T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL IDENTIFICATION AN EMPIRICAL STUDY IN BAGHDAD

MASTER'S THESIS

Omar Mahmood NAJM

Business Administration Department

Business Administration Master in English Program

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Thesis Supervisor: Assit. Porf. Dr. Ahmet Hakan ÖZKAN

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İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

Yüksek Lisans Tez Onay Belgesi

Enstitümüz, Business Management Department İngilizce Tezli Yüksek Lisans Programı (191285060) numaralı öğrencisi Omar Mahmood NAHM ’in “The Effect Of Transformational Leadership On Organizational Identification : An Empirical Study in Baghdad” adlı tez çalışması Enstitümüz Yönetim Kurulunun 25.11.2021 tarihinde oluşturulan jüri tarafından *Oy Birliği* ile Yüksek Lisans tezi olarak *Kabul* edilmiştir.

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DECLARATION

I, Omar Mahmood NAJM as a result of this declare that this thesis titled “The Effect of Transformational Leadership on Organizational Identification: An Empirical Study in Baghdad” is original work I did for the award of the master's degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (25/11/2021)

Omar Mahmood NAJM

PREFACE

I would like to express my gratitude and thanks to my supervisor, Assist. Prof. Dr. Ahmet Hakan ÖZKAN, for his constant tolerance, valuable support, and guidance for my thesis. He has always encouraged me and given me the opportunity for valuable academic experiences.

November 2021 **Omar Mahmood NAJM**

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ABSTRACT

The key goal of this study is to look at the link and the effects among transformational leadership and organizational identification among Baghdad university persons.. This research was a descriptive and empirical study. The statistical population of the research included all faculty members of Baghdad universities whose number more than 900 at the time the research was conducted. Using random sampling method, 230 questionnaires were distributed among which 216 were returned, the final data analysis was conducted for 216 persons using SPSS software. The findings of this study revealed that transformational leadership style and organizational identification of faculty members in Baghdad University (Iraq) had a positive and direct connection (r=.592, p 0.01).

A thorough examination of the findings revealed that transformational leadership explains about 35% of organizational identification (Adj.R2=.347), and that managers at Baghdad University having a substantial and affirmative effect on faculty members' view and behaviors by bearing in mind the significance of those characteristics of transformational leadership and enjoying them. According to the findings, transformational leadership has a favorable and substantial impact on organizational identification. These findings are comparable to those of previous studies on this subject (Albonaiemi & Mahmoodi, 2016).

Keywords: *Transformational, Leadership, Organizational, Identification, Baghdad*

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL IDENTIFICATION AN EMPIRICAL STUDY IN BAGHDAD

ÖZET

Bu çalışmanın temel amacı, Bağdat Üniversitesi çalışanları arasında dönüşümcü liderlik ve örgütsel özdeşleşme arasındaki bağlantıya ve etkilere bakmaktır. Bu araştırma betimsel ve ampirik bir çalışmadır. Araştırmanın istatistiksel evrenini, araştırmanın yapıldığı tarihte sayıları 900'den fazla olan Bağdat üniversitelerinin tüm öğretim üyeleri oluşturmuştur. Rastgele örnekleme yöntemi ile 216'sı geri dönen 230 anket dağıtılmış, SPSS programı kullanılarak 216 kişiye nihai veri analizi yapılmıştır. Bu çalışmanın bulguları, Bağdat Üniversitesi'ndeki (Irak) öğretim üyelerinin dönüşümcü liderlik tarzı ile örgütsel özdeşleşmenin pozitif ve doğrudan bir bağlantısı olduğunu ortaya koymuştur (r=.592, p 0.01).

Bulguların kapsamlı bir incelemesi, dönüşümcü liderliğin örgütsel özdeşleşmenin yaklaşık %35'ini açıkladığını (Sıf.R2=.347) ve Bağdat Üniversitesi'ndeki yöneticilerin, öğretim üyelerinin görüş ve davranışları üzerinde önemli ve olumlu bir etkiye sahip olduğunu ortaya koydu. dönüşümcü liderliğin bu özelliklerinin önemi ve bunlardan zevk alınması. Bulgulara göre, dönüşümcü liderliğin örgütsel özdeşleşme üzerinde olumlu ve önemli bir etkisi vardır. Bu bulgular, bu konuda daha önce yapılan çalışmalarla karşılaştırılabilir (Albonaiemi ve Mahmoodi, 2016).

Anahtar Kelimeler: *Dönüşümsellik liderlik, Örgütsel, Özdeşleşme, Bağdat*

1. INTRODUCTION

The demand for more effective leadership is known throughout the academic and other professions and in all the organizations. The conventional notion of a charismatic person leader does not apply to modern leadership principles. Historically, leadership has been vested in posts, but now, leadership is viewed as a job that one moves into and out of when needed. Newer qualities of leaders should be a team builder, having innovative and strategic thinking abilities, displaying honesty and integrity, and motivating people to action. Not only top-level leaders must exhibit their abilities in this regard, but administrators at all levels of the business must collaborate to achieve the desired results. They must be able to influence others, inspire them to work, and accept responsibility for the outcomes, regardless of their role. Leaders seeking to produce fresh ideas and views to propel the organization to new heights of success and development are known as transformational leaders.

By cultivating engagement, zeal, and loyalty among managers and workers, they organize company members to make structural improvements in the organization fundamentals and foundations to be prepared and acquire required skills for going in new directions and achieving higher ideal success peaks.

Transformational leaders explain the organization prospects and present a model that is consistent with those prospects, improve employee acceptance of the company mission, provide a broad range of resources, and motivate people to achieve the organization goals (Mortazavi and Nikkar, 2014, p, 105).

Organizational identification is one of the subjects that have aroused the interest of academics in recently, particularly in the disciplines of science of behavior, organizational psychology, and organizational studies, with several studies carried out in this area.

According to Hatch & Schultz (2004), organizational identification is a phrase that describes how individuals in the organization view themselves as a part of the entire organization rather than a specific community or their talents or position, and how they desire to be recognized by specific resources. The degree of commitment to the organization and its managers, the sense of pride in joining the organization, the proclivity to stay in the organization, and the willingness to defend the organization ideals both within and without the organization are all factors in determining this identification (Hatch &, 2004,78). Organizational identification, according to Albert and Whetten (1985), is (a) what employees perceive to be the organization central attributes, (b) what distinguishes the organization from other one in the employees' view, and (c) the belief of durability and continuity by employees regardless of objective changes in organizational settings. (Baruch, 2009, 119). Organizational identification motivates employees to be more dedicated and volunteer to participate in organizational events, strive toward perfection, and take on additional responsibilities that support the organization objectives (Gholipour & Amiri, 2009, 216).

The remarkable impact of transformational leadership on workers' in-role and extra-role performance is due to an underlying intermediary influence called organizational identification. Individuals who are affiliated with their firm have a portion of their self-concept and self-esteem based on their association with it. In this approach, organizational triumphs and failures are perceived as personal successes and failures (Ashforth, 2008, 90). The effectiveness of transformational leaders is based on matching employees' self-concept to the organization interests and objectives so that employees' actions for the benefit of the enterprise become self-expressive (Shamir et al. 1993, 144).

Transformational leaders in academic institutions have the potentiality to have a significant and positive role in the shaping and confirmation of members' organizational identities. Gaining a stronger sense of corporate identification among members could boost their morale and loyalty to the organization, resulting in better results and productivity. This is a critical topic that is mostly overlooked by top management and key policymakers in these organizations, even though it may have significant consequences for their processes, priorities, and services (Gholipour & Amiri, 2009, 178).

The key goal of this study is to look at the link and the effects among transformational leadership and organizational identification among Baghdad university persons. The central issue of this study was if there was a link between transformative leadership and faculty members' organizational identification at Baghdad University.

1.1 The Concept and Definition of Leadership

The distinct leader, a man working in a major private sector business, was the core of early research in the subject of leadership. Nowadays, the core in the study of leadership could be moved from focusing just on the leader to including supporters, peers, setting, and cultural values, reflecting a broader range of people from the public, private, non-profit sectors, business and non-profit organizations in countries all over the world. As a result, leadership is no longer characterized as an individual trait, but also as a dual and common relational, strategic, universal, and complicated social dynamic, according to numerous paradigms (Avolio, 2007; Yukl, 2010).

Because there are several diverse ways to comprehending and researching leadership, proposing a concept that would be acknowledged by most scholars is challenging. A simple definition of leadership is the direction of a group's actions toward a common purpose.

However, such a description ignores the various complexities of leadership. Although Burns (1978) estimates that there are more than 130 different definitions of leadership, (Yukl,2010, 21) finds that the majority of definitions describe leadership as “a process wherein purposeful influence is exercised on other individuals to direct, shape, and facilitate activities and relationships in a group or organization”. As a result, leadership may be viewed as a specific position played by a person and a process of influence (Woods & West, 2010,98).

The interplay of the leader, the follower, and the environment may be viewed as a complicated interchange in the leadership process. Since leading persons affect supporters, supporters affect leaders, and entire sides are impacted by the situation where the interchange occurs. It is both interactive and dynamic (Pierce &Newstrom, 2011,65).

1.2 A Brief Historical Review of Leadership

Leadership research dates back to the early twentieth century, but it wasn't until the early 1930s that a systematic scientific approach to the study of leadership emerged (House &Aditya, 1997, 426). Though it is impossible to split the leadership literature into discrete historical periods with well-defined borders, it is feasible to grasp some important themes to provide an overview (see Figure 1.1). However, because space and purpose limit a more in-depth examination, this short survey does nothing to the rich opinions on certain leadership subjects.

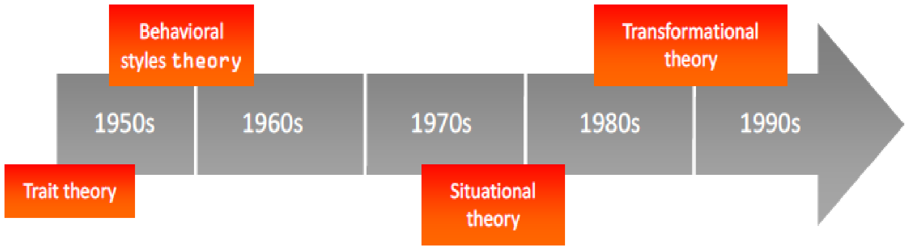

Figure 1.1: Historical Review of Leadership

Source: (Susanne, T. 2013.)

The first work reflected the popular idea at the time "great man" is existed, a thesis that great people progress history via their exceptional leadership skills. The concept posits that, with passage of time, several great males (females were mostly disregarded) will make important contributions to history owing to their brilliance, particularly at times of crisis. Even though "hero worship" in popular culture and biographies, it remains living and well, and this train of thought has more complex echoes subsequently on in the characteristic and situational leadership periods, the great male notion is irrefutable and as ineffectual as a scientific hypothesis (Van Wart, 2003, 123).

Early twentieth-century leadership research, on the other hand, heavily focused on leader qualities and attributes to recognize great leaders. Scholars created tests for character and compared the findings to people who were thought to be leaders. Individual attributes including IQ, birth order, socioeconomic level, and child-rearing techniques were explored in the research. By 1940s, experimental investigations had gathered in extremely extensive index of necessary attributes (Bird, 1940, 45).

However, this method proved ineffective since the lists became larger and larger, and the discovered attributes were ineffective predictors across scenarios. Leaders, for example, must be decisive while yet being springy and comprehensive.

Waart (2003, 216) determined that by absence of context attribute, the infinite list of qualities gives few prescriptive aid becoming just a list of laundry. Pure characteristic theory fell out of favor after Stogdill's (1948) devastating criticism of it in 1948, claiming that it was one-sided to explain the intricacy of leadership.

From the late 1940s through the late 1960s, the second wave of leadership research focused on leadership behavior and style that was a common method. The Ohio State Leadership Studies, for example, began with a collection of over 1,800 assertions on leadership behavior. Researchers discovered two fundamental components after repeatedly distilling the behaviors: the beginning of structure and contemplation. The preoccupation with organizational tasks is described by the term "initiation of structure," which covers actions such as organizing, planning, and defining staff duties and labor. Concerns for persons and interpersonal connections are referred to as consideration, and it involves behaviors relating to members' societal and emotional prerequisites in addition to their growth.

Researchers began to focus on the influence of the setting and environment in which leadership occurs in the late 1960s as a feedback to the equivocal findings about successful leadership behavior and style. Effective leaders, according to this theory, are those who can adjust their style of leading to their supporters' needs and the circumstances.

The leadership grid of Blake and Mouton (1969) and the situational leadership model of Hersey and Blanchard (1969) were two of the earliest concepts to emerge. More examples include Vroom and Yetton's (1973) normative choice example, Fiedler's (1964) theory of contingency in addition to House's (1971) path-goal theory. Theories of contingency regarding leadership have grown quite popular for a variety of reasons. They were initially useful as a response to the more dictatorial techniques that had evolved as large corporations increased in size.

Second, even though they were descriptively unsophisticated, they were valuable as training aids for managers, who liked the beautiful constructions. These ideas, on the other hand, often failed to fulfill scientific criteria, owing to their attempt to construe considerably with less variables (Hughes et al., 2006, 122). Early on 1980s, most leadership models construed for just an insignificant proportion of variety of outcomes in performance-related, causing widespread disillusionment with leadership theory and research (Bryman, 1992, 88).

This pessimism spawned a new generation of alternative solutions. In contrast to earlier leadership models, which concentrated on sensible procedures and leader behaviors like the interchange of leader-follower linkages, emotions, ideals, and symbolic leader behavior were all stressed in the new leadership paradigms. The charismatic and transformative leadership theories that sprang from these early publications have been the most widely explored of their sort in the last 20 years (Avolio et al., 2009, 56).

1.3. Leadership as Management

Management differs from leadership in organizations (Zaleznik, 1977; Bass, 1981; Yammarino, 1990; Fairholm, 1997). Leadership concentrates on the organization core goals and principles (Bennis& Nanus, 1985). It fosters commitment, forms meaning, employs symbols, promotes shared ideals, and capitalizes on change chances (Deal & Kennedy, 1982). Vision is used by leaders to mobilize and direct energy (Bennis 1985; Kotter, 1990). Schein (1991, 317) claims that "The one-of-a-kind and crucial purpose of leadership are to achieving goals of organizations.

Although leadership and management have some overlap, many researchers claim that each comprises a distinct set of tasks or duties. Managers, in general, are responsible for a variety of tasks. Leading persons cope with the personal parts of a manager's role, whereas planners deal with planning, researching, and regulating. Leaders motivate others, offer emotional support, and aim to unite personnel around a single purpose.

Leaders are also crucial in developing an organization vision and strategic goals. Managers are those who “do things properly” according to Bennis and Nanus (1985, 21), but leaders are those who “do the right thing.”

According to Zaleznik (1977), managers are interested with the way that things are done, but leaders are interested in what things stand for to people. The most crucial distinction managers tend to impact people's commitment, whereas leaders appear to carry out post responsibilities and exercise authority. "Inducing followers to act for specific objectives that represent both leaders' and followers' beliefs and reasons, aspirations and needs, ambitions and expectations," (Burns 1978, 210).

When it comes to the relationship between leaders and followers we have to know who is working toward a shared objective. That interaction might be transactional or transformational. The next section delves into these two leadership styles and how they relate to the concept of management. This explanation focuses on the following topics: (i) transactional leadership as a synonym for management, (ii) the difference lie in between management and transformational leadership, and (iii) the distinctions between management and transformational leadership.

1.4 Transformational Leadership

When addressing the passion and charisma required in a leader, Downton (1973) created the term "transformational leadership." In his book “Leadership, James MacGregor (1978)established the notion of transformational leadership as a way for leaders to bring followers to high levels of motivation and morality. The transformational leadership style gained popularity and a lot of attention in the educational realm in the early 1980s. It emerged in response to top-down instructional leadership and educational systems in the 1980s (Hallinger, 2003, 45).

Bass (1985) stated transformational leadership has three unique behaviors: charm, intellectual stimulation, and customized concern. Bass and Avolio (1990) included inspiring motivation as a fourth behavior as a result of theory refinement and investigation. Transformational leadership is a style of leadership that frequently includes charismatic and visionary elements. (Northouse, 2004, 87).

Understanding an organization beliefs and principles, however, isn't enough for a transformational leader. In addition, the leader must effectively convey these to his or her followers. As a result, a transformational leader must be able to properly convey the organization goals and objectives (Thompson, 2012, 156). The effectiveness of a leader's communication talents is usually visible in the leader's ability to engage followers and have them commit to the corporate goals that the leader puts out (Thompson, 2012, 174). According to Sagnak (2010), charisma is critical qualities that will help a transformative leader achieve these goals.

Transformational leaders, according to Smith and Piele (2006), provide (a) idealized influence, which allows the leader to serve as a role model for followers to aspire to; (b) inspirational motivation, which creates enthusiasm, optimism, and team spirit; (c) intellectual stimulation, which encourages invention and creativity by questioning assumptions and assisting in problem-solving; and (d) personalized respect, in which each person is treated as an individual. According to Avolio, Bass, and Jung (1999a), transformational leadership is primarily concerned with maximizing the performance of each follower. Bass and Riggio(2005) created a complete set of leadership models, Transformational Leadership is based on four factors: (1) Optimistic Influence, 2) Motivational Inspiration, 3) Intellectual Stimulation and 4) Individualized Consideration

1.4.1. Importance of Transformational Leadership

In the contemporary world, shift procedures and the diversity of devices we utilize daily are commonplace. Changes are unfolding at such a quick rate that no human being could have foreseen them even a century ago. Global competition and industrial expansion in the East and West both in developed and developing countries are noticed. The market climate in developing nations has become extremely unstable. In this fragile environment of continual transformation, leaders are essential. Transformational leaders are desperately needed in this world. Transformational leadership conduct will alter organizations.

Their ability to succeed in a tumultuous and unpredictably changing setting can become a source of strategic advantage for organizations as its components supplement other leadership actions.In terms of strategic rivalry and producing greater short- and long-term profits, utilizing this competitive edge may be quite advantageous. In fact, without effective transformational leadership, an organization ability to tackle problems is limited to none (Northouse, 2004, 109).

To generate superior and acceptable results, global economic difficulties would be eliminated (Eskandari, 2014, 76). The role of leadership in the change management phase has been emphasized since this shift demands a new structure and institutionalizing new methods. Undoubtedly, manager's views and leadership style have a significant impact on the sorts of demands and how those requirements are perceived.

The emotions and attitudes of organization members toward organizational changes, as well as their attempts to decide whether to embrace or oppose organizational changes, are significantly impacted by a leader's leadership style as a model of long-term conduct (FarazjaKhademi, 2010, 55).

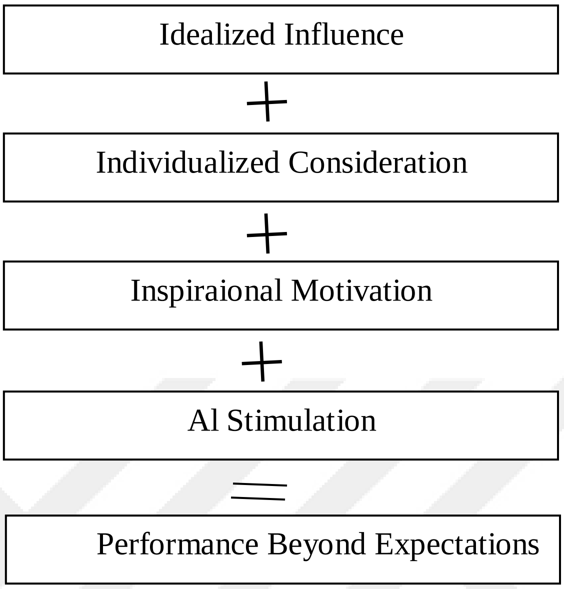

Figure 1.2: Transformational leadership and performance

Source: (Farazja , K. 2010.)

1.4.1 Stress on the Transformational Effect

Transformational leadership aims to achieve optimal results at the macro, societal, and micro human levels of an organization. (Tichy & Ulrich, 1984; Boal& Bryson, 1987; Conger &Kananga, 1988; Sergiovanni, 1990). Such writers place a greater focus on reforming society as a whole, whilst others place a greater emphasis on changing individual participants. Burns (1978) makes a point about the many types of leadership of society. His primary emphasis is on macro-political issues.

Leadership, according to Burns, is concerned with the common good, which is founded on an increasing, spiritual bond among leaders and followers. Bass (1985) focuses on the impact of leadership on the human follower. Resultantly, by the leader's presence, supporters abandon lower-level principles in favor of higher-level values that benefit the organization overall effort. Bennis and Nanus (1985) are interested in transforming an organization by elevating each human follower to self-leadership in the pursuit of a collective goal. They looked at 90 different leaders to see if they led.

Organizational performance is linked to many factors. Tichy and Kouzes (1989) focus on the organizational level, with a predominant stress on facilitating transition and responding to the external world, while Kouzes and Posner (1989) focus on the individual level.

De Vanna (1990) focuses on transformational leadership as a way of transforming the organization. Transformational leadership, on the other hand, is ultimately concerned with changing the beliefs and attitudes of the followers. This influence has the effect of empowering individual followers to help with overall organizational change (Yukl, 2004, 58).

1.4.2 Characteristics of Transformational Leaders

The most common characteristics of transformational leaders are:

1. In this type of leadership, individuals have the same ability to influence their supervisors and counterparts as they do their subordinates.

2. Transformational leadership is based on the ideals and personal convictions of the leader. However, no commodities are traded between supervisors and subordinates during this process.

3. Profound personal ideals (such as justice, dignity, loyalty, and honor) empower such leaders. These were the ultimate principles of Burns' mind. Ultimate ideals are such that they cannot be bartered or exchanged.

4. Transformational leaders promote peace and solidarity within their followers by delivering supreme values as personal expectations. More specifically, they arrange improvements in objectives and personal convictions of followers in line with organizational goals (Eskandari, 2014, 102).

5. Transformational leadership comes from the heart and mind and demonstrates it.

6. Transformational leadership has a point of view that connects it to ambition and meaning. A transformational leader encourages his or her feelings to communicate with others in a manner that goes beyond the ego, through the depths of their being.

7. Transformational leadership is concerned with the personal engagement and engagement of employees. It's all about having a caring workforce, knowing what they want, and how you can assist them.

8. The term "transformational leadership" refers to the use of the intellect to achieve tremendous influence. The mind becomes inquisitive, receptive to new thoughts, and continuously learns something (Steven Corey, 2007, 10).

1.4.4. Transformational Leadership Experts

To distinguish between leaders who have strong motivational ties with their followers and subordinates and those who rely only on transformational leadership involvement to accomplish outcomes, Burns (1978) established the transformational leadership idea. Transformational leadership is a method of developing equitable power relations between leaders and followers to achieve a common objective or substantial change. Transformative leadership is a technique for cultivating transformative leadership commitment.

Setting business goals and motivating employees to meet them. Transformational leadership aids and encourages followers to optimize their imagination and self-actualization levels to encourage team, communal, and corporate aspirations. A transformational leader inspires everyone in the organization to develop (Arabiun et al., 2014, 57-56).

1.4.5. Antecedents of Transformational Leadership

A variety of effects upon transformational leadership were established over the last decade. The investigated antecedents may fall into three groups: those associated with the leader, those associated with the supporter, and those associated with the condition. The majority of research stressed upon the effect of a leader's traits on the transformational leadership (Peterson 2008 and Ilies, 2010).

However, recently, two large-scale meta-analyses focused on dispositional and generational antecedents were published. Women are more likely than men to demonstrate transformative leadership characteristics, according to Eagle, Schmidt, and van Engen (2003), albeit the difference is small.

Extraversion was the best indicator of transformational leadership, according to Bono and Judge (2004), though all of the considerable 5 characteristics, but not conscientiousness, are strongly linked to transformational leadership.

Premature childhood memories in terms of a stable attachment style (Popper, & Castelnovo, 2000), and inner position of control are two other person variations factors shown to carry a positive effect on the transformational leadership (Howell, 1993, 214), emotional intelligence (Barabuto, 2006,90), and impression management (Avolio, & Jung, 2002, 45). Skepticism (Rubin, & Baldwin, 2004), motivation (Barabuto, 2005), and a positive mood (Chi et al., 2011) have also been connected to transformational leadership behavior assessments.

The leader's potential to demonstrate transformational leadership behaviors is influenced by the followers' well-being (Nielsen, , 2008), personality (Bono, & Yoon, 2012), and self-development requirements (Dvir& Shamir, 2003). However, both of these lines of inquiry, which focus on either the leader or the follower, have difficulty identifying difficult-to-change human traits or behaviors (Nielsen & Cleal, 2011, 126).

The research of Avolio& Bass, (1995), which emphasizes upon situational or historical effects on transformational leadership, was understudied in leadership studies. For a long time, the significance of meaning has been theorized, with the idea that the organizational system can show a role in the appearance of transformational leadership (Pawar& Eastman, 1997, 99).

In the earliest research, hierarchical decision-making and coordination were noticed to have a detrimental impact on transformational leadership ratings (Wright &Pandy, 2010, 23). Furthermore, according to Walter and Bruch (2010), organizational scale and centralization, as assessed by the concentration of decision-making authority, are adversely linked to the transformational leadership environment. Formalization in the form of on paper-rules, processes, and norms, on the other hand, projected favorable transformational leadership ecology.

Nielsen and Cleal (2011) found that transformational leadership behaviors could be shown regardless of the situation or the leader's job environment. Working environments marked by emotions of meaningfulness and strong cognitive expectations were strongly linked to self-ratings of transformational leadership, as were circumstances where leaders expressed in charge and those that were cognitively demanding. These studies suggest that the nature, circumstance, and culture of an organization are all important factors.

While it is clear that the context affects the development of transformational leadership, further research is required to improve our comprehension of contextual impacts upon transformational leadership. As a result, the study investigates the barriers to demonstrating transformational leadership behaviors in social support agencies.

1.4.6 Factors of Transformational Leadership

Transformational leadership, according to Balyer (2012, 170), can be categorized into four categories. The first aspect is how transformative leaders energize and inspire their people. This trait, also known as inspirational motivation, relates to a transformative leader's capacity to lead by example in the workplace. Transformational leaders must be viewed as individuals who follow their advice to be effective. The transformational leader is exempt from the rules imposed on followers.

Transformational Leadership also includes the leader's charisma. The leader must have enough charm to inspire followers to support the organization common goal. If the leader does not set an example and lacks charisma, the effects of transformational leadership may be lost on the followers of a given company (Nielsen, 2011, 44).

Transformational Leadership second characteristic is individualized attention. This component of Transformational Leadership emphasizes the value of connections. These connections and links are what allow leaders to acquire followers' confidence. Maintaining close ties with followers also leads to deeper knowledge, helping followers to see why a leader acts a specific way and how adopting similar habits might help the company achieve its objectives (Nielsen, 2011, 34).

These ties are advantageous to both parties. Transformational leaders, for example, must be able to provide a sense of trust and understanding to their followers if they are to gain their trust and understanding.

Transformational leaders and their organizations will create a bond if they can grasp their unique conditions and challenges as employees. As a result, transformational leaders' behaviors and attitudes will become even more powerful. Furthermore, transformational leaders will be better able to identify how to effectively employ each individual's strengths and talents for the organization success if they have a deeper knowledge of each follower (Balyer, 2012, 78).

Idealized influence is the third facet of Transformational Leadership. This aspect is similar to the first in that it focuses on the ability of the leader to lead by example. This element is concerned with the leaders' moral authority as well as how idealized they become in the thoughts and perspectives of the organization's members. Leaders must guarantee that their activities are ideal for their followers, giving them something to aim for and therefore influencing their behaviors and attitudes for the organization's benefit and success (Balyer, 2012, 104).

Intellectual stimulation is the fourth ingredient of transformational leadership (Cleal, 2011, 59). The transformational leader must understand the needs of followers to grow and develop inside the organization. As a result, transformational leaders must be able to engage and push their followers intellectually by allowing them to participate in discussions and activities that demand them to come up with new solutions or apply themselves in unique ways. As a result, a transformational leader must be well-versed in the abilities of his or her followers. This is related to the second component of Transformational Leadership, which emphasizes the significance of the leader's relationship with his or her followers.

These relationships are the only way for leaders to understand their followers' particular skills and talents. The leader will be able to better allocate work to followers as a result of this information, and followers will be able to improve their skills and encourage growth and development as a result of this knowledge. Transformational leadership is a management style that educates subordinates on the importance of the organization's ultimate objective, encouraging them to go above and beyond their normal tasks (Avolio et al., 1999, 316).

In the transformational technique, leaders are characterized as change agents who propose future visions. This phrase refers to how people in society think about what leadership requires (Northouse, 2009, 69). Leadership, according to transformational models, is a two-way street between followers and leaders. In contrast to other methods of leadership, Transformational leadership places a strong emphasis on the needs of the followers. The extrinsic motivation of subordinates is the emphasis of Transactional Leadership.

The transformative method, on the other hand, goes a step further and focuses on the desire for and growth of followers (Avolio, 1999). Transformational Leadership has a favorable influence on followers' happiness, motivation, and performance, according to the Multifactor Leadership Questionnaire (MLQ), and maybe employed in a range of scenarios.

To bear in mind, it's crucial to remember that "transformational leaders not only manage structure but also purposefully affect culture to alter it" (Harris, 2003, 27). Transformational leadership entails a partnership between leaders and followers who have the same goal. Transformational leaders may inspire people to think beyond their self-interests and have a significant and amazing impact on them. (Robbins & Judge, 2005, 254).

According to Robbins & Judge, (2005), transformational leadership fundamentally convinces followers to put their interests aside for the greater good, vision, and mission

(a) Growing a common vision among stakeholders.

(b) Developing subordinates into leaders.

(c) Sharing leadership duties.

(d) Inspiring subordinates to reach organizational goals are all transformational leadership characteristics

(e) Encouraging teachers and staff to strive for continual improvement.

Evans' findings backed up Kouzes and Posner's five outstanding leadership practices: (a) leading by example; (b) inspiring a shared vision; (c) challenging the process; (d) enabling others to act; and (e) encouraging the heart. The Full-range Leadership theory was created by Bruce Avolio and Bernard Bass in 1991. One of the leadership styles is Transformational Leadership.

To encourage people to put out a high degree of effort and performance, transformational leadership is required (Lee, 2005). The four elements of Transformational Leadership, (a) idealistic influence, (b) inspiring motivation, (c) intellectual stimulation, and (d) customized concern, combine to generate employee performance that exceeds expectations (Hall, Johnson, 2002). In the realm of education, several academics have backed transformational leadership, calling it one of the most successful leadership styles (Adams, 2005, 97).

As a result, leaders assist their followers in growing as individuals. A leader who requires project management is an illustration of this. Rather than handling it personally, he appoints one of his employees as project manager. This encourages the subordinate to take on greater responsibilities. As a result, improve. There have been several scholarly papers produced and further research studies performed particularly on Transformational Leadership ideas and how they apply to the educational context, as well as the function of the principal. The education and experiences of today's principals inform their job.

Standardized test scores are used to assess student success every year, and the results are used to determine whether schools are performing as expected. Schools that frequently perform poorly are placed in government-mandated educational reform programs. As a result, principals are under a lot of pressure to make sure that their school academic performance meets state standards (Butler, 2008, 135).

1.4.7. Transformational leadership theory

Weber's research of charismatic leadership, which claimed that charismatic leaders' influence was dependent on their being considered to possess distinctive qualities that set them apart from others, is at the heart of transformational leadership theory. Those leaders appeared in periods of crisis and inspire others to join. Mahatma Gandhi, Martin Luther King, and even Adolf Hitler are examples of such leaders (Hughes et al., 2006, 145).

In 1978, James Burns coined the term "transformational leadership." He looked at American political leaders and said that they may be described in two ways: Transformational and transactional leadership were two forms of leadership he regarded as opposed. With their followers, transactional leaders have an exchange connection. Money would possibly be swapped for production, praise for devotion, or promises for votes, but the relationship between the leader and the follower is permanent. There is no deeper link between the leader and the follower. According to Burns, achieving transformation required a new leadership style and transformational leadership. The transformative leader appeals to his or her followers' ideals and desire to be a part of something larger. They can persuade their supporters to join them by highlighting the flaws in the existing circumstances or status quo offering an enthralling view for the future reflecting the ideals of supporters. Leaders motivate their employees to go above and beyond to achieve their objectives are transformational (Riggio, 2006 and Hughes, 2006, 166).

Since Burns conceived of transformational leadership, a variety of notions emerged in his wake. Other theorists such as Bass (1985) and Tichy and Devanna (1986) have provided their interpretations.The most well-known and extensively used of them are Bass' transformational and transactional leadership theories (Yukl, 1999, 79). Unlike Burns, Bass considers transactional and transformational leadership to be two distinct aspects in which a leader may be both transactional and transformative at the same time, but to varying degrees. Unlike Burns, who believed that leaders ought to attempt for transformational leadership, Bass believed that leading persons are able and ought to be transactional and transformative as well and that a blend of the both is more efficacious.

Furthermore, transformational and transactional leadership, according to Bass, should be complementary. As a result, in addition to the variance accounted for by active transactional leadership, transformational leadership should and does account for different variations in performance assessments (Bass &Riggio, 2006, 176).

Transformational leaders, for Bass (1985), demonstrate 4 sorts of acts that support followers to soar above expectations by transcending self-interest: Influence that is shown in a positive light when a leader behaves as a role example and earns the confidence and pay regard of his or her followers, he or she wields power. Inspiring inspiration is described as communicating a compelling future vision and hoping that followers would realize more than they ever imagined and, in the end, achieve that goal.

To be intellectually engaged, followers must be encouraged to question assumptions, rethink issues, take chances, develop new methods of working, and be innovative. Lastly, the thoughtful leader devotes period of time to coach and pay great consideration to each follower's requirements and growth.

In contrast, Bass and Avolio's Full Range of Leadership paradigm (Avolio& Bass, 1991,145) distinguishes among transactional leadership behaviors (contingent incentive and management-by-exception), as well as laissez-faire or non-leadership, as seen in Figure 1.3. They also created the Multifactor Leadership Questionnaire (MLQ), a test to assess the model's many features.

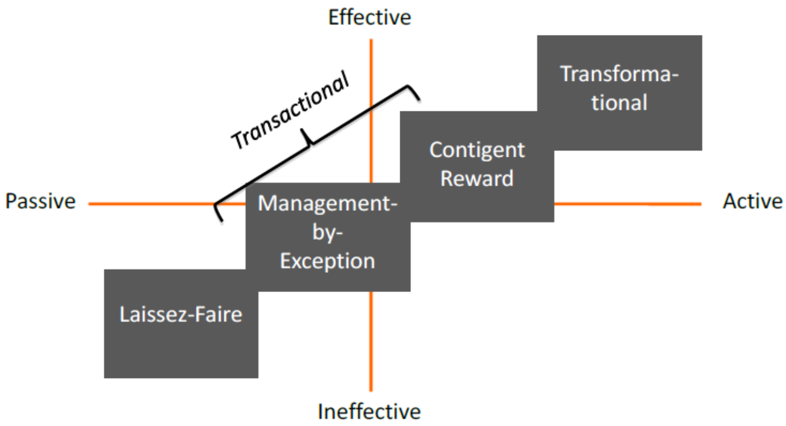

Figure 1.3: Leadership Model

Source: Bass &Riggio, 2006.

When likening appealing and transformational leadership, transformational leadership experts frequently assert that charisma is only a small part of what makes a leader transformative and that idealized influence and stirring motivation are frequently blended into a single sub-scale indicating charisma. (Bass & Riggio, 2006, 129).

Others believe that transformational leadership could be more ethical or moral than charismatic leadership since the visions of transformational leaders must always be based upon the followers' requirements. However, charismatic leaders' views are just as likely to be driven by their own goals (Hughes et al., 2006).

More contemporary interpretations of charismatic leadership (e.g., Conger &, 1998; House & Shamir, 1993) have embraced a wider perception that has to do with transformational leadership than Weber's relatively narrow definition of charisma (Kanungo, 1998; Shamir, 1993).

1.4.8. Outcomes of transformational leadership

Since 1990, transformational leadership has received more research than any other main leadership theories combined (Judge & Piccolo, 2004). According to this research, transformational leadership has a significant impact on the criterion of interest. Lowe and Kroeck (1996) revealed that transformative leadership was positively associated with subordinate effectiveness in the first meta-analysis of 39 studies employing the MLQ. Although there was a positive link between the criterion and the dependent reward, the results were less strong and consistent. With a few exceptions, five subsequent meta-analyses mainly corroborated similar findings.

In addition to performance, Cross (2000) looked at extrinsic factors including initiative, work satisfaction, and motivation. A meta-analysis by Fuller, Patterson, Hester and Stringer (1996) focused exclusively upon the charisma (idealized impact) the MLQ sub-scale and found comparable findings. They also discovered that when studying leadership and success at the person vs. group level, the relationship to performance differed, with "results indicating an effect size at the group level of research that is twice in magnitude compared to the impact size at the individual level" (DeGroot et al., 2000, 363).

Lowe et al. stated that meta-analysis, which included both leader and job satisfaction and supported earlier results, was revised and enlarged by Dumdum, Lowe, and Avolio (2002). A meta-analysis by Judge and Piccolo (2004) confirmed earlier findings. They attempted to resolve a long-standing disagreement concerning the distinction between inspiring and transformative leadership. Overall, there was no distinction between inspiring and transformative leadership in terms of legitimacy.

They also discovered that the varieties in relevance among transformational and contingent-reward leadership were minor. In business contexts, contingent-reward leadership had rather greater associations with follower job satisfaction, follower morale, and leader work efficiency. In research contexts where stronger test designs were utilized, however, the validity of transformational leadership was larger and more robust.

Transformational leadership was found to predict success at all levels of research, including individual, party, and organizational, according to Courtright, and Colberg (2011). When comparing these meta-analytic results, it appears that the impact sizes on efficiency are typically smaller than those on the attitudinal and motivational outcomes of follower. In other words, it appears that transformative leadership has a bigger influence on attitudes of employees and morale than on staff performance.

In addition to these meta-assays, fresh research has attempted to relate transformational leadership to additional desirable outcomes. Several researchers have looked at the impact of transformational leadership on employee behavior and psychological states, and they have consistently shown a link between loyalty and transformational leadership. (e.g., Rothe, 2010), empowerment (e.g., Barroso 2009) self-efficacy (e.g., Salanova, 2011), and identification (e.g., Kark, Howell, 2012).

Transformational leadership has also been connected to employee's happiness. Skakon et al. (2010) found a significant link between transformational leadership and enhanced emotional well-being, job satisfaction, and reduced stress and burnout among workers in 12 out of 13 investigations. Only one research concluded that transformative leadership and fatigue are unrelated. (Vandenberghe, 2001, 417).

Lower rates of task withdrawal and organizational violence have been reported in studies on the link between transformational leadership and organizational identification and employee behavior (Walumba& Lawler, 2003, 277).

There have been a lot of studies done on the impacts of transformational leadership on creativity, and the bulk of these studies back up the idea that transformational leadership improves creative efficiency (Jung, 2001, 29).

Several longitudinal studies on the influence of transformational leadership on community structures have concluded that transformational leaders enhance group potency (Bass & Korsgaard, 2002), group cohesion (e.g., Bass et al., 2003), and collective efficacy (e.g., Bass et al., 2003). Those results are not definitive, but they do indicate the necessity for revolutionary leadership.

1.4.9. Ethical criticisms of transformational leadership

According to the researcher's leadership notions, transactional leadership is based on transformational principles, and transformational leadership is invigorated and motivated by an inward ethical heart. Even though transformative leadership has been regarded as morally mature leadership, its ethics have been questioned. Kuhnert and Lewis (1989). Moral edifying, according to Burns (1978), is "the process of raising the morale of believers."

Meta-analytical data backs up the generalizable findings. Transformational leadership, according to Kroeck (1996), is more powerful, long-lasting, creative, and gratifying to followers than transactional leadership. People's unspoken leadership ideals should be transformative, not transactional (Avolio& Bass, 1991, 231). On the other side, there has been discussion on the ethics of transformative leadership.

It's been a while Transformational leadership, It was argued that when perception control is required, it (i) lends itself to amoral puffery; (ii) is incompatible with organizational learning and growth that emphasizes mutual leadership, equity, consensus, and participatory decision-making; and (iii) stimulates supporters to go above and beyond their self-interest for the benefit of the organization, even emotionally engaging followers in pursuit. (Stevens, and Victor, 1995, 69).

1.4.10. Morality and value of transformational leadership

The literature on transformational leadership, according to Steidlmeier (1998), is tied to both the old literature on morality and moral character, as illustrated by Socratic and Confucian typologies, and the literature on transformational leadership.

The three primary themes on the current Western ethical agenda are liberty, utility, and distributive justice. Transcendence, agency, confidence, attaining merit congruence, voluntary involvement, influence, persuasion, and corporate governance are explored with deception, sophistry, and presence. Governance establishes the strategic and moral cornerstones of true transformative leadership.

According to Yukl (1989) "Burns believes that transformational leadership can be demonstrated by everyone in the organization in either capacity." It can entail individuals. Peer and supervisory influence, as well as subordinates it can be seen in average people's daily activities, but it is neither ordinary nor normal. Transforming leadership carries grave but always understood normative ramifications," according to Burns (1984).

As a consequence of such leadership, people's expectations are raised both the leader's and the follower's degree of civil decency and ethical aspirations as a result, it has a transformative impact on both (Burns, 1978, 163). According to Burns, such leadership is a dynamic one is described as when a leader engages in a connection with supporters who feel 'elevated'.

Burns saw the transition as necessary and elevating, promoting what was good for the persona and the polity rather than bad. Hitler, according to Burns, was not a transformational boss. Germany remained shifted, even though the leadership was unethical, barbaric, and incredibly costly in terms of life, freedom, land, and the environment. According to Burns, transformational leadership is spiritual in nature. Nonetheless, according to Bass (1985), transformational leadership does not have to be spiritual to be effective. Hitler's leadership, he said, was ineffectual. It is transformative, even if it is depicted as having bad objectives rather than beneficial ones. Bass (1985) said "We focus on the visible shift in followers and infer that the same patterns of the leader's conduct will be helpful in the short and long run," or the followers' expense ". What counts to Bass (1985) is that "the leader's success changed the followers' attitudes and behavior."

1.5. Transformational Leadership In Education Sector

There have been several attempts to research the importance of transformational leadership in higher education institutions. The majority of these attempts focused on school leadership and its effect on teachers. Transformational leadership is appropriate for schools when they are responsible for change and student success.

Additionally, transformational leadership assists staff in learning innovative tactics, establishing new school values, and preparing employees to accept reforms and new norms that transform the school's community (Simsek, 2013). The role of the principal is not limited to providing conducive atmosphere for students' successes or framing syllabuses and lessons.

Over time, the leadership of educational institutions has become a very important aspect in brand building and creating conducive atmosphere for the advancement of learning. Transformational leaders have the potential to persuade organizations to succeed. Hallinger proposed the first widely known three-dimensional model of transformational leadership in educational institutions in 2000.

Transformational Leadership in Higher Education: Previous Research Transformational leadership is needed in higher education to achieve the necessary adaptations to address the ever-changing external and internal world. The application of entrepreneurship to the public sector is one of the main reasons. Higher education institutions are working hard to respond to developments in their economic and operational environments.

This is supported by the declining patronage of traditional college funding sources over the past two decades. As a result, the primary goal of the short-term and regular emphasis has turned away from educating students and toward institutional business growth (Perrewe, 1995; Gous, 2003; &Sitkin, 2013).

Furthermore, according to Hoy and Wool folk, transformational leadership is focused on teachers' favorable work outcomes, such as job satisfaction. In other words, transformational leadership does not explicitly add to the progress of one's particular teaching in advances in Economics, Business and Management Research.

Other observational research suggests that a principal's action has a direct impact on teachers' job experience, effort, and dedication to reform (Leithwood & Jantzi, 2002). In addition, Ross and Gray explored the teacher's mutual impact of effectiveness and engagement, in addition to the part of transformational leadership on teachers' commitment, which was assessed collectively in a survey of 3,074 teachers from 218 elementary schools in Canada in 2006. They discovered that transformational leadership has a strong impact on teachers' engagement and collective efficacy.

Transformational leaders, according to Bass and Avolio (1994), concentrate on building organizational change capability. Transformational executives, according to Bennis and Nanus (1997), use their expertise to sharpen their staff's skills and awareness. According to Hall, Johnson, Wysocki, and Kepner (2008), this technique will assist school officials in becoming exceptional leaders.

According to Leithwood and Jantzi (2000), transformational leadership has seven dimensions in the school setting. It is concerned with the school's vision and priorities for its construction. Intellectual stimulation, individualized guidance, demonstrating the organization's best practices and values, high academic expectations, a positive school community, and facilitating participation in decision-making.

Several hypotheses suggest transformational leadership practices have a positive impact on a person's ability to teach. As a result, it has an indirect impact on other aspects including work satisfaction and loyalty. Since the mid-1990s, several researchers have focused on the impact of transformational leadership in education (Woolfolk Hoy & Davis, 2006; Nir& Kranot, 2006). According to Fullan (2001), an increasingly diverse culture necessitates more nuanced leadership. As a result, Lewis Goodman and Fandt (1998) assumed that if school managers were to be innovative leaders in their school D, they must be able to respond to the demands of a constantly evolving world of work.

Transformational Leadership in Higher Education: Current Research Undergraduate, master's, doctoral, vocational, and specialty programmers are all part of the higher education system. Through the adoption of Tridharma and Tinggi, the duties of education are to build talents, personalities, and a dignified culture to achieve the nation life goals of creating an imaginative, sensitive, artistic, qualified, successful, and cooperative academic society. Leaders must inspire their employees to enhance their success to optimize their execution.

In a study, Shahmandi et al. (2011) urged university presidents to improve their organizational skills for their organizations to succeed and thrive. Leadership experience, listening skills, analytical abilities, and technical competence are among the competencies.

The four levels of leadership competencies were defined by Yang (2005). Personality and temperament, personal experience and expertise, managerial ability, and social justice competence are the four areas to focus on. Deputy Chancellors selected by universities, according to Bargh, Scott, and Smith (1996) and Rowley (1997), are typically leading scholars with no advanced qualifications outside their scholarly skills, accomplishments, and experience. Nonetheless, they must contend with emerging problems in higher education. Successful university leaders grow to be more transparent with those metrics and activities, according to Bryman (2009) and Gibbs et al (2009).

According to Middlehurst et al. (2009), leaders encourage followers by sharing a common vision for the future. The notion of a super leader and division of authority was replaced by continual and consistent oversight of transformational leadership. Transformational leadership is well-suited to higher education, according to Anderson and Johnson (2006) and Bolden (2008), it emphasizes the collective responsibility and thereby strengthens the current organizational system of higher education. According to Martin et al. (2003), transformational leadership has a direct link to the consistency and outcome of learning processes.

Higher Education Transformational Leadership organization is called a learning system if its effectiveness is dependent on the skill of its leaders. Transformational leaders are those who "dig simple and workable solutions to solve challenges" while developing and communicating strategic visions and plans. They are concerned with the level of service provided by their organizations and encourage all participants to do the same (Swail, 2003, 219). As a result, transformational leaders promote growth and progress by mobilizing their organization potential for continuous learning (Garrat, 1987). Breakthrough leadership is a style of leadership behavior that incorporates and perfects the previous ideas of transformational leaders as breakthrough leaders because leaders with those traits have the potential to make massive improvements to people and organizations.

This can be accomplished by changing the characteristics of people within the organization or by enhancing the organization as a whole, beginning with the process of innovation, and updating the organization structure, procedures, and principles to make them improved and more important.

This is achieved in a manner that is both interesting and daunting for everyone involved, as it attempts to achieve corporate objectives that have already been considered difficult to achieve. This style of leadership does not focus only on the use of force to accomplish objectives; it also has a positive impact on the members of the company. Research in Economics, Business, and Management, The bond between management and employee is improved by transformational leadership. It offers direction for employee success as a person or as part of a team. As a result, transformational leadership can be seen to have a positive impact on success. It enables followers to win leaders' confidence, admiration, allegiance, and respect, motivating them to go beyond and beyond (Swail, 2003, 67).

According to Bass, leaders influence and inspire their supporters by:

1. Raising their awareness of the value of their roles,

2. Persuading them to put the needs of their team or company ahead of their own, and

3. Encouraging them to put the needs of their team or organization ahead of their own.

4. Providing for their more complex requirements.

Followers would be more motivated to do well as a result of transformational leadership. In universities, deans or rectors are the founders in this regard, while lecturers are the followers. Good developments are brought on by transformational leadership and it allows the authority to be transferred so that lecturers can collaborate and use their expertise to complete their assignments effectively and fulfill themselves in terms of efficiency and success.

2. THE ORGANIZATIONAL IDENTIFICATION

2.1 Critical Review Of Organizational Identification

The concept of organizational identification dates back to a 1970s study of organizations. (Ashforth, Harrison, and Corley, 2008). With the passage of time the concept oforganizational identification, the notion increased in popularity and acceptance.

The degree to which a member feels associated with the organization, well-known concept of self-identification, is what qualifies as self-identification. People are driven to increase their self-worth, as seen by the self-enhancement incentive. People may create groups or categories based on social categorization and social comparison that put members of one group against those of another in order to improve their self-esteem (Tajfel & Turner, 1986). People classify themselves as members of a certain social category or group. Consider the phrase "I attend Kobe University." The evaluation of social groupings or categories by members against those who do not belong is referred to as societal contrast (Hogg & Abrams, 1988).

The deciding factor, according to the findings of the Organizational identification research, was based on social identification theory. Hameed, Riaz, and colleagues (2016) looked at whether external corporate social responsibility and external corporate social responsibility improved organizational identification. The moderate/mediated mechanisms of organizational identification have also been the topic of current research.

In the past, dis-identification was a novel idea in organizational identification researchs (Dukerich, Kramer & Mclean-Parks, 1998). To boost their self-esteem, misidentified people seek to separate themselves by socially categorizing and comparing themselves to others in their in-group. As one might expect, previous organizational identification studies have had career ramifications. As a result, organization-oriented jobs are theoretically acceptable since organizational identification partially supports them, while dis-identification can explain vocations with no boundaries between groups. Finally, persons who value organizational identification may feel that seeking and preserving that identification boosts their self-esteem, motivating them to seek work in organizations.

In contrast to the persistence of many organizational identification theories, organizational identification has achieved consensus on its conception. The organization serves as a potentially prominent social category with which individuals might identify (Hogg & Terry, 2000). Organizational identification happens when workers experience oneness with their employer and believe they are a part of it. As a result, organizational identification refers to the degree to which an organizational member defines oneself or herself in terms of his or her organizational membership. Employee and organizational outcomes such as low turnover intention, organizational citizenship behavior, employee happiness and well-being, and employee performance may all be influenced by organizational identification (Ashforth, et al., 2008; Riketta, 2005).

A number of prior evaluations of the literature on organizational identification have been performed. Rather than examining identifications at other levels, such as relational identification with leaders, occupation/profession, or identification with work units, work groups, or work teams, we focus on some new advances especially in organizational identification(Johnson, 2012). From the viewpoints of leadership and social interaction, we are particularly interested in the performance consequences of employee organizational identification and the causes of employee organizational identification. We also go over the research on organizational identification in non-traditional work settings.

2.2. Organizational Identification In Modern Contexts

Organizations do not exist in a vacuum. The evolving nature of companies opens us new avenues for research on employee organizational identification. Mergers and Acquisitions (M&A) is a catalyst for significant transformation in a business, with ramifications for employee organizational identification. Employee emotional attachment (such as organizational identification) is frequently jeopardized by mergers and acquisitions, particularly for personnel from the lower status partner. A sense of continuity has been demonstrated to be crucial to post-merger identification. organizational identification is adversely correlated with uncertainty about the organization's future and job insecurity (Ullrich, et al., 2005). Employees of the dominant party in a merger have a stronger correlation between pre-merger organizational identification and post-merger organizational identification, as evidenced by the stronger correlation between pre-merger organizational identification and post-merger organizational identification for employees of the dominant organization. However, with time, this strong pre- and post-merger organizational identification link fades (Gleibs, & Noack, 2008).

The disparity between the two merging organizations may have a detrimental impact on the post-merger organization, particularly on the dominant organization's workers (Van Knippenberg, et al., 2002). Recent study shows, however, that the perceived necessity of mergers and acquisitions may mitigate the detrimental impact of a feeling of discontinuity on post-merger organizational identification by reducing ambiguity (Giessner, 2011). Employee organizational identification impacts the emphasis of workers' worries about organizational change . Employees with a greater level of organizational identification are more likely to care about the change process, whereas employees with a lower level of organizational identification are more concerned with the change results (van Knippenberg, et al., 2006) .

In virtual environments, organizational identification is important. The virtual work environment has emerged as a new setting for understanding employee organizational identification as a result of the revolution in information technology and its application to work and organizational design. There are certain different key antecedents of employee organizational identification in the virtual setting, according to research, In such a situation, organizational identification is very crucial for organizational performance (Bartel,& Wiesenfeld, 2012).

Virtual employees' demand for connection and perceived work-based social support are both positively associated to their organizational identification, although these two characteristics tend to compensate for each other in predicting organizational identification. In virtual organizations, social capital development has also been proven to be crucial for members' organizational identification (Davenport & Daellenbach, 2011). Physical isolation, according to recent study, explains low organizational affiliation among virtual employees since it decreases their felt respect from the business (Bartel, et al., 2012).

While future research should continue to focus on existing achievements in organizational identification, some under-researched areas of the field deserve special emphasis. Employee performance and organizational identification The comparatively minor influence of organizational identification on employee performance implies that this connection may have some important boundary requirements.

The possible moderators might be connected to the person or the situation. Employee performance is influenced by organizational identification because workers with higher organizational identification are more "motivated" to put more effort into their job but may not have the "capacity" to do so. As a result, possible salient modifiers may be connected to (a) whether workers feel their individual performance has an impact on the organization's overall success, and (b) whether they are (or believe they are) equipped or empowered to produce improved job performance. As a result, we anticipate that psychological empowerment, self-efficacy, core self-evaluation, or other comparable psychological states will amplify the impact of organizational identification on employee performance. Contextual variables may also have an influence on employee performance when it comes to organizational identification.

Organizational identification and leadership despite the growing number of studies looking at the influence of leadership on organizational identification, there is still a paucity of research and many unanswered questions. Individual variations or environmental circumstances, for example, may influence the impact of leadership on employee organizational identification.

Those who are more susceptible to social influence (e.g., pleasant) are also more likely to be influenced by leadership when it comes to creating corporate identification. Only a small number of leadership styles have been studied in relation to the influence of leadership styles on employee organizational identification (transformational leadership). Other leadership styles, such as ethical leadership, servant leadership, paternalistic leadership, shared leadership, directed leadership, and so on, should be studied in the future. Third, previous research on organizational identification and leadership has mostly focused on direct supervisors or team leaders. Future study should look into how different degrees of leadership impact employee organizational identification at different levels of the organization's structure.

organizational identification is influenced by employees' perceptions of the organization's status and identification, according to previous research, which found that when an organization is perceived to be more attractive, employees are more likely to develop stronger organizational identification. The rising agenda of corporate social responsibility, and therefore its implications on workers' organizational identification, might be linked to this perceived organizational attractiveness. In both strategic management and consumer research, corporate social responsibility has taken center stage.

In the formation of employee organizational identification, research on top-down processes emphasizes the roles of the organization, the setting, and the relationship between the organization and its members. Employees' propensities for organizational identification may differ depending on their personal dispositions. There is a scarcity of research in this field. It's especially surprising to discover a paucity of study on the influence of employees' personality characteristics on organizational identification. Employees who are more agreeable are more likely to have higher organizational identification because they are more likely to agree with the organization's practices, processes, and rules, as well as their leaders' actions. Because neurotic individuals are more prone to feel unpleasant emotions at work, they may be less inclined to identify with their businesses. Is it true that introverts and extroverts are more or less inclined to identify with their workplace? In terms of the match between organizational personality and individual personality, it may rely on the nature of the organization and the job. Is it more or less probable for people who believe in entity or incremental views of human nature or the world to identify with their organizations? In contrast to incremental theorists, entity theorists think that human nature or the social environment is more fixed than changeable (Dweck, Chiu, & Hong, 1995).

As a result, entity theorists may perceive greater future stability in an organization's status, implying that they are more inclined to identify with their workplace than incremental theorists. All of the aforementioned potential links should be empirically tested and further theoretically developed.

Employee identities and organizational identification have a variety of personal and social identities that are not generated from their employment. Indeed, new research on the interplay between organizational and professional identification in understanding professional employees' actions throws some light on this problem. Professional identification and organizational identification, for example, have been found to influence the extent to which professional workers (medical doctors) are receptive to their administrators' social influence (i.e., whether the doctors believe the administrators believe they should adopt a new behavior) in adopting new workplace technology. In the context of implementing secure communications, (Hekman et al. ,2009)

Organizational identification motivations and self-concept orientations Employees identify with an organization for two self-concept motives: self-consistence/continuity and self-enhancement, according to traditional organizational identification research. However, very little empirical study has looked at how the two motivations may influence employee organizational identification growth or how organizational identification influences employee attitudes and actions. Employees' motivations for organizational identification are diverse, according to recent theoretical advancements, includes self-awareness and self-improvement, as well as anxiety reduction and customized belongingness .

They also imply that employees with various identification orientations their proclivity to conceive of themselves as individuals in relation to others or in terms of groups (Brickson, 2012; Flynn, 2005) might acquire organizational identification for a variety of reasons. Employees' identification orientations have lately been postulated to influence how they engage in social comparisons between the identification of an organization and their real and expected identities, affecting their organizational identification.

2.3. Performance Outcomes Of Organizational Identification

A major study topic is determining the influence of organizational identification on employee performance. There is a moderate positive association between organizational identification and employee performance, according to previous meta-analyses (Riketta, 2005). Indeed, recent research has discovered that organizational identification is linked to task and job performance. Employee creativity, for example, has been the subject of recent study on the influence of corporate identification on specific employee performance or performance-related behaviors. Employee creativity is defined as the creation and expression of new and unique ideas for enhancing task and organizational efficiency and effectiveness (AmabileLazen, & Herron, 1996).

Employee creativity has been studied and shown to be significant for corporate innovation and performance to some level. Employee organizational identification is important in understanding employee innovation, according to recent study. It has been discovered that organizational identification has a beneficial influence on employee creativity (Hirst, van Dick, & van Knippenberg, 2009; Madjar, Greenberg, & Chen, 2011). Employees are more likely to commit more creative effort, and therefore higher creativity, to their job when their self-interest and the organization's interests are aligned, according to theoretical theories of organizational identification. According to Hirst et al. (2009), creative effort mediates the impact of employee organizational identification on employee creativity, implying that one important mechanism of organizational identification's impact on employee creativity is employees' willingness to put in more effort to improve organizational and task performance.

The impact of organizational identification on financial success is far less explored than personnel performance. This might be attributed in large part to data access issues. Two recent studies have found that aggregated organizational identification has a favorable influence on financial performance at the organizational level. According to Homburg et al. (2009), staff organizational identification has a beneficial impact on travel agency financial performance because it improves customer happiness and identification with the organization, which in turn influences consumer loyalty and willingness to pay. In a similar study, Weiseke et al. (2008) discovered that both employees' and sales managers' organizational identification is positively related to their business unit's financial performance. Nonetheless, there is a scarcity of research on the influence of employee organizational identification on company financial success. Although the literature provides some preliminary positive evidence and identifies some positive impact pathways, more study is needed to uncover other mechanisms and boundary conditions.

2.4. Leadership Antecedents Of Organizational Identification

Organizational identification has historically been thought to be influenced by organizational variables pertaining to perceived organizational identification traits (e.g., beauty, external image, etc.). Employees are more inclined to identify with a beautiful business because it improves their self-image, according to the general rationale supporting these benefits. However, this method to organizational identification growth is impersonal and rigid. Recent study has discovered that a range of more dynamic, interactional, and interpersonal variables, such as leadership and social exchange characteristics, improves employee organizational identification.

Leaders have the ability to alter followers' identities, including organizational identification (Avolio, Walumbwa, & Weber, 2009). Employees' immediate supervisors play a vital role in their day-to-day work life. As a result, employees' perceptions of their work organization's connection and social identifications may be influenced by their leaders' actions. Employee organizational identification has been linked to a variety of leadership styles, including transformational leadership (Carmeli et al., 2011) and ethical leadership (Walumbwa et al., 2011). The term "transformational leadership" refers to a leadership style that is defined by four characteristics:
Individualized consideration (attending to the needs of followers on an individual bas is), intellectual stimulation (providing job meaning to followers, challenging assumpt ions, taking risks, and soliciting ideas from followers), inspirational motivation (artic ulating a vision that inspires followers), and idealized influenceproviding a role mod el for ethical standards and instilling confidence and trust

Because it improves followers' organizational identification, transformational leaders hip has been proven to be successful in influencing followers' behavior and performa nce. Walumbwa et al. (2008), discovered that transformational leadership improves follower job performance by fostering employee identification with the work unit. Similarly, Liu et al. (2010) discovered that transformational leadership improves follower organizational identification, which improves follower voice behavior. Leadership practices that exhibit "normatively proper conduct via personal acts and interpersonal connections" and encourage "such conduct to followers through two-way communication, reinforcement, and decision-making" are referred to as ethical leadership.

There are two aspects to ethical leadership: a moral person and a moral management. (Brown & Mitchell, 2010). The ‘moral person' component explains that ethical leaders have stronger moral attributes and traits, such as honesty, trustworthiness, approachability, caring, and fairness, to name a few. Ethical leaders, according to the ‘moral management' component, create and communicate ethical standards to their subordinates, as well as enforce those standards. Ethical leadership techniques are likely to develop follower organizational identification because ethical leaders may increase employee collaboration, organizational trust, feelings of respect, and self-esteem. Follower organizational identification has been discovered to be an essential psychological mechanism in the influence of ethical leadership on follower task performance (Walumbwa, et al., 2011).

Leadership's influence on corporate identification is conditional. The beneficial influence of transformational leadership on employee organizational identification, for example, has been found to be dependent on employee emotional experience inside a company. Employees with more frequent negative affective experience or less frequent good affective experience in a company have a higher beneficial effect of transformational leadership on organizational identification (Epitropaki & Martin, 2005)

2.5. Organizational Identification Processes and Their Dynamics

The processes that build, preserve, and alter organizational identification, as well as the dynamics that connect these activities, are discussed in this section. We also show how organizational identification is linked to the "others"' perceptions of the company as well as cultural understandings. Our Organizational Identification Dynamics Model depicts the processes and their linkages to culture, identification, and image. The identification-mediated interplay among stakeholder pictures and cultural comprehension is depicted in doubled ways in the model. Then there are the mechanisms of organizational mirroring.

The process is described as "identifying in stakeholder pictures" and "reflecting on who we are." The influence of the image of stakeholder is on the culture of company. The procedures through which cultural understandings are expressed in making claims about one's identification and utilizing these statements of one's identification to illustrate the impact of corporate culture on the images of others have a stake in the organization

The full model linkages between culture and image describe the linked practices which whereby outer and inner organizational self-definitions produce organizational identification as organizational analogs for "I" and "me," with others' images mirrored in one's identification.

According to Dutton (1991), others' emotions impact identification through mirroring, and mirroring drives organizational members to get involved in problems that might impair their organization public image. As a result, Dutton and Dukerich (1991) proposed a divergence analysis, claiming that if organizational members perceive their own selves to be more or less favorably than others, the disparity will motivate them to improve their image or perception of others (presumably by making shelters for homeless ones) or their identification with others (to agree with what they think others think of them). According to Dutton and Dukerich,(1991) we may learn more about how businesses operate by asking people where they look, what they see, and if they like their image in the mirror or not .

Dutton and Dukerich (1991, 550) defined the mirroring process in terms that relate to identification and appearance, stating. What individuals consider to their company distinctive characteristics and what they feel others see as unique about them.

A company image defines, restricts, and encourages perceptions. Members of organizations actively filter and interpret events like the Port Authority homelessness crisis and activities like establishing drop-in centers using these organizational reference points since image and identification are constructions in their thoughts.

The mirroring process, we believe, has larger implications for organizational identification dynamics than Dukerich's discrepancy analysis suggests. We think that outer stakeholder pictures aren’t entirely clarified through organizational members' thoughts, as we debated in establishing our organizational analog to Mead's "me". Instead, when outer stakeholders cross the organizational barrier, traces of their images move into organizational identification, especially given the implications of access mentioned in the article introduction. Furthermore, the perceptions others have of the organization are the mirror in the mirroring metaphor, and as such are intimately tied to the act of reflecting. Self-examination is included in the concept of identification, which encompasses not just reflection but also self-examination in the mirroring process. The Port Authority case not only described mirroring, but also demonstrated how unfavorable impressions drove an organization to reassess its self-definition.

Gioia et al. (2000) made a similar argument when he said that “organizational identities are adaptively unstable”. Image has a disruptive influence on identification, forcing individuals to evaluate and rebuild his organizational sense of self regularly. As a result, organizational self-definition and culture are inextricably linked. Reflecting one's identification might assist to implant it in a company culture. Organizational members' identities are established not only as a result of what others say about them but also as a result of what they say about themselves.

The Port Authority, as Dutton (1991) showed, didn’t just approve the images which believed to be held by others; instead, they tried to modify them (via the way of affecting others via identification expression, which we would get back to quickly). We believe they did so to retain a sense of self (their organizational "I") that was separate from the images they assumed others had. Their business culture, we believe, protected them from feeling like reflections in the mirror.

According to Hatch (1993,p 534), organizational culture provides a framework for establishing identities, taking action, generating meaning, and projecting pictures. As a result, when employees contemplate their identity, they do it within the context of their company's culture, which embeds their reflections in implicit cultural understandings, or "fundamental assumptions and values," as Schein (1992) phrased it. This embedding, as Dewey(1934) argued, allows culture to invest in identifying objects with meaning. According to Dewey (1934), things eventually incorporate reflectively acquired components of meaning, and we tend to view them as having the meanings that experience gives to them. As a result, when cultural objects transmit meaning, the artifacts bring that meaning to the surface of cultural knowledge from the depths of cultural knowledge. As a result, self-defining, identification-forming processes may access culture meaning-laden objects. In the spirit of Dewey that anytime organizational persons create clear claims regarding what the institution is, their assertions bear part of the cultural meaning in which they are enmeshed. Material artifacts (identification claims and other identification artifacts like logo names, etc.) that may be employed as codes to describe who or what the role by the firm culturally formed symbolic material to corporate identification. As a consequence, cultural perceptions and identification reflections are included in the identification process. Identification is a way for people to display their cultural understandings.

Include organizational reflections in outgoing speech, i.e. identification claims, is one approach for an organization to establish itself. The above enables members of an organization to communicate about themselves not only to themselves but also to others, as an organization. Institutional identification narratives, on the other hand, are just one sort of cultural self-expression. In a larger sense, cultural self-expression refers to entire references to shared identification (Brewer, Jenkins, 1996).

Once symbolic artifacts are employed to convey an identification of organization, their denotation is inextricably related to the individuality of the culture. According to Hatch (1993), objects become symbols as a result of the meanings assigned to them. Even if the meaning of a symbol is re-interpreted by those who acquire it, part of its prototype meaning is incorporated into and agreed by the artifact when it leaves the culture that created it. Hatch's explanation is based on interpretation hermeneutics, which states that any text (including symbolic objects and everything else that is construed) is made up of coated interpretations by layers containing (a piece of) its semantic history.

According to the principles mentioned, we believe organizational cultures have expressive potential because of their basis. Symbols, concepts, and beliefs that people of a culture hold and, to some extent, share the meaning of their objects. This connection to underlying organizational meaning patterns is awards cultural explications of expectations in works credibility when it comes to talking about identification. Expression practices like communal ads, communal identification and design programs (Olins, 1989), corporate architecture (Kreiner, 1990), corporate dress (Pratt ,1997), and corporate rituals (Pratt ,1997) use an organizational sense of its cultural self .

Artifact ability to communicate about organizational identification is explained in part by the emotional and aesthetic underpinnings of cultural expression. Emotion and intuition have been linked by philosophers. According to Scruton (1997, 123), an art work has "expression," we refer that it welcomes into circle." Such two notions indicate that organizational representations attract stakeholders through emotive contagion or aesthetic appeal. Scruton (1997, 112) put it like this: 'It is the expressive phrase or action that arouses our sympathies.' We suggest that when stakeholders sympathize with organizational identification expressions, their sympathies link them to the corporate culture reflected in the traces of identification claims.

It is a component of group identification, according to Gardner (1996). Corporate identification, on the other hand, is more than simply the expression of an organization culture as a whole. It may also be used to find symbolic material that may be utilized to affect others to arouse compassion by raising their consciousness, capturing their attention and interest, and promoting their participation and support. Others are affected by your expressed identification.

Rindova and Fombrun (1998) claimed that corporations project images to shareholders and institutional intermediates, like business analysts and pressman, in their work on corporate reputations. Identification is represented to others in its most purposeful manner. For example, corporate advertising is broadcasted, press conferences are held, and information is provided to business analysts is provided, logos are created and used, corporate buildings are built, and employees are dressed in corporate attire. Rindova and Fombrun (1998, 67) linked these projected pictures to organizational identification: Not only can projected visuals represent the strategic goals of company, but they also represent its fundamental identification. Multiple indicators that spectators get while engaging with companies promote images that are compatible with organizational identification. Strategic projection, also known as impression management is a part of the corporate identification dynamic (Ginzel,1993).

Members of the organization at all levels portray images of the organization that aren't just presented through official, management-endorsed communications in shiny leaflets. Inadvertent projection of organizational identification (e.g., behavior, gestures, look, and attitude) is also possible, according to Rindova and Fombrun (1998). Organizational persons at entire levels convey pictures of the organization that aren't simply predictable through official, management-endorsed communications in shiny leaflets. As a result, organizational culture manifestations can have a major impact on impressing individuals in ways that go beyond the planned or intended impressions made by an intentional attempt to express a communal sense of organizational identification.

However, other study has questioned the overly deterministic explanations for people's engagement. According to Alvesson & Sandberg (2011), there are two Organizational identification research hypotheses that might lead to issues. According to one idea, people and organisations are built up of a variety of innate and more or less consistent traits. The other is that "because of the cognitive relationship between members, the traits of an individual are equivalent to those of the organisation". These concepts have weaknesses, as demonstrated by Bergami & Bagozzi (2000)'s Organizational identification scale. A new scale for measuring Organizational identification may be established, according to their findings, to determine how personal identification and Organizational identification interact differently in different persons.

As a result, they regard Organizational identification as a separate and distinct entity. To put it another way, Organizational identification does exist. Organizational identification research now takes people's distances from Organizational identification into account as a result of this realization. Prior Organizational identification research has also defined the Organizational identification process in terms of how to minimize the gap so that individuals converge on Organizational identification.

Increasing employee identification with the company may be highly advantageous for businesses (Cheney, 1983). Individual decision-making (Cheney, 1983), commitment to common goals (McGregor, 1967), and employee engagement have all been linked to a company's identification (Patchen, 1970). Because of its importance to organisations, we examined how organisational identification impacts knowledge, attitude, and behaviour in connection to the organization's goals. Employees who feel more a part of the company are more likely to be positive about it (Ashforth and Mael, 1989). Suppose they feel the firm is producing worthwhile outcomes. Lee (1971) found that scientists with a high degree of organisational identification had more favourable attitudes toward their job, organisation, and profession than scientists with a lower level of organisational identification. Organizational membership has a direct impact on members' behaviour.

When a person has a strong sense of belonging to the organisation, he or she will make decisions that support those aims. intentionally directs his or her efforts toward achieving the company's objectives and derives intrinsic satisfaction from seeing relevant progress toward those objectives (McGregor, 1967). According to Lee (1971), scientists with a high degree of organisational identification are more productive, better motivated and rewarded, happier, and less likely to leave the business than those with a low level of organisational identification.

In addition, we believe that knowledge, attitude, and behaviour related to the organization's objectives will have a positive influence on the organization's identification. The mission and vision of a company may act as a unifying theme for all employees, inspiring and concentrating them at the same time (Collins 1994; Elving, 2003). According to Smidts et al. (2001), employees are more likely to identify with a company when given enough information, such as the business's aims. According to them, feeling uninformed doesn't help one feel taken seriously, which hurts one's ability to identify with the other.

2.6. The Problem of Organizational Identification

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2.7 Organizational Identification and Objectives

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2.8 Effects on Organizational Identification in the Context of Change

Prior to a change, an organization's identification can have a good or bad influence on the change process, as previously said. The new organisation identification, on the other hand, looks to perform a beneficial function. We may safely conclude that employee identification with the new organisation is a good predictor of favourable work outcomes like higher performance, increased job satisfaction and common ingroup identification. (e.g., Jimmieson and White, 2011; Lipponen, Tissington, 2006). Considering how identification influences organisational change makes sense, but so does looking at how identification influences organisational change.

In most situations, even if there is a favourable correlation between organisational identification before and after change processes, organisational identification diminishes throughout change processes (van Leeuwen, Ellemers, 2003). Change procedures have an impact on levels of identification both before and after they have occurred. Workers who had strong pre-merger identification but low post-merger identification had the most negative feelings regarding the merger, according to Wagner and Lemmer (2004). Affiliation with the new organisation is affected by identification with the previous one, in addition to expected value, continuity, certainty, and perceived necessity (Bartels et al., 2006).

Because of the particular challenges that come with organisational change, we'll now discuss two leadership traits that have been proven to have an influence on an organization's identification over the course of change processes: communication and justice. All in all, the information given here should have an effect on the communication style of a leader. Despite this, some characteristics of communication style are particularly critical when it comes to implementing organisational transformation. Improved post-merger identification is linked to an ongoing and thorough communication strategy that does not hide difficulties, especially in the early phases of the transformation process. (e.g., van Dick, Ullrich, and Tissington, 2006). A company's sense of identification is closely linked to the climate of communication within the business and the firm's external reputation (Smidts, Pruyn, and Van Riel, 2001).

According to a study by Bartels, during a merger or acquisition, the communication environment and sense of external prestige can have an impact on an organization's identification. It is easier for employees to feel a part of a firm when communication is open and regular. However, a strong relationship isn't required in every situation. Some data suggests that high-profile employees may want more information about the change, which might have a detrimental impact on how much they like the material when other communication-related factors are controlled (Bartels et al., 2006).Organizational change increases the impression of fairness because of the uncertainty and dangers that it brings. (Terry, and Callan, 2007; Gleibs, and Noack, 2008). There's some evidence to suggest that the link between justice and identification will only strengthen over time (Gleibs et al., 2008). Achieving fairness requires both distributive and procedural justice. Distributive justice relates to the distribution of resources, whereas procedural justice refers to the fairness of decision-making and procedures (i.e. how decisions are made). Highly identified employees, may be particularly sensitive to procedural justice in times of organisational transition(van Knippenberg et al. ,2006).

2.9. Organizational Identification of Universities

The concept of organizational identification is being used in an increasing number of researches to better understand the university's current developments. More than a hundred papers in international peer-reviewed journals have been published on this issue since the early 2000s, examining the influence of higher education reforms and regulations on university education. Image and public relations plan management or institutional change at work, with practices of connection, identification, and connection with the university among investors such as students and alumni. The goal of this paper is to make sense of this seeming variety to understand the position of the organizational identification idea as an instrument for investigating university transitions.

Our evaluation of the literature complements those of others who have lately issued on (MacDonald, 2013; Stensaker, 2015; Morphew, 2014). The first, targeted at a higher education audience, shows the variety of theoretical perceptions on organizational identificationin the literature on organization theory. Although MacDonald does not provide a full assessment of prior research on the issue, he recommends the application of the organizational identification notion in university transformation research in this method.

Stensaker (2015) gives an overview of the topic of organizational identification and the university from a transformational perspective. The studies presented are intended to serve as samples, and hence do not allow for a representative assessment of the literature or identification of the major guidelines it is shown to be headed in. Additionally, representational feature and the worldwide viewpoint that drives the literature, the current analysis uses Hatch and Schultz (2002)'s conceptualization to embrace a broad definition of organizational identification.

According to these experts, organizational identification is a dialogue and comparison between the organization's external image and its internal culture. Using a strict nominalist method to identify organizational identification research would be challenging from this perspective due to organizational descriptions and cultures are fundamental to that identification formulation. To highlight the official and relational elements of organizational identity, our approach to organizational identification combines the theoretical the neo-institutional literature contributions, (Glynn , 2008).

Following an explanation of the technique used to select and analyze the papers reviewed; six categories of study are displayed and discussed. The article's second portion presents a critical review of the literature intending to highlight certain essential areas for further investigation. Three types of identification perceptions are required to characterize and assess university identification for the sake of making strategic decisions at new universities. Perceptions of an identification of organization: the ideals and attitudes of its members (Albert & Whetten, 1985).

Symbolic identification perception (Berg & Kreiner, 1990) is the emotive perception of organizational features, whereas market identification perception (reputation) is the attitudes and values of students and external stakeholders. Figure 2.1 depicts the theoretical properties of the previously described identification -reputation dimensions. We propose that staff and student interactions with external stakeholders, as they participate in activities in society and reputation development, have an impact on university identification in the short term as impressions on institution image. In the long term, and especially if it is repeated, the reputation becomes institutionalized as "facts" that shape organizational identification through indoctrination. This topic focuses on how humans use socialization to socially create reality (Berger and Luckmann, 1966)

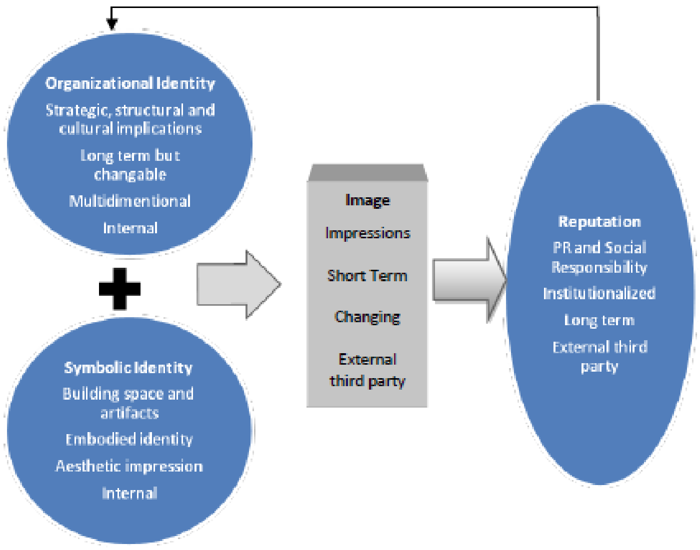

Figure 2.1: The Model of University Identification

Source: (Glynn. 2008)

There are two important aspects to consider when it comes to neo-institutional literature. To begin with, it provides a larger perspective on the nature of recent developments in higher education and the institution. In this manner, it reveals that the conflict is more about confrontations between various institutional logics than it is about corporate competition. As competition primarily copes with the criteria that properly identify the basic and idiosyncratic nature of university operations, the university benefits from being regarded as functioning in a field rather than a market.

Second, this literature emphasizes how much internal and global initiatives by universities and players to organize themselves are essentially institutional work that has an impact on the denotation of the university goals. To varying degrees, several institutional logics permeate the actors' societal activities on the various "rungs" of university organizations. Stiffness between logics is shown externally in the creation of categories (world-class universities, research universities, service universities, and so on) and organizational populations, as well as in meaning reconstructions. This literature indicates that colleges are undertaking a dual exertion of rationalization in Weber's sense, namely a purposive (means-end) rationalization, expressing the thought that the faculty will transform into an organizational actor, and a value rationalization, insinuating that its values and mission meaning to be re-examined.

3. METHODOLOGY

3.1. Research Objectives

The purpose of this research is to identify if there is a substantial relationship between transformational leadership and organizational identification.

3.2. The Importance Of The Research

The outputs of the study are expected to have the following importance:

-It assists the organizations in Iraq and other countries to take the transformational leadership style in the consider and know its effect on organizational identification

-It helps for the decision making of the new managers in the university of Bagdad and other institutions

-To be used as a springboard for other advanced researchers.

3.3. Research Main Hypothesis

For achieving the objective of the study, this main question was hypothesized:

Is there a significant relationship between transformational leadership and organizational identification of Bagdad university members?

3.4. The Research Tools

A total of 230 questionnaires were distributed, with 14 instances being discarded due to chance replies. As a result, the data analysis was limited to 216 replies. The University of Baghdad is the focus of this study. To achieve the objectives and improve the accuracy of the study, all respondents must meet a few criteria. Respondents must be of Iraqi nationality, be between the ages of 18 and 65, and be employed at a Bagdad university. As a result, a face-to-face survey was used to ensure that all respondents completed the questionnaire, improving the likelihood of reaching the target respondents.

The questionnaire in this study was split into three sections: section (A) comprised social-demographic questions; section (B) contained demographic questions. All of the measurement items were adapted from prior studies related to this research to ensure the content of the questionnaire was reliable and valid. Section (B) of the questionnaire contained questions about Transformational Leadership, and section (C) of the questionnaire contained questions about Organizational Identification. Items modified from Wearing's and Mann's (2000)studies were used to assess transformational leadership. Items derived from Mael and Ashfort's (1992)study were used to assess organizational identification. Six questions modified from Yang(2012) were used to assess organizational identity.

Respondents are issued questionnaires based on stratified random selection. Initially, random selection was chosen since it is the most effective method for gathering information once the questionnaire has been completed and returned to the researcher.

3.4.1. Transformational leadership scale

Transformational Leadership is a process in which leaders and followers work together to raise morale and motivation and make major changes in people's and organization lives (Bums, 1978)

The exchange-based theories of leadership that dominated leadership literature until the 1980s gave birth to the notion of transactional leadership (Hargis, Watt, & Piotrowski, 2011). Transactional leadership is characterized by a carrot-and-stick connection between the leader and their staff (Bass & Avolio, 1993). The Global Transformational Leadership scale [GTL] by Carless, Wearing, and Mann (2000) will be used to measure transformational leadership. Participants respond on a five-point Likert scale measuring behavioral frequency (1=totally disagree, 2= disagree, 3= undecided, 4=agree, 5= totally agree).

3.4.2. Organizational identification scale

Organizational identification refers to how members of a group see themselves, how they feel about them, and what they think about them. The organization correspondence, attitudes, and philosophy, as well as the organization colors and symbols, are all visual components of organizational identity. The combination of these elements in a single company defines the corporate identificationof the company (Cobanoglu, 2008, 125).

Six questions modified from Yang (2012)will be used to assess organizational identity. Respondents will be asked to rate how much they are in line with the following sentences: “The company's successes are my successes. “I” usually use the pronoun "we" rather than "they, when I talk about the company." “If a media story criticized the company, I would feel embarrassed.” “When someone criticizes the company, it feels like a personal insult.” by rankin them on a five-point Likert scale (1= totally disagree, 2= disagree, 3= undecided, 4=agree, 5= totally agree).

3.5. Empırıcal Study Results And Discussion

Table 3.1: Demographic Summary of Survey Responses

Variable	Classification	Frequency	Percent %
Gender	Male	115	53.2
	Female	101	46.8
	total	216	100
Education level	less than College	37	17.1
	College	64	29.6
	Bachelor's degrees	59	27.3
	postgraduate degrees	56	26
	total	216	100
Age	18-24	25	11.6
	25-34	44	20.3
	35-44	61	28.2
	45-54	48	22
	55-65	38	17.9
	total	216	100
Years in current position	less than 2 years	27	12.5
	2-6 years	64	29.6
	6- 10 years	71	32.8
	more than 10	54	25.1
	total	216	

Table 1 illustrates the respondents' features. The respondent’s lifetime ranges from 18 to 65, we notice that the age of respondents from 35 to 44 took the major percent by 28, 2 % followed by the age from 25-34 with a percent of 20.3 % 38.51. Females constituted 46.8% of the partakers and males constituted the remaining 53.2%. The college degree was the most frequently reported education level at (29.6 %) then Bachelor's degree at (27.3 %), and by looking at the question Years in a current position we found that the most frequently reported experience was between 6- 10 years 32.8 % followed by 2-6 years 29.6 % and more than 10 25.1 percent.

Table 3.2: Mean, Std. Deviation, Skewness, and Kurtosis Analyzes

Transformational Leadership	**Mean**	**Std. Deviation**	**Skewness**	**Kurtosis**
item1	3.7431	.98537	-.782	.446
item2	3.6458	.93005	-.596	.275
item3	3.6713	1.05016	-.652	-.122
item4	3.5532	1.02268	-.641	.192
item5	3.5208	1.03064	-.522	-.149
Item 6	3.7146	.96677	-.488	-.175
Item 7	3.7123	.91540	-.678	.625
Organizational Identification				
item 1	3.7494	.97758	-.771	.440
item2	3.6473	.93061	-.600	.278
item	3.6775	1.04344	-.645	-.125
item 4	3.5545	1.02352	-.645	.192
item5	3.5220	1.03153	-.526	-.150
item 6	1.5824	.49374	-.335	-1.896

When the standard deviation is low, data are clustered around the mean, but when the standard deviation is high, data are more spread out. Data points with a standard deviation close to zero are close to the mean, whereas data points with a high or low standard deviation are above or below the mean, respectively. If the number is more than +1 or less than –1, the distribution is highly skewed, according to a popular rule of thumb. If kurtosis is more than +1, the distribution is overly peaked, according to the fundamental rule.

Table 2 shows the mean, Std. Deviation, Skewness, and Kurtosis analyze the variables as we notice that the Std. Deviation for the variables is almost around zero and 1 which means data are clustered around the mean. From table 2 we can see that the skewness values for the variables between -1 and +1 and around the 0.5 mean the distribution is moderately skewed.

Table 3.3: Factor of loading and cronbach's reliability analyzes

Factor Name	Variables	Factor Loading	Eigen-value	Cronbach Reliability Coefficients
Transformational Leadership	item 1	.971	7.325	.826
	item 2	.976		
	item 3	.971		
	item 4	.994		
	item 5	.971		
	Item 6	.967		
	Item 7	.994		
Organizational Identification	item 1	.980	2.185	
	item 2	.977		
	item	.986		
	item 4	.994		
	item 5	.985		
	item 6	.967		

KMO Measure of Sampling Adequacy =.796; p =0.0001 ($p<0.05$); df =15.

Table 3 shows that all indicators are declared valid, because it has a standardized loading more than 0.5 and not going cross-loading. To test the reliability of indicators, the researcher used Cronbach's Reliability Coefficients. Indicators are declared valid if the composite reliability value produces more than 0.7. The reliability test results shown in Table .826

Table 3.4: Correlation analyses

	Mean	Std. Deviation	Transformational Leadership	Organizational Identity
Transformational Leadership	3.4784	.95455	1	.592(**)
Organizational Identification	3.4065	.97911	.592(**)	1

** Correlation is significant at the 0.01 level (2-tailed).

The degree and direction of the relationship between the two variables Transformational Leadership and Organizational Identification are determined via correlation, two-dimensional research. Depending on the asset of the association between the variables, the correlation coefficient swings between +1 and -1. The link among those variables gets weak as the correlation coefficient value approaches zero. A perfect connection between the two variables is shown by a coefficient value of +1 or -1. The direction of the correlation is indicated by the sign of the coefficient; a positive sign indicates a positive relationship, while a negative sign indicates a negative relationship. The Correlations between all the variables in our study are put in Table 4.

Table 4 demonstrates that Transformational Leadership is correlated with organizational identification, (r= .592, $p < 0.01$), Mean of the Transformational Leadership is 3.4784 and Std. Deviation value is 95455 by looking to the Organizational Identification mean value 3.4065 and Std. The deviation value is .97911.

Table 3.5: Regression analyses

Dependent variables	**Independent variables**	B	t	Sig.	R Square	F
Organizational Identification	(Constant)		7.947	.000	.347	115.387
	Transformational Leadership	.592	10.742	.000		

A Dependent Variable: transformational leadership

A linear regression analysis is an approach for explaining cause-and-effect correlations among one or more independent variables and a dependent variable. Even though just one independent variable was postulated to influence separate dependent variables, control factors were also designated independent variables in this study. As a result, compound regression assay was performed to investigate the impacts of the independent variable (Transformational Leadership) on the dependent variables (Organizational Identification). To conclude the regression analysis findings, the R2, F-test, and Beta values were examined. The R2 coefficient of determination reflects how much of the dependent variable is clarified by the independent variables of the model. The F value shows whether or not the regression model is statistically significant.

Control variables and the independent variable of the study (Transformational Leadership) were both put into the regression model at the same time in this regression analysis. The regression analysis reveals that controls and Transformational Leadership account for about 35% (Adj.R2=.347) of the variation in respondents' assessments of organizational identity. The results show that Transformational Leadership has a major effect on organizational identification. F = 115.387, beta = .592 and the Sig. = .000 < 0.05 Therefore, first hypothesis was supported.

4. DISCUSSION AND CONCLUSION

4.1. Discussion

The findings of this study revealed that transformational leadership style and organizational identification of faculty members in Baghdad University (Iraq) had a positive and direct connection (r=.592, p 0.01).

A thorough examination of the findings revealed that transformational leadership explains about 35% of organizational identification (Adj.R2=.347), and that managers at Baghdad University having a substantial and affirmative effect on faculty members' view and behaviors by bearing in mind the significance of those characteristics of transformational leadership and enjoying them. Increasing the emotional attachment and reliance of these advanced scientific assets to the organization, along with their commitment to the organization's goals and values, is strengthened by their organizational identification, which improves their achievement, building strong motivations for more effort, and improves the quality of educational service in various scientific fields.

In educational organizations like Baghdad university, having a strong and integrated organizational identification is a significant competitive advantage in and of itself, and it is a key factor in their effectiveness in achieving transcendent values and goals, as well as in assisting them in efficiently performing their key and dynamic roles as agents of economic, social, and cultural progress (Baghdad). Furthermore, based on the findings of this study, it can be predicted that implementing transformational leadership patterns at Baghdad University in Iraq will result in fundamental changes in the structure, process, and targeting of educational organizations, as well as an increase in the ability of these dynamic and effective social systems to interact with their turbulent and churning environments.

It should go without saying that accomplishing such a goal of obtaining a deeper grasp of the significant and obvious principles and features of transformational leadership style, as well as recognizing environmental hurdles and limits, would enable faculty members at Baghdad University in Iraq to use transformational leadership style. The relevance of these leadership styles, as well as the beneficial impacts of their characteristics on faculty members' organizational identities, should be addressed by university management and leaders in suitable contexts. They should be utilised as a supplement to transformative leadership characteristics. Based on the analytical findings of the data taken out of this research (investigation of the mean skewness and other statistical tests), we can see that the Std. Deviation for the variables is almost zero and one indicating that data are clustered around the mean. We can see from table 2 that the skewness values for the variables are between -1 and +1 and around the 0.5 mean the distribution is skewed.

4.2. Conclusion

According to the findings, transformational leadership has a favorable and substantial impact on organizational identification. These findings are comparable to those of previous studies on this subject (Albonaiemi & Mahmoodi, 2016). Our research shows that workers who work with leaders that exhibit transformational leadership behavior have a positive perception of the company. This is critical since our research reveals that one of the most important variables influencing workers' emotions toward their employers is transformational leadership or good leadership behavior.

Workers working for organizations especially in the academic sector with high organizational identification, which is a result of the good behavior of the employees' sentiments toward their organizations, have a high organizational identification, according to this and other research.

The administrative and academic personnel of a Bagdad institution were interviewed for this investigation. To create a generalization, it can be beneficial to conduct studies on diverse industries and samples. For the future study on comparable topics, the researchers may be recommended to conduct studies including leadership styles and organizational identification factors with larger samples and across industries.

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RESUME

Summary

Am from northern Iraq from Kirkuk governorate, specifically an employee of the Ministry of Labor and director of the Human Resources Department

Skill Highlights

Multitasking	Negotiation
Organization	Innovative
Concentration	Work under pressure

Experience

- I worked as an office manager at Al Rawabi Contracting Company
- I worked part time as a librarian at the University of Kirkuk College of Science
- Member of the IVAO Virtual Civil Aviation Organization in the Middle East
- Member of the Supreme Commission for Human Development Scholars Organization

Education

Bachelor's degree in Business Administration from Kirkuk University, College of Administration and Economics 2014

Master MBA from Istanbul gedik University 2021

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