarding asking questions and dealing with issues.

Table 4: Responses of the Surveyed Sample Related to the Availability Dimension

No.	Item	Standard Deviation	Mean	Response Direction	Rank
1	The leader is available and ready to listen to my needs and requests	1.247	3.647	Agree	3
2	The leader is available to answer my professional inquiries and consulting requirements	1.065	3.095	Agree	5
3	The leader is available for consultation when facing problems	1.147	3.406	Agree	4
4	The leader boosts my work motivation through his/her continuous presence	0.902	3.785	Agree	2
5	The leader encourages me to ask work-related questions and discuss them	1.089	3.832	Agree	1
Overall Mean	1.09	3.553	Agree		

Dimension of Communication

The data in Table (5) indicates the descriptive statistical values for the third dimension, which is communication. Analyzing these data reveals that this dimension achieved a positive response from the surveyed sample, with a mean of 3.69, which is higher than the hypothetical mean value adopted in the study. This indicates that participants showed a positive interaction and response to the content of the items related to communication. The standard deviation was 1.26, suggesting a reasonable variation in participants' responses, reflecting individual differences but not excessively large. The response direction was "Agree," indicating an acceptable degree of consensus among participants regarding the importance of this dimension.

When examining the sub-items used to measure this dimension, it is noted that all items achieved responses higher than the hypothetical mean. The item stating "The leader encourages me to share my ideas and suggestions for improving work" was the most positively received, with the highest mean of 3.84. This suggests that participants see great importance in having a work environment that encourages questioning and exchanging ideas. In contrast, the item "The leader motivates me to discuss new issues arising at work" was the least positively received, with a mean of 3.56. Although this value is the lowest among the items, it is still above the hypothetical mean, indicating that participants value this aspect as well, though to a lesser extent compared to other communication-related aspects. These results indicate that the dimension of communication is considered important by the participants, reflecting their appreciation for accessibility and discussion about various issues with the relevant authority.

Table 5: Responses of the Sample Related to the Dimension of Communication

No.	Item	Standard Deviation	Mean	Response Direction	Rank
1	The leader motivates me to discuss new issues arising at work	1.352	3.567	Agree	5
2	I can easily reach the leader to discuss work challenges	1.283	3.605	Agree	4
3	The leader provides me with the opportunity to participate in work decision-making	1.461	3.684	Agree	3
4	The leader encourages me to share my ideas and suggestions for improving work	1.074	3.842	Agree	1
5	The leader follows up with employees on what has been discussed, including suggestions for improving work	1.146	3.785	Agree	2
	Overall Mean	1.26	3.69	Agree	

ORGANIZATIONAL COMMITMENT

The data in Table (6) indicates that the variable of organizational commitment has achieved a positive response from the surveyed sample, with a mean score of 3.62. This value is higher than the hypothesized mean value used in the study, suggesting that participants demonstrated a positive interaction and response to the content related to organizational commitment. The standard deviation was 0.63, reflecting a reasonable amount of variation in participants' responses, indicating individual differences that are not excessively large, which shows an acceptable level of agreement among participants regarding the importance of this variable.

When examining the sub-items used to measure this dimension, all items recorded responses higher than the hypothesized mean value. The item "The current leadership style and methods in the organization are motivating enough for me to continue and contribute" was the most accepted among the items, with the highest mean score of 4.24. This indicates that participants perceive a high value in having a work environment that encourages questioning and idea exchange. On the other hand, the item "I have an increasing passion that drives me to achieve further development" was the least responded to, with a mean score of 3.40. Although this value is the lowest among the items, it is still above the hypothesized mean, suggesting that participants also value this aspect, albeit to a lesser degree compared to other aspects of organizational commitment.

Table 6: Responses of the Sample Regarding the Organizational Commitment Variable

No.	Item	Standard Deviation	Mean	Response Direction	Rank
1	I have an increasing passion that drives me to achieve further development	0.632	3.403	Agree	6

2	The current leadership style and methods in the organization are motivating enough for me to continue and contribute	0.743	4.242	Agree	1
3	I do not feel a desire to explore new job opportunities in other organizations	0.480	3.639	Agree	2
4	I feel a strong attachment to my current workplace and have a sincere desire to stay	0.654	3.475	Agree	4
5	The current conditions in the organization are more motivating and encouraging than before	0.581	3.462	Agree	5
6	I feel a strong loyalty to the organization, and I have a strong connection to its values and goals	0.705	3.534	Agree	3
Overall Mean	0.632	3.625	Agree		

ANALYSIS OF CORRELATION AND IMPACT BETWEEN RESEARCH VARIABLES

This section analyzes the relationship between the independent variables, represented by the dimensions of comprehensive leadership, and the dependent variable reflecting organizational commitment. Pearson's correlation coefficient will be used as the primary statistical tool to analyze the nature of this relationship. This analysis allows us to determine the strength and direction of the relationship between the variables, whether positive or negative, which helps in gaining a deeper understanding of the correlation and impact between the research variables.

Table (7) shows that the correlation coefficient between the dimensions of comprehensive leadership and organizational commitment is 0.849 at a significance level of which is below the significance level of 0.05 This clearly indicates a significant and strong correlation between these dimensions and organizational commitment in the sample.

Therefore, it is crucial for organizations to apply these dimensions of comprehensive leadership while adapting them to their needs and circumstances. This commitment should be flexible, considering the institution's level of development, whether through good governance, the adoption of modern technologies, or its size. By achieving this balance between commitment and flexibility, organizations can create a stimulating work environment that fosters loyalty and belonging among their employees. Employees who feel that their organization adapts to changes and meets their needs are more likely to exert exceptional efforts for the organization's success.

Moreover, organizations that effectively apply these dimensions can build strong and sustainable relationships with their employees, leading to more efficient achievement of organizational goals. When employees feel they are part of the development and growth process, they have a strong motivation to contribute effectively to the organization's vision and long-term objectives. This approach is not only a key to increasing productivity but also a means to enhance institutional stability and sustainable growth. By integrating these dimensions flexibly and effectively, organizations can achieve tangible positive results, not only in individual employee performance but also in the overall performance of the organization, propelling it toward new stages of development and sustainable growth.

Table (7) Correlation Results Between Research Variables

Variables	Comprehensive Leadership Dimensions	Organizational Commitment
Comprehensive Leadership Dimensions	1	0.849
Organizational Commitment	0.849	1

Source: Prepared by the researcher

To test the hypothesis stating that "there is a positive relationship between comprehensive leadership dimensions and organizational commitment," a simple linear regression model was used to analyze the data, which is expressed as follows:

$Y = a + \beta(X)$
$Y = 0.486 + 0.532(X)$

Based on the results shown in Table (8), the computed F-value between the research variables was 22.68, which is significantly higher than the tabulated F-value of 3.94 at a significance level of 0.05 This indicates a strong relationship between the studied variables, supporting the hypothesis of a positive relationship between comprehensive leadership dimensions and organizational commitment. Since the significance level of 5% corresponds to a confidence level of 95% we can accept this hypothesis with high confidence.

Additionally, the R2 value of 0.854nshows that comprehensive leadership dimensions explain 85.4 of the variance in organizational commitment levels. This means that most of the changes in organizational commitment within the organization can be attributed to the effectiveness and application of comprehensive leadership dimensions. However, 14.6% of the variance remains attributable to other factors not included in the research model, indicating the presence of additional variables that might also impact organizational commitment, albeit to a lesser extent.

Furthermore, the marginal slope coefficient (β) of 0.693 indicates that an increase in commitment to comprehensive leadership dimensions by one unit can enhance organizational commitment by 69.3% This reflects the strong impact of comprehensive leadership in establishing and enhancing organizational commitment among employees. The constant term (α) in the equation, which is 0.358indicates a fixed effect of comprehensive leadership dimensions on organizational commitment, regardless of other variables.

These results clearly affirm the importance of comprehensive leadership as a key tool in enhancing organizational commitment among employees. Comprehensive leadership, through its focus on inclusivity and aligning efforts towards common goals, motivates employees and unifies their perspectives, leading to a higher level of commitment to the organization. When these dimensions are effectively implemented, the organization can achieve greater stability within its workforce, enhancing its effectiveness and performance in the long term.

Table (8): Analysis of Impact Relationships Between Research Variables

Independent Variables	Dependent Variable	Intercept (α)	Slope Coefficient (β)	R^2	Computed F Value	Tabulated F Value	Sig
Comprehensive Leadership Dimensions	Organizational Commitment	0.358	0.693	0.854	22.68	3.94	0.000

Source: Prepared by the researcher

CONCLUSIONS

1. The research hypothesis was validated based on the correlation coefficient value, showing a significant correlation between the dimensions of comprehensive leadership and organizational commitment.

2. The dimensions of comprehensive leadership explain 85.4% of the changes in organizational commitment, while the remaining 14.6% is attributed to other variables not included in the research model, according to the R^2 value. This indicates a significant impact of these dimensions on organizational commitment, with the significance and validity of this result supported by the computed F value.

3. Individual commitment to their work reflects their acceptance of the organization's values and goals, as well as their dedication and strong desire to exert continuous effort to achieve those goals. This is supported by the responses from the sample, which achieved the highest average value of 4.24.

4. Comprehensive leadership has emerged as a fundamental tool in enhancing organizational commitment among employees, with its focus on inclusivity and directing efforts toward shared goals. It motivates employees and aligns their perspectives, leading to a higher level of commitment to the organization.

Recommendations

1. Establish effective leadership that is responsible for the smooth and efficient operation of the organization. Effective leaders are those who understand the importance of aligning individual goals with the overall organizational objectives and work to guide and motivate employees to achieve these goals through continuous guidance and constructive feedback.

2. Ensure organizational harmony to avoid issues, conflicts, and disagreements between employees and leaders. This will provide stability and effectiveness to the organization, creating an environment where everyone feels respected and supported.

3. Leaders should build a strong sense of commitment among employees by setting an example and providing a model to follow. This contributes to enhancing collective spirit and achieving sustainability in organizational performance, leading to improved overall performance and better results.

4. The management should focus on enhancing effective communication between leadership and employees, establish clear policies for conflict resolution, and build a culture that respects diversity and promotes teamwork. When employees can work smoothly with leaders, stress levels decrease, and trust and productivity increase, contributing to achieving the organization's goals more effectively.

5. Leverage Leadership as a Strategic Tool to enhance organizational commitment. Strong, directed leadership creates an environment where employees feel a sense of belonging and responsibility, which enhances their loyalty to the organization and increases their ability to overcome challenges.

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