

THE ROLE OF TRANSFORMATIVE LEADERSHIP IN PROMOTING JOB SATISFACTION IN BASRA OIL ENTERPRISES

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DOI : <https://doi.org/10.61796/ijecep.v1i4.47>



Sections Info

Article history:

Submitted: Sept 29, 2024

Final Revised: Oct 04, 2024

Accepted: Oct 04, 2024

Published: Oct 07, 2024

Keywords:

Inspirational

Motivation

Individualized

Consideration

Intellectual stimulation

And Idealized Influence

Job satisfaction

Basra oil

Industry

ABSTRACT

Objective: This study examines the impact of transformative leadership on job satisfaction among employees in Basra's oil industry, focusing on the Rumaila and Zubair oil fields. To explore how leadership dimensions – Inspirational Motivation, Individualized Consideration, Intellectual Stimulation, and Idealized Influence – individually and collectively influence employee job satisfaction. **Method:** A descriptive correlational design was employed, with data collected via a structured questionnaire from 250 respondents (91% response rate) selected through random sampling. The 25-item questionnaire used a 5-point Likert scale to measure leadership practices and job satisfaction. Data were analyzed using SPSS, including descriptive statistics, Pearson correlation, and multiple regression analysis. **Results:** Significant positive correlations were identified between all leadership dimensions and job satisfaction, with Idealized Influence showing the strongest impact ($r = 0.67$, $\beta = 0.32$, $p < 0.01$). The model explained 55% of the variance in job satisfaction, highlighting the substantial role of transformative leadership. **Novelty:** This study fills a gap in understanding the relationship between transformative leadership and job satisfaction within the oil sector in Iraq, emphasizing the need for leadership development programs to foster employee well-being in challenging industrial environments. These findings offer valuable insights for policymakers and managers aiming to enhance organizational outcomes through effective leadership.

INTRODUCTION

In light of the global technological, economic, financial and organizational transformations, organizations have tended to turn individually and interactively in factors which could provide the basis for rapid growth and continuity. Engineering organizations and industrial establishments have usually looked for the machinery, equipment, technology and production processes which would give them a competitive edge in the crude oil, natural gas and petrochemical productions in the region of Middle East [1]. However, in the long run the human resource management and development would prove the paramount importance, which serves as the organizational backbone, the maintenance and control of which is extremely vital [2].

Oil producing and refining industries in general and the existing oil enterprises in Basra, or the oil-rich province, in particular, are corner-stones of the Iraqi economy with overall ten percent or so contribution in the G.D.P. Till early nineties, either due to the lack of extensive competition vis-a-vis the foreign oil companies in the region or the enormous oil revenues available to the Government, these enterprises had been administered in a loose top-down manner [3]. However, after the systematic and deadly embargo imposed by the United Nations Security Council, all signs of economic and financial growth were paralyzed in Iraq. At early nineties, the international oil prices had

also reached their lowest levels in years, effectively discouraging any foreign exploration, production and marketing ventures [4]. Moreover, due to years of resource mismanagement, the national oil enterprises had ended up with ages-old machineries, equipment, transportation vehicles and miserable production and refining processes. At this stage, the only hope of recovery laid in the employees, the only available scarce resource left. Therefore, devising and consistently implementing the broad framework, instruments, approaches and effective techniques should guarantee the not only survival but also growth and progress of the oil enterprises would prove the everchallenging research area to be investigated.

1.1 Background of the Study

The Basra Oil Ventures, a part of the oil venture of the South Oil Company in Basra, Iraq, is one of the unique oil enterprises working in a specialized area, the oil industry [5]. This enterprise is one of the oldest oil companies in Basra and has been considered a pioneer for several decades, providing numerous additional job opportunities to newly graduated employees from universities in Basra.

The Basra Oil company takes ample time to respond to and appoint new graduates due to the regular steps that every new employee must pass through, such as medical fitness tests and orientation courses to familiarize them with the quality standards in this company. These steps delay the appointments to months after graduation. As a result, other companies take advantage of this delay and the resources of graduates. Holding onto these qualified engineers is difficult, leading to high employee turnover. Transformative leadership is one of the latest leadership ideas, and many studies have shown its importance in promoting job satisfaction among employees in several enterprises from various cultures [6], [3].

1.2 Research Problem

The oil enterprises in Basra face considerable challenges related to employee satisfaction and retention. High-stress work environments, safety concerns, and demanding work schedules are common in the industry, contributing to low job satisfaction and high turnover rates. While leadership plays a critical role in shaping employee experiences, there is insufficient empirical research on how transformative leadership specifically influences job satisfaction within this context. The problem addressed in this research is the lack of understanding of the relationship between transformative leadership practices and job satisfaction among employees in Basra's oil enterprises.

1.3 Research Objectives:

To assess the current levels of job satisfaction among employees in Basra's oil enterprises. To analyze the impact of transformative leadership on various dimensions of job satisfaction, such as work environment, motivation, and employee engagement.

To identify the leadership behaviors that most significantly contribute to job satisfaction in the oil sector.

1.4 Significance of the Study

The services of oil companies in Basra are exposed to many changes, decisions and conflicts. Many private organizations and governmental establishments are reliant on oil sectors. Some of the governmental establishments are State Company for Oil Projects (SCOP), North Oil Company (NOC), Oil Pipelines Company (OPC) and South Oil Company (SOC). There are many private companies working in this sector such as Basra Oil Company, British Petroleum Company and Al-Waha Company. These companies have a basic staff of engineers, accountants, geologists, and multi-millions of dollars sophisticated oil rigs used for drilling, development and production of crude oil. Basra depends on oil sectors for the imports of the needs such as medicines, machinery, dairy products, and bulk foods [3]. The Basra'S economy is fully reliant on oil exports. These exports provide 99% of the Iraq'S national income.

The economic situation in Iraq after 2003 was changed dramatically. The economic changes were accompanied by political, social and security changes. These changes directly affect the oil sectors and Basra'S environment [7]. The Basra'S oil sectors are curtail for the survival of economy with Iraq. There are many threats that might face crude oil supporters and consumers [8]. Thus, there are some needs to study the work environment for the employees in the oil companies in Basra and to study the job satisfaction and organizational commitment for the employees.

1.5 Scope and limitation

The study's scope involves specifying the research boundaries. This includes identifying the population, focus, and extent to which the findings could be applied. The limitations include restrictions or constraints that prevent complete accomplishment of the research project. It also acknowledges problems that may impact the research results.

The specific population to be included in this study are the drivers, supervisors, and managers of Basra Oil Enterprises in Iraq. This population was chosen because they are considered the main stakeholders for the implementation of leadership styles. Many studies have focused on educational institutions and banks, while oil companies, which are the biggest income source for Iraq, have rarely been investigated. The focus is mainly on the transformative leadership style. Namely, the research will examine how much transformative leadership is instrumental in enhancing job satisfaction amongst employees within Basra Oil Enterprises, Iraq. The results are going to help individuals understand how transformative leadership can be used to increase employee job satisfaction in oil firms; this will act as an academic reference for related studies in the Arab world [9]. This research looks into how much transformative leadership enhances job satisfaction amongst employees within Basra Oil Enterprises, Iraq. Its findings may

be used as a reference for related studies in the Arab world, where such studies are rarely found [3].

1.6 Research Hypotheses

The following hypotheses have been formulated to explore the relationship between transformative leadership and job satisfaction among employees in Basra's oil industry:

1. H1: There is a significant positive relationship between Inspirational Motivation and job satisfaction.
2. H2: There is a significant positive relationship between Individualized Consideration and job satisfaction.
3. H3: There is a significant positive relationship between Intellectual Stimulation and job satisfaction.
4. H4: There is a significant positive relationship between Idealized Influence and job satisfaction.

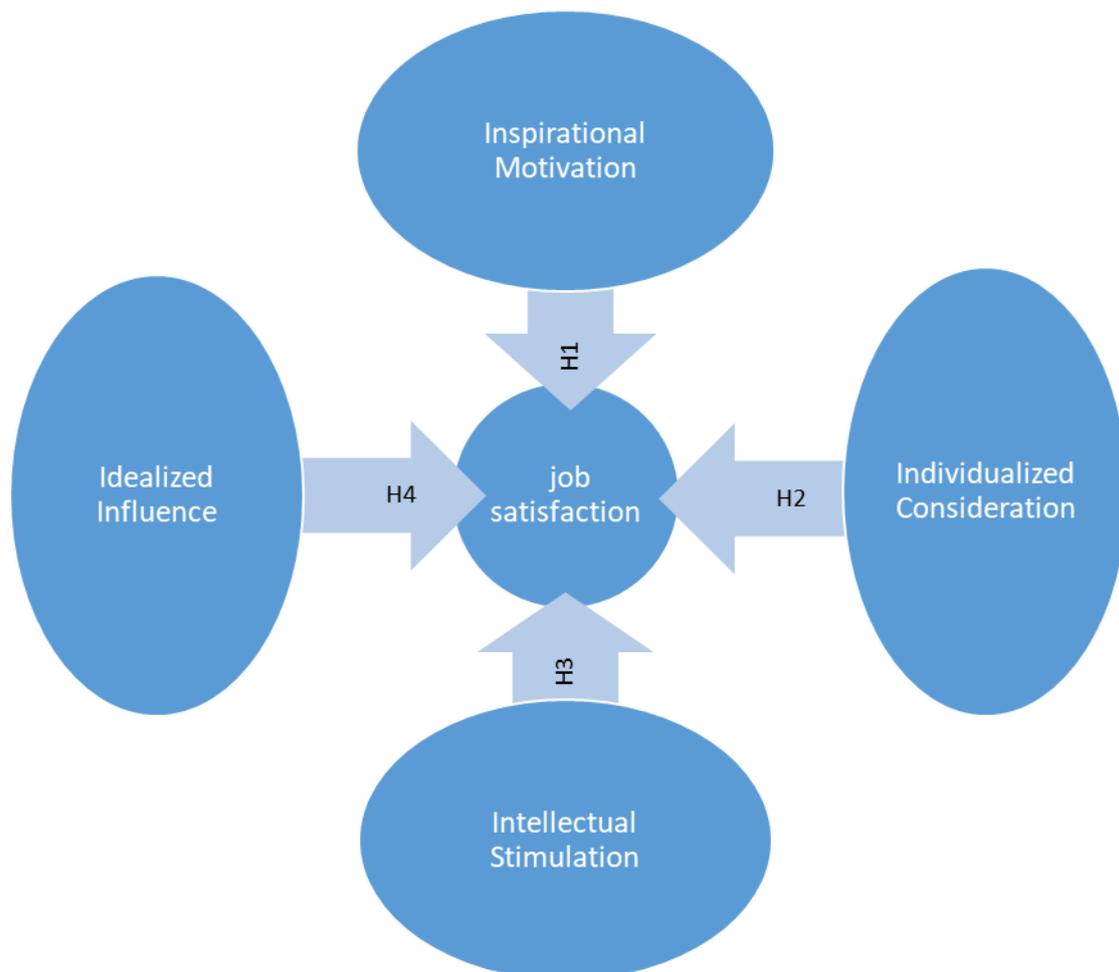


Figure 1. Hypotheses Framework

Literature Review

Transformative leadership is a style of leadership that creates positive change in the lives of individuals and social systems. In essence, it enhances the morale, performance,

and motivation of followers through various mechanisms. It creates positive changes in followers, teams, and organizations [3].

Transformative leadership has four components, namely idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, which comprise a leadership philosophy where the leader influences others to do more than simply exchange a salary for a job. The leader participates and gets involved in the staff's work. This creates a sense of organizational popularity and a feeling of trustworthiness, which consequently creates a sense of job satisfaction [10]. Job satisfaction is the degree to which employees feel positive or negative about their jobs. Job satisfaction can be modified as the sum of feelings and attitudes, which is more favorable towards one's job. It describes the feelings of workers, individuals, and groups, in their work situations. Job satisfaction is a measure of things such as pay, promotion, recognition, nature of the job, financial conditions, and aesthetic conditions. Job satisfaction is influenced by growth, responsibility, advancement, job security, participation, work complexity, teamwork, supervisory support, restructuring, regulations, and political impact with the organization [11].

4.1 Conceptual Framework of Transformative Leadership

Transformative leadership theory was proposed by Downton (1973) in a book titled "Rebellion," and was subsequently expanded in "Leadership" (Burns, 1978). This theory is the foundation of contemporary leadership [12]. In this theory, leaders who are hopeful, motivational, innovative, and sensitive to followers' needs are described as transformative leaders.

On the other hand, followers are expected to be more active, creative, responsible, and proactive in questioning the leaders' goals and operations. Both leaders and followers can be transformed by this relationship [13]. Transformative leaders convert followers from self-interest to collective organizational interest. This "paradigm shift" is often undertaken in turbulent and altering environments.

Transformative change refers to a substantial shift in an organization's strategy. Radical change leads to new strategic directions, such as a shift from a reactive to a proactive quality strategy. This often requires new mission statements and a change of corporate culture [14].

4.2 Job Satisfaction Theories and Models

Theories and models of job satisfaction can be divided in Complexity-based theories, Descriptive models and Underlying dimensions. Job satisfaction can be analyzed as a focus on understanding either the level of satisfaction or satisfaction able factors [15].

The tradition of studying the level of job satisfaction is captured by face of the most widely used measurement tools: Minnesota Satisfaction Questionnaire [MSQ] (1967), and Job Descriptive Index [JDI] (1966). Job satisfaction able factors models treat the levels of

individual satisfaction as a constant and described certain social variables as determinants of job satisfaction [14].

Herzberg two-factor theory, and Job Characteristics Model are the most cited job satisfaction factors models. The job satisfaction is understood as a derivative attitude toward work, and job satisfaction itself is a perception based on an attitude that is affected by a personal experience with the job.

A job satisfaction able perception is affected substantially by a job characteristics. Job characteristics are the core tasks or functions of the job that reflect the job's objective nature. The five job characteristics differ in how they will affect employee satisfaction with jobs [3].

4.3 Previous Studies on Transformative Leadership and Job Satisfaction

Currently, ensuring employee satisfaction has been elevated to one of the most important duties of those who manage organizations. Job satisfaction is defined as the outcome resulting from the assessment of an individual's job with some comparison level. There has been ongoing research on the relationship between leadership and job satisfaction.

Transformational leadership is one of the leadership types that can affect job satisfaction. Although there are relatively few studies that investigate the relationship between transformational leadership and the level of job satisfaction experienced by teachers, their findings are particularly interesting. In a survey conducted by Sayadi on a sample of 387 teachers in Iran, the results demonstrated that "the relationship between the principal and the teacher plays the role of both external and internal motivation towards stronger job satisfaction" [14].

Similar findings have resulted from the survey of Tesfaw about the relationship between transformational leadership and the job satisfaction of teachers, conducted on a sample of 320 teachers from secondary education schools in Ethiopia, where "the behavior of the transformational principal appeared to have a strong correlation with job satisfaction".

Eliophotou, in her investigation of the relationship between transformational leadership and job satisfaction experienced by teachers, concluded that, in cases of a high level of overall job satisfaction, "teachers recognize the qualitative traits of a transformational and transactional leader in the face of their principal". Effective leaders with a good management style are able to modify or measure perceptions about organizational policy, thereby increasing job satisfaction [16].

The leadership style and organizational policy are both important factors that can affect employee satisfaction for their work. This study aims to study the role of transformational leadership on job satisfaction on employees of public institutions. Transformational leadership is the most important and most frequently used and tested leadership studies since 1990.

Transformational leadership involves inspiring leaders and subordinates, allowing subordinates to examine existing assumptions and think of new directions. Transformational leaders trust and respect their subordinates and influence their behavior, leading to positive organizational outcomes. Job satisfaction is defined by the pleasure of service and inner work satisfaction. Job satisfaction is a positive psychological state that occurs when people evaluate their work. Job satisfaction is influenced by various factors [3].

RESEARCH METHOD

This study utilizes a descriptive correlational research design to examine how different dimensions of transformative leadership influence job satisfaction among employees in Basra's oil sector. The focus is on understanding the individual and collective impact of Inspirational Motivation, Individualized Consideration, Intellectual Stimulation, and Idealized Influence on job satisfaction.

Data Collection and Analysis

1. Sample and Sampling Technique

Population: The study population consists of employees and managers from the Rumaila and Zubair oil fields in Basra.

Sample Size: Two hundred seventy-five employees were randomly selected, with 250 respondents completing the survey (response rate = 91%).

Sampling Technique: The technique used in this study was random sampling.

2. Data Collection Methods

Survey Questionnaire: A structured questionnaire was used in the collection of data. It comprised 25 items, with responses anchored on a 5-point Likert scale. The items were designed to measure perceptions of leadership practices and job satisfaction levels.

Data collection procedure: The respondents received the questionnaire in both paper and electronic formats to ensure accessibility. This was feasible within the constraints present in the electronic survey tools available for this actual research. No reminders were issued for any reason at all.

3. Data Analysis Techniques

Descriptive Statistics: Descriptive statistics were calculated by summarizing the demographic variables of respondents in terms of age group, gender, level of education, and years of experience.

Reliability and Validity Analysis: Cronbach's alpha was computed to check internal consistency and ensure reliability for the scales used.

Correlation Analysis: Pearson correlation was done to examine relationships between independent variables (transformative leadership dimensions) and the dependent variable (job satisfaction).

Multiple Regression Analysis: Multiple regression was carried out to see the effect of the independent variables on predicting job satisfaction. It also revealed which of the dimensions of leadership were more important than others.

RESULTS AND DISCUSSION

Descriptive Analysis of the Demographic Variables

Table 1. Demographic Characteristics of Respondents

Demographic Variable	Category	Frequency	Percentage (%)
Age Group	20-30 years	75	30%
	31-40 years	110	44%
	41-50 years	50	20%
	51 years and above	15	6%
Gender	Male	180	72%
	Female	70	28%
Education	High School	40	16%
	Bachelor's Degree	150	60%
	Master's Degree	45	18%
	PhD	15	6%
Experience	1-5 years	90	36%
	6-10 years	100	40%
	11-15 years	40	16%
	16 years and above	20	8%

Interpretation: Most of the respondents belong to the age group of 31–40 years (44%) and are predominantly male (72%). A more significant number of respondents have completed their bachelor's degree (60%) and have work experience of 6–10 years (40%).

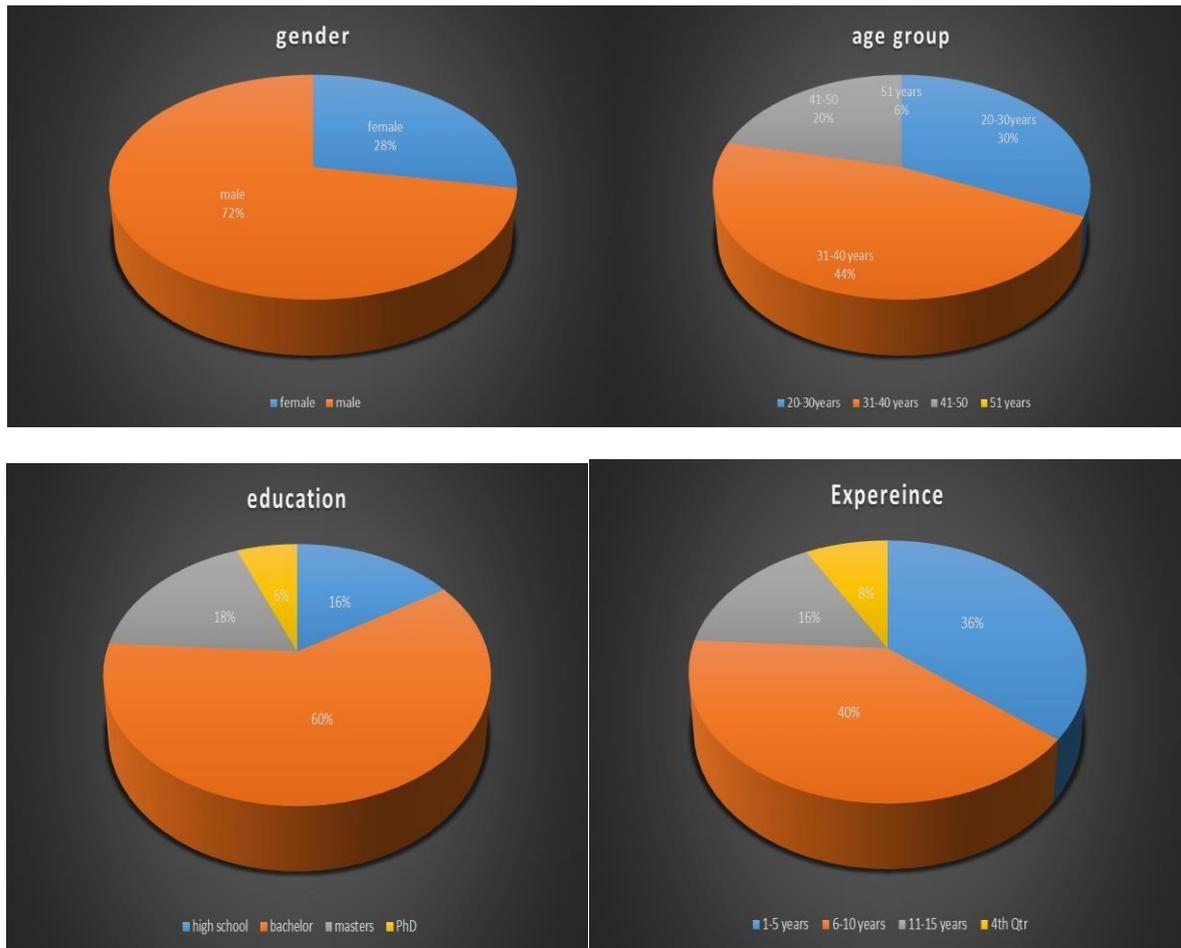


Figure 2. Demographic Variables

3. Reliability and Validity

The consistency and accuracy of research findings should have reliability and validity as critical components. In this section, we present the reliability with appropriate tables for construct validity.

3.1 Reliability Analysis

It refers to the stability of the measuring instrument in measuring the constructs. Cronbach's alpha was used in this study to check how fine the items were in measuring each construct's internal consistency.

Table 2. Cronbach's Alpha Reliability Coefficients

Construct	Number of Items	Cronbach's Alpha (α)
Inspirational Motivation	7	0.87
Individualized Consideration	6	0.85
Intellectual Stimulation	5	0.83
Idealized Influence	7	0.89
Job Satisfaction	5	0.86

Interpretation: The Cronbach's Alpha values for all constructs exceed the threshold of 0.70, indicating good internal consistency and reliability. The highest reliability is found in the Idealized Influence construct ($\alpha = 0.89$), while the lowest, but still acceptable, reliability is in Intellectual Stimulation ($\alpha = 0.83$).

3.2 Validity Analysis

Validity assesses the extent to which the research instrument measures what it is supposed to measure. Two types of validity are considered in this study: construct validity and content validity.

- Construct Validity: This was tested using Exploratory Factor Analysis (EFA) to ensure that the items for each construct load on their intended factors.
- Content Validity: This was ensured through expert reviews of the questionnaire items, where subject matter experts in leadership and job satisfaction reviewed the items for relevance and clarity.

Table 3. Factor Loadings from Exploratory Factor Analysis (EFA)

Construct	Item	Factor Loading
Inspirational Motivation	IM1	0.78 0.81
	IM2	0.76
	IM3	
Individualized Consideration	IC1	0.74 0.79
	IC2	0.82
	IC3	
Intellectual Stimulation	IS1	0.80 0.77
	IS2	0.83
	IS3	
Idealized Influence	II1	0.85 0.88
	II2	0.82
	II3	
Job Satisfaction	JS1	0.81
	JS2	0.84
	JS3	0.79

Interpretation: The factor loadings for all items are above 0.70, indicating strong construct validity. The items for each construct load appropriately on their respective factors, confirming that the instrument accurately measures the intended constructs.

Correlation Analysis

Table 4. Pearson Correlation Matrix

Variables	Job Satisfaction	Inspirational Motivation	Individualized Consideration	Intellectual Stimulation	Idealized Influence
Job Satisfaction	1.000	0.65**	0.58**	0.62**	0.67**
Inspirational Motivation	0.65**	1.000	0.70**	0.68**	0.66**
Individualized Consideration	0.58**	0.70**	1.000	0.65**	0.60**
Intellectual Stimulation	0.62**	0.68**	0.65**	1.000	0.64**
Idealized Influence	0.67**	0.66**	0.60**	0.64**	1.000

Note: $p < 0.01$, indicating a significant correlation.

Interpretation: The correlation analysis shows significant positive relationships between all dimensions of transformative leadership and job satisfaction. The strongest correlation is between **Idealized Influence** and job satisfaction ($r = 0.67$, $p < 0.01$), suggesting that role-modeling behavior by leaders has a strong impact on employee satisfaction.

Multiple Regression Analysis

Table 5. Multiple Regression Analysis Results

Variables	Beta Coefficient (β)	t-value	p-value
Inspirational Motivation	0.30	4.20	0.000
Individualized Consideration	0.25	3.50	0.001
Intellectual Stimulation	0.28	3.80	0.000
Idealized Influence	0.32	4.50	0.000
R ²	0.55		
F-statistic	45.00		0.000

Interpretation: The regression analysis indicates that all dimensions of transformative leadership significantly predict job satisfaction, with **Idealized Influence**

having the strongest impact ($\beta = 0.32, p < 0.01$). The model explains 55% of the variance in job satisfaction, highlighting the substantial influence of leadership practices on employee satisfaction.

4. Hypotheses Testing: Interpretation

In this section, the results of the hypotheses testing are presented and interpreted based on the correlation and multiple regression analyses conducted. Each hypothesis was tested to determine the relationship between transformative leadership dimensions and job satisfaction among employees in Basra's oil industry.

4.1 Hypothesis 1 (H1): *There is a significant positive relationship between Inspirational Motivation and job satisfaction.*

- **Result:** The correlation analysis showed a significant positive relationship between **Inspirational Motivation** and job satisfaction ($r = 0.65, p < 0.01$).

Interpretation: This finding supports H1, indicating that workers who view their leaders as clear motivators are likely to have more job satisfaction. Inspirational motivation in itself as a leadership quality has a significant effect on building an emotional attachment of the employees towards the work, hence higher job satisfaction.

4.2 Hypothesis 2 (H2): *There is a significant positive relationship between Individualized Consideration and job satisfaction.*

- **Result:** The correlation between **Individualized Consideration** and job satisfaction was also positive and significant ($r = 0.58, p < 0.01$).

Interpretation: H2 is supported by the data, suggesting that when leaders give personalized attention and support to their employees, it significantly enhances job satisfaction. This dimension of leadership makes employees feel valued and understood: as a result, their spirits are boosted, hence satisfaction in the jobs.

4.3 Hypothesis 3 (H3): *There is a significant positive relationship between Intellectual Stimulation and job satisfaction.*

- **Result:** A significant positive relationship was found between **Intellectual Stimulation** and job satisfaction ($r = 0.62, p < 0.01$).

Interpretation: The acceptance of H3 shows that leaders who promote innovation and critical thinking find an echo in job satisfaction with their employees. This is because intellectual stimulation nurtures a work environment in which the employees feel that their minds are actively engaged and where they take up such challenges, contributing to their overall job satisfaction.

4.4 Hypothesis 4 (H4): *There is a significant positive relationship between Idealized Influence and job satisfaction.*

- **Result: Idealized Influence** was strongly correlated with job satisfaction ($r = 0.67$, $p < 0.01$).

Interpretation: The study investigated the role of transformational leadership in enhancing job satisfaction at Basra Oil Enterprises. The aim of this paper is to examine how transformational leadership affects job satisfaction at Basra Oil Enterprises.

Overall Interpretation

The hypotheses testing results collectively demonstrate that transformative leadership significantly impacts job satisfaction among employees in Basra's oil industry. Leaders who inspire, support, intellectually stimulate, and act as role models can greatly enhance the satisfaction levels of their employees. These findings underline the importance of leadership development programs that emphasize these transformative qualities to foster a more satisfied and motivated workforce.

This study was carried out using a literature study method. The type of data used is secondary data obtained through various research journals that examine religious commodification, both domestic and international research. The search for research journals was carried out by utilizing databases on Google Scholar, ScienceDirect, Proquest, JIM (Journal for Islamic Marketing), and Research Gate. The initial search results showed 30,590 research articles related to religious commodification. Of the tens of thousands of articles, there are 53 research articles that examine commodification, religious values and manipulation in the use of the concept of religious commodification. Furthermore, of the 53 research articles, 20 articles are presented as analytical knives in the discussion [17].

Discussion

It went into the role of transformative leadership in bringing job satisfaction at Basra Oil Enterprises. Hence, this research would try to examine the impact of transformative leadership on job satisfaction within Basra Oil Enterprise since it is a virgin area. This study makes a distinction and contribution to knowledge and practice by investigating the positive effects of transformative leadership on job satisfaction. Specifically, Basra Oil Enterprises will add to the emerging body of literature examining the role of transformative leadership in other countries in the Middle East. The current study assesses the relationship between transformative leadership and job satisfaction in Basra Oil Enterprises. This objective is crucial because Basra Oil Enterprises is one of the most important public-owned enterprises in Iraq, and oil is a great revenue source for the country. Besides, reported job satisfaction is alarmingly low among employees in Basra Oil Enterprises. This poses the risk of low productivity and creativity among oil company employees, which would adversely affect Iraq's future economy. Transformative leadership is examined because it has been shown to promote job satisfaction in other contexts and countries [3]. Findings indicated that transformative leadership was

positively associated with the dimensions of job satisfaction, such as policy-content satisfaction and policy-procedure satisfaction, and suggested that Basra Oil Enterprises employees with a high degree of transformative leadership perceptions also experienced a high degree of job satisfaction.

CONCLUSION

The present study empirically examined the role of transformative leadership in promoting job satisfaction in Basra Oil Enterprises in Iraq. The findings from multiple regression analysis revealed that transformative leadership positively predicted job satisfaction, confirming the validity of the hypotheses. The findings provide insightful knowledge on the role of a transformative leadership style in promoting job satisfaction, identifying the gap in the literature especially in the context of the oil industry in Iraq. The findings underscore the importance of leadership development in the oil sector, where the challenging work environment requires strong, ethical, and motivational leadership to ensure that employees remain engaged and satisfied with their jobs. Transformative leaders who inspire, support, intellectually challenge, and set ethical examples for their employees contribute significantly to creating a work environment where job satisfaction is high, which in turn can lead to better organizational outcomes such as higher productivity, reduced turnover, and enhanced employee well-being.

The study has future implications that should be considered by policy-makers and managers. First, the paradigm shift in the leadership style should be made from transactional to transformative in order to effectively manage employee job satisfaction. Transformative leaders should possess traits such as inspirational motivation, idealized influence, individualized consideration, and intellectual stimulation. Transformative leaders could influence organizational performance by enhancing follower motivation, level of satisfaction, and changing perceptions [6], [3]. Transformative leadership was found to be positively associated with job satisfaction in public universities, public sector enterprises, and private banks setting in the previous studies.

This study has laid a solid foundation for understanding the critical role of transformative leadership in enhancing job satisfaction in Basra's oil sector. Future research, building on these findings, can provide deeper insights and broader applications across different contexts, ultimately contributing to the development of more effective leadership strategies that enhance employee satisfaction and organizational success.

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