



## The impact of (transformational leadership, organizational justice) on university strategic performance

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### Abstract

University outputs constitute the driving force for the requirements for economic development and sustainable development, of the country, and this requires activating the university process, through fair and efficient leadership. , The purpose of the research is to explore the extent impact of transformational leadership supported by organizational justice on the strategic performance in Iraqi universities. Because Iraqi universities, including Al-Maqel University aspire to keep pace with universities in developed countries. The research was designed and structured According to the hypothesis that (There is a statistically significant effect of the interaction of (transformational leadership with organizational justice) on the strategic performance of Al-Maaqal University, the subject of the study), Al-Maaqal University was selected as a field of study, Because it lacks any of the patterns of modern university leadership., for the purposes of data collection, a three-dimensional questionnaire was developed, to cover the answer on the questions of the three main dimensions of the study, The research used a five-point Likert scale (highly agree, agree, neutral, disagree, and strongly disagree), to quantitatively measure the level of opinions of the sample, and this provides the necessary data for quantitative analysis. The study sample included a group of university leaders, academic and administrative bodies, which specialized in the field of leadership and organization, and one of the most important conclusions reached by the research is (entering organizational justice as an interactive variable enhance the strength of transformational leadership's impact on the university's strategic performance).

**Keywords** transformational leadership, organizational justice, university Strategic performance, Iraqi universities

### Introduction

Leadership is a learning process characterized by continuous and changing practices, with increasing handling of changes in the organization (Burns 1978) <sup>[6]</sup>. It describes the power of influencing others, Although it is useful in improving organizations (Boerner 2007), Mediation in this field is intended researcher believes that the important factor that enhances the power of influence is the positive interaction between management and workers, although different leadership styles have different levels of influence on workers (subordinates), transformational leadership tends to gain the loyalty of workers. Focusing on changes in values, beliefs, attitudes, behaviors, emotions, and the needs of subordinates for a better change in the future, What increases it with a positive effect is that it tends towards (intellectual stimulation, inspiring motivation, and idealistic influence), Although the relationship between transformational leadership and organizational performance is clear enough, however, there is still little research and knowledge about the mediation process between transformational leadership and organizational performance to introduce an intermediary or interactive variable that positively enhances the impact of transformational leadership in improving the level of strategic performance of organizations, including university organizations. (Thompson *et al* 2021 ) used Interactive justice as an interactive variable with transformational leadership to achieve organizational commitment, also used (Boonyathikarn *et al* 2021), The relationship of more than one variable with transformational leadership to achieve project success, also used (ZEHIR *et al* 2015) <sup>[20]</sup> the impact of a three-dimensional organizational justice perspective on

the performance of employees and companies in the context of transformational leadership, in trying To promote studies on this subject, In line with the aforementioned, and the need of Iraqi universities, including Al-Maqel University, for fair humanitarian leadership, which integrates between the teaching staff and the teaching environment, And it increases of coherence and interaction between the parties to the main educational process, The justification for the choice of (The impact of (transformational leadership based on organizational justice) on the level of university Strategic performance: field study) title of the research, the research was an attempt to verify the impact of the interactive variable (organizational justice, that enhances transformational leadership) on the level of university strategic performance. , Al-Maaqal University in Basra was chosen as a field of study because it is a young university that seeks to improve its strategic university performance. Exploring the university leadership pattern that helps activate the university's strategic performance, and enables the investment of the latent energies of university academic bodies, produces a powerful effect and effective impact of the university leadership style or the positive interaction with the faculty and staff working in the university, the research method designed and organized according to the main hypothesis that (there is a significant, statistically significant effect of the interaction of transformational leadership with organizational justice on university strategic performance). For data collection, a (questionnaire with three paragraphs) was developed; these three paragraphs cover the three main dimensions of the study. To measure the opinions of the sample members A five-point Likert scale was used (very agree, agree, neutral, disagree, strongly

disagree), The questionnaire was distributed to a sample of teachers at Al-Maaqal Uni University outputs constitute the driving force for the requirements for economic development and sustainable development, of the country, university, who are specialized and experienced. The study reached a set of results, the most important of which are (The power of enhancing organizational justice as an interactive variable for the impact of university transformational leadership on university strategic performance Al-Maaqal University, the research was structured into (an introduction and four parts), the first of which was the literature review, second method, third the Result, and the fourth discussion and conclusions, fifth recommendations, with a list of sources.

## Literature review

### Transformational leadership

Burns (1978)<sup>[6]</sup> described transformational leadership as a process characterized by the interaction between leaders and followers to promote higher levels of morale and motivation among each other. It involves, according to (Bass and Avolio 2005), it includes five dimensions which are (ideal influence on traits, behaviors, inspirational motivation, intellectual stimulation, and individual considerations). (ZEHIR *et al* 2015)<sup>[20]</sup>, others argue that transformational leadership consists of four components, (inspiring motivation, affirmations of ideal influence, stimulating thinking, and individual considerations). (ZEHIR *et al* 2015) Transformational leadership is a construct used to describe how leaders influence and inspire their followers to commit to goals that require performance that exceeds expectations (Eberly *et al* 2017; Piccolo *et al* 2012)<sup>[10, 17]</sup>, Therefore, transformational leadership theory has an exceptional form of influence that drives followers to do more than is normally expected of them. ( Northouse 2016), Transformational leadership mainly focuses on human nature and difference, and this is a logical reason for adopting transformational leadership theory in education Because this leadership deals with dynamic environments full of competing needs and goals, What justifies the use of transformational leadership in universities at the present time, because the transformational leader provides a detailed and simplified explanation of what must be done, including clear guidance on the objectives to be implemented, so that the followers believe in these objectives, and think of effective and easy ways that can be implemented, , Despite the importance of transformational leadership for Arab universities, there is a dearth of studying or applying this type of leadership. Arab universities need creativity and rapid development in providing the requirements of responding to the needs of society and sustainable development; this requires to adopt the transformational leadership approach in the implementation of its various activities because this creates an environment for interaction and integration between university leaders and other people working in the university. What strengthens this relationship is that this leadership adopts the principles of organizational justice among followers, because it enhances organizational trust and loyalty. Higher education in Iraq faces many challenges such as employee satisfaction at the university, including academic bodies, and their morale, trying to enter the world rankings of universities, and brain drain in this sector, which leads to low job satisfaction. Difficulty in the quality of university strategic performance, Therefore, it has

become necessary to search for a leadership style that helps to overcome such problems in Iraqi universities. also noticed in Iraqi universities, including Al-Maqel University, that it still lacks any modern and effective style of university leaders. Iraqi university leaders adopt centralization as a style of leadership. It is completely subject to the orders and instructions issued by the Iraqi Ministry of Higher Education, without taking into account the specificity of the university itself. As a result, there was a clear decline in the level of quality of its university outputs in general, and it became in a lower position compared to other universities at the global level. As a result, many universities find themselves in the midst of changing circumstances, (Hussain, Talib, and Shah 2014) The choice of almost iIraq universities in order to pursue development and overcome difficulties is (transformational leadership), Transformational leadership based on organizational justice, from the point of view of research, it is the best in addressing the decrease in the quality level of Iraqi university strategic performance. Transformational leadership has a positive and significant relationship with the performance of the organization. And that the behavior of transformational leadership has a significant impact on the strategic performance of the company or organization. (Shahid *et al* 2019 ), this clarifies the relationship and impact of transformational leadership on the strategic performance of the organization, especially the Maaqal university organization,

### Organizational justice

The impact of transformational leadership on followers is enhanced when the conditions for organizational justice are available. Because (when the employees in an organization think they are treated fairly, they are able to collaborate easily and support their employers' decisions. So, this situation increases both the firm performance and the individual performance of employees) (ZEHIR. *et al* 2015)<sup>[20]</sup>, In other words, organizational justice affects all factors related to the performance of university members, especially the performance of university teachers, which is strongly reflected in the level of comprehensive development in the country. Organizational justice means "a realistic social system perspective that includes the individual's perception of his relationship with management and all workers in the organization or university,). It is a type of social relationship that describes the objective interaction of the leadership with the community Without favoritism, organizational justice means "employees' perception of fair behavior in the workplace and how that perception affects the outcomes of an organization". (Cropanzo *et al* 2001), Justice is at the forefront of the values that university leaders are interested in. And justice sometimes differs between the personal views of university teachers, and this understanding is reflected on the behavior of the teachers (positively or negatively). Despite the difference in the personal view of justice, it remains objective values that transcend personal attitudes and viewpoints. The teaching staff determines their behavior and attitudes towards the university in light of the fairness of the procedures, mechanisms, tasks, rewards and administrative dealings of the university. Organizational justice maintains the positive interaction between faculty and university administrations at its various levels. Some see that fairness in organizational and social interactions includes two types of justice: distributive and procedural

Brasheara et al, 2004<sup>[4]</sup>, and others believe that organizational justice includes (distributive justice, procedural justice, personal justice, informational justice) (Omar *et al* 2018, Greenberg 1993)<sup>[12, 16]</sup>, explained that the social components of interactive justice must be divided into two separate types of justice: interpersonal justice and informational justice., Regardless of the titles of organizational justice or its components, this means justice in the distribution of rights related to the people who work in the university. and justice in the ways of communicating these rights, and justice in dealing with all people working in the university during the application of procedures. This generates a conviction among the members of the university of the justice of the university in all the decisions related to its members; this enhances the loyalty of the faculty and all university employees to the university and its leadership. Iraqi universities and private ones in particular, lack to special university system characterized by objectivity and justice. Rather, many Iraqi universities deal with their affiliates according to special interests and personal relationships. This was particularly negatively reflected on the teachers' morale and performance. Therefore, it has become necessary for Iraqi university leaders to realize the importance of adopting a system that includes in a balanced manner the types of organizational justice. And focus on any of them depending on the privacy of the environment in any university. Organizational justice is a very important dimension in every work environment, Because the level of fairness and objectivity in decisions and operations is directly reflected in the well-being of employees. Employees are particularly interested in decisions and processes related to rewarding and promoting effort. Respect for human values away from favoritism and personal relationships It will have a more positive impact on the teaching staff in universities. Because they are more affected by their values, and have more influential on university performance (Đorđević et al 2019)<sup>[9]</sup>.

### University strategic performance

Universities strive to create and impart knowledge. Therefore, performance measurement in universities should focus on academic excellence. For that, the ideology of the university (as an institutional representative) has gained increasing importance in methodological coordination in recent years (De Boer *et al* 2007). Universities are characterized by diversity and sometimes ambiguity of goals, as a result of the diversity in the nature of the inputs, and the complexity of the responses of the outputs, because the goals must respond to the requirements of the knowledge society first, and to develop and implement broad knowledge capabilities in science and technology secondly, Wang, (2020), the development of the implementation of innovation, the development of knowledge and educational technology), ( Balabonienø et al 2014 )<sup>[1]</sup>, Several scales were presented to measure university performance (operationally and strategically), and despite the multiplicity and difference in the objective, scope and method of measurement, one of scales is the scale of the system is it (inputs, processes, outputs) . and it is one of the important measures in measuring performance (Hellier 2001), In a time when the process of measuring strategic performance in Arab universities is very important in order to improve their vision and effective implementation of the strategy (El-Din *et al* 2021),

However, Arab universities need a flexible and effective system to measure their strategic performance. This system should combine quality and performance indicators. And to be able to cover its various activities and commensurate with the nature of these activities, Noting that the majority of Arab universities are still far from strategic planning, Even if some of them had plans of a strategic nature, But it is not activated. And if it is implemented, it is not subject to evaluation. Most importantly, the absence of policies, strategies, and plans related to scientific research. ( El-Din *et al* 2021) ,The success of measuring university strategic performance requires taking into account the long-term business success factors, Such as (meeting students' needs, continuous improvement, organizing processes, utilizing resources, etc. instead of simple financial outcomes.), The scale should also be directed towards (developing students' competencies, creating internationally recognized knowledge, ensuring the quality of university performance and mobilizing activities to ensure human well-being, creating an attractive environment, and so on). (Balabonienø *et al* 2014)<sup>[1]</sup>, accordingly, the strategic measurement system in Arab universities should be flexible and appropriate to the nature of the university, , Iraqi university leaders are trying to use the standards of the quality system and academic accreditation to measure university strategic performance. However, the problem is that there is no university system that matches or is in line with the requirements of the quality system and academic accreditation in Iraqi universities. This resulted in confusion in defining measurement outcomes and methods. Therefore, the correct identification and measurement of strategic performance, It requires a style of leadership that is aware of the requirements of quality implementation, and is consistent in its style with these requirements. Therefore, the transformational leadership style is the most in line with the requirements of implementing university quality. most Iraqii universities at the present stage aspire to enter the well-known international rankings. As stipulated by internationally known quality rating agencies, however, the sequences of Iraqi universities in all classification systems are among the last ranks, and the fundamental reason is, The lack of realistic indicators to measure university strategic performance on the one hand, and the formality in applying the standards of quality management systems secondly, Therefore, indicators should be identified to measure strategic performance in Iraqi universities on the one hand, and the seriousness of implementation procedures on the other hand.

### Transformational leadership, organizational justice, and university Strategic performance

In today's dynamic and competitive business environment, the need has become necessary to use leadership styles and methods that enhance the relationship and interaction between the various leaders and the organization's community. And the matter becomes more necessary in university societies because their outputs have a greater impact on the national economy and sustainable development. All employees seek leadership that works with confidence and sincerity for them, and uses its authority to arouse desire and integration with work, as (Su et al 2020, Tian et al 2019) indicated that (employees today prefer leaders who sacrifice for them and serve as role models for them and their well-being). This increases the

efficiency and effectiveness of the employees' work and reflects positively on the overall performance of the organization. This picture appears more clearly in transformational leadership because their behavior motivates workers to achieve organizational goals, encourages participation and perseverance in organizational activities, and expands their future vision. As well as an interest in developing the personality of employees and increasing their qualifications, (Tian et al 2020, Yikahmaz 2020). In the university, the image of transformational leadership is more clear and influential, because teachers have a great influence on the quantity and quality of university outputs, However, a lot of theoretical evidence in the literature indicates that transformational leadership indirectly affects organizational citizenship behavior, but the effect is clearer through organizational justice. (Khaola and Rambe 2020) confirmed that the transformational leadership increases the perception of justice among employees, and this enhances organizational commitment. This indicates the positive role of organizational justice in activating the role of transformational leadership. In the university, the need is more urgent for transformational leadership supported by organizational justice. This will generate greater trust and interaction among all university employees (and academic bodies in particular), and this will reflect positively on the university's strategic performance. As mentioned in the previous presentation, That Iraqi universities lack a specific pattern of leadership, justice and objectivity in dealings and procedures with the university community and its faculty in particular, However, the use of transformational leadership or organizational justice alone may achieve partial improvement in university strategic performance. At a time when Iraqi universities need a qualitative and radical change in the levels of strategic performance, Where it has become necessary to borrow the style of university transformational leadership based on organizational justice. To work under it in Iraqi universities. The interactive (modifying) variable determines when or under what conditions it is used to measure the effect of the independent variable on the dependent variable, The interaction variable may reduce or enhance the direction of the relationship between an independent variable and a dependent variable, or it may change the direction of the relationship between the two variables from positive to negative or vice versa, The relationship between the independent variable and the dependent variable can be strong. But it is often considered when there is an unexpectedly weak or inconsistent relationship between the independent variable and the dependent variable. The effect of an (interactive) variable is usually expressed as an interaction between the independent variable and the interactive variable. Interactive variables are always at the same level as the independent variables, concerning their roles as causal variables. They are considered external variables for the dependent variable. (Thompson *et al* 2021).

## Method

### Justifications

- Iraqi universities lack any type of university leadership.
- The desire of Iraqi university leaders to develop their capabilities and improve their performance to make them compete with universities in developed countries.

- Iraqi universities need administrative techniques that generate interaction between all parties to the educational process.
- The need of the university community for justice and objectivity in dealing with all its components.

### Problem statement

Universities are important drivers of social aspects, the national economy, and sustainable development in the Arab world in general and in Iraq in particular. What increases the university challenges of the present stage are the decisive changes caused by globalization and the tremendous progress in communications and transportation systems. This imposed on Arab universities in general and Iraqi universities, in particular, to search for patterns of administrative leaders, and the means that would enable them to catch up with universities in the developed world, as well as the need to provide the best service to the state and society, Perhaps the best university leadership style, which is compatible with the nature and characteristics of the contemporary university environment, is transformational leadership based on organizational justice because it tends to win the loyalty of all faculty and staff in the university, by focusing on changes in values, beliefs, attitudes, behaviors, emotions and the needs of subordinates to bring about better change. at the target university performance level, What increases its positive impact on the strategic performance of universities is its orientation to organizational justice, Despite this importance, there is still little research and knowledge about the mediation process (or mediation of one or more variables) between transformational leadership and organizational performance. ( Boerner 2007 ), Despite the ambition of Iraqi universities to pursue universities in developed countries in terms of excellence in quality on the one hand, and to improve the levels of university strategic performance on the other hand, the Iraqi university leaders still lack the leadership style that is characterized by the strategic vision, And maintain the university environment directed by the integration and interaction between the university leadership at its different levels, the teaching staff and other employees of the university, The problem of the current study is to seek to bridge the gap between the ambition and reality of Iraqi universities, including the University of Al-Maaqal, the subject of the study, by exposing the role played by the transformational leadership interacting with organizational justice in improving university strategic performance, and the problem was described by the following questions: -

- Q1. To what extent can explore the level of impact of transformational leadership in Iraqi universities on the level of university strategic performance?
- Q2. To what extent can explore the level of impact of organizational justice in Iraqi universities on the level of university strategic performance?
- Q3. To what extent can explore the level of influence (the interaction of transformational leadership with organizational justice in Iraqi universities) on the university's strategic performance?

### Objectives

- Explore the level of impact of transformational leadership in Iraqi universities on the level of university strategic performance.

- Explore the level of impact of organizational justice in Iraqi universities on the level of university strategic performance.
- Explore the level of influence (the interaction of transformational leadership with organizational justice in Iraqi universities) on the university's strategic performance.

### Importance

The importance of the research is explained by the following:

- Providing theoretical information, data and quantitative analyzes that help researchers and scholars with new additions to this topic.
- Helping Iraqi university leaders to choose a leadership style that is compatible with the nature of their work and their ambitions for the future.
- Improving the outputs of the university process ,these results in strengthening the relationship with the local and national communities.
- Supporting the national economy and sustainable development through the new knowledge and skills offered by Iraqi universities to the community.
- Contribute to improving the quality of life and enhancing social welfare.

### Determinants

- The limited awareness of Iraqi university leaders in general of the modern patterns of university leaders. This negatively affects the way any of the leadership styles are evaluated.
- The bureaucratic and sometimes central dealings of the Iraqi university leaders with the bodies (academic, administrative, and all employees), in a way that does not allow the presentation of opinions or objective points of view.
- The unstable economic, social and political situation in Iraq, and the resulting instability of university strategies and systems.
- The great interference of the Iraqi Ministry of Higher Education in the details of the work of universities.
- In Iraqi private universities in particular, the investor's interventions aimed at profit and personal interests may confuse or weaken the capabilities of the educational process and its outcomes

### Study Design

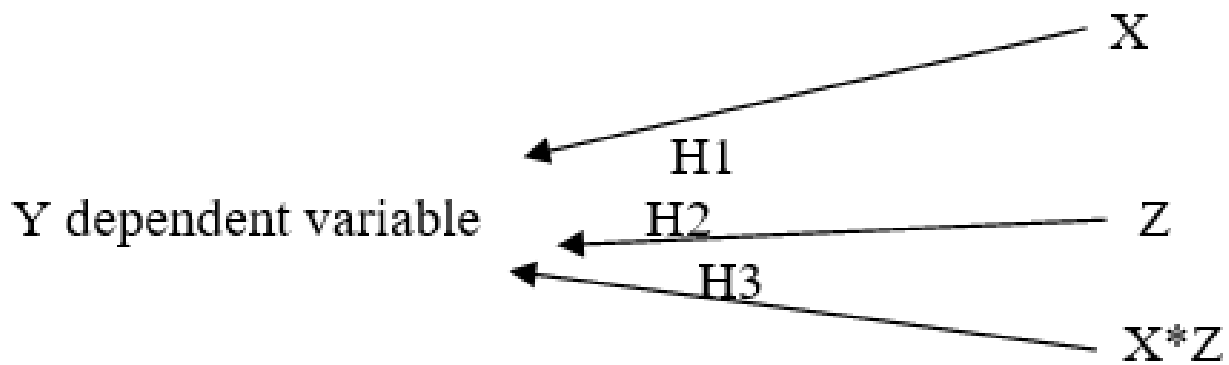
In its design and structure, the research relied on the descriptive approach, where the integration of the two approaches (inductive and deductive), the theoretical side of the research clarified the theoretical evidence that supports the relationship between (transformational leadership and organizational justice) on the one hand, and its reflection on strategic performance on the other hand. the theoretical side directed by the deductive approach, which is based on (presentation, analysis, and discussion). and put these procedures in a logical, purposeful sequence, This constitutes the theoretical basis for the formulation of the hypotheses of the study, the hypotheses based on which the field part of the study is organized. the field side of the study was built to test the validity of the study hypotheses. It depended on quantitative methods in the analysis and verification of hypotheses, this need to use in the inductive approach because it is the most appropriate in directing the

quantitative aspect of any quantitative study. The theoretical side contributed to providing basic information for formulating hypotheses, while the practical side was an area for testing hypotheses, The research relied on a main hypothesis: (There is a statistically significant effect of the interaction of (transformational leadership with organizational justice) on the strategic performance of Al-Maaqal University, the subject of the study), Al-Maaqal University in Basra was a field for conducting the study. For the most important reasons: (The university's ambition to rapidly develop to be among the advanced universities scientifically and administratively at the level of the country and the region, to improve its university outputs to be more influential in the local and national communities), the primary purpose of the research is to try to improve the strategic performance of the university itself, the academic bodies (university leadership and teachers) at the university formed the study community, The number of all of them (76 people). Since the total number of the population is equal to the acceptable size of the sample, So the sample size was equal to the size of the study population, Without choosing any statistical method for determining the sample size, Note that all members of the sample have knowledge and experience of the requirements for the success of the educational process at the university. Whether through their work at Al-Maaqal University now, or in other Iraqi universities before it, the results of measuring the opinions of the sample members constitute the informational basis for the analysis. For this purpose, a three-dimensional questionnaire was developed, the first dimension covers the requirements for measuring transformational leadership, and the scale was developed. It includes four items that measure the characteristics of the transformational leader, Burns, 1978 <sup>[6]</sup>. The second dimension of the scale covers the requirements for measuring organizational justice, and the scale was developed by Lind, 1997, it included the three dimensions of organizational justice (distributive, procedural, and between people). The third dimension of the scale covers the requirements for measuring university strategic performance according to the research point of view, and it includes performance (social, financial, environmental, and educational). The five-point Likert scale was used to measure the value of each item of the scale from the point of view of the sample, and this scale is more common in survey studies., the researchers used the (Cronbach's alpha) coefficient to test the scale's confidence level and its internal homogeneity, the multiple regression coefficients was used to verify the validity of the hypotheses.

### Hypothetical Study scheme and hypotheses

The study scheme included three main variables (transformational leadership, organizational justice, and university strategic performance), where the first variable (transformational leadership) represented the independent variable, the second variable (organizational justice) represented the interactive variable, and the third variable represented the university strategic performance. The scheme is about the formula through which the interactive variable is expected to enhance the strength of the influence of the independent variable (transformational leadership) on the dependent variable strategic performance, go to Figure (1)

**Hypothetical scheme :**



**Source : Kim etal 2010**

**Fig 1**

**Hypotheses**

**Hypothesis (1)**

There is a statistically significant effect of the independent variable transformational leadership on the dependent variable, the strategic performance of the University of Al-Maaqal, the subject of the study.

**Hypothesis (2)**

There is a statistically significant effect of the interactive variable, organizational justice, on the dependent variable, the strategic performance of Al-Maaqal University, the subject of the study.

**Hypothesis (3)**

There is a statistically significant effect of the interaction of (transformational leadership with organizational justice) on the strategic performance of Al-Maaqal University, the subject of the study.

**Result**

**consistency test**

Internal consistency is one of the most important measures of reliability. Because it describes the homogeneity of the result derived in the test, This means that homogeneity gives an idea of how well the survey or test items are designed to measure construction. Cronbach alpha is one of the most widely used measures of reliability or survey data in the social and organizational sciences. When we need to test the internal consistency (reliability) of multiple Likert questions in a survey (scale), Because the building is essential to any

subject under study, the typical value (for Konbash Alpha) is estimated at (70%) or more. Values higher than (70%) indicate higher internal consistency; as for the lower ones, they indicate the weakness of the internal consistency of the scale, go to table (1)

**Table 1: Reliability Statistics**

Cronbach's Alpha	N of Items
.890	12
1. The value of alpha for each scale reached (.890), which is greater than the standard alpha value of (.70), confirming the homogeneity of the scale items	
2. The values of the scale items for the field (Cronbach's Alpha if Item Deleted) ranged between (.894 - .871), and they are all greater than the standard alpha (.70), indicating the homogeneity of the scale items with each other.	
Result: Reliability is achieved based on the consistency of the scale items.	

**\Descriptive statistics**

The descriptive analysis depends on the two measures of central tendency (the arithmetic mean) and dispersion (the standard deviation). Variance and standard deviation are measures of dispersion that reveal how close each observed value is to the mean of the entire data set. In data sets with small dispersion, Dispersion or variance in the data is measured by (standard deviation). Small standard deviation values indicate that the data is centered around its arithmetic mean (Kaur. Stoltzfus. Yellapu1. 2001). go to (Table 1/).

**Table 2: Descriptive Statistics**

	N	Mean		Std. Deviation	Comment
	Statistic	Statistic	Std. Error	Statistic	
var0014: transformation leadership	76	1.6711	.04803	.41875	The results indicate that the Iraqi universities, including the university under study, lack the style of transformational leadership.
var0015: organizational justice	76	1.5816	.05247	.45745	The results indicate that the Iraqi universities, including the university under study, lack to organizational justice.
var0016: strategic performance	76	1.5263	.06482	.56506	The results indicate a decrease in the strategic performance of Iraqi universities, including the university under study.
Valid N (listwise)	76				

**Hypothesis testing**

**H1:** Transformational leadership has a positive and significant relationship with the performance of the organization. And that the behavior of transformational leadership has a significant impact on the strategic performance of the company or organization. (Shahid et al 2019), this clarifies the relationship and impact of

transformational leadership on the strategic performance of the organization, especially the Maaqal university organization, and this supported the hypothesis that: (There is a statistically significant effect of the independent variable transformational leadership on the dependent variable, the strategic performance of the University of Al-Maaqal, the subject of the study).  
Go to (Table 1 /1).

**Table 3: H2 test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	Comment
1	.807 <sup>a</sup>	.651	.646	.33627	.000 <sup>b</sup>	000<0.01 (The significance of the test model) The coefficient of determination (.651), which explains the change in the dependent variable by (65.1% ).
The result: acceptance of the hypothesis that(There is a statistically significant effect of the interactive variable, organizational justice, on the dependent variable, the strategic performance of Al-Maaqal University, the subject of the study ) .						

**H2:** Organizational justice is a very important dimension in every work environment, Because the level of fairness and objectivity in decisions and operations is directly reflected in the well-being of employees. Employees are particularly interested in decisions and processes related to rewarding and promoting effort. Respect for human values away from favoritism and personal relationships It will have a more positive impact on the teaching staff in universities. Because

they are more affected by their values, and have more influential on university performance (Đorđević et al 2019) <sup>[9]</sup>, and this supported the hypothesis that: There is a statistically significant effect of the interactive variable, organizational justice, on the dependent variable, the strategic performance of Al-Maaqal University, the subject of the study. Go to (Table 1V).

**Table 4: H3 test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F change	Df 1	Df 2	Sig	Comment
1	.594 <sup>a</sup>	.352	.344	.45784	.352	40.244	1	74	0.00	The results of the first model (000<0.01) showed the significance of the test model ((1), and the strength of the influence of the independent variable on the dependent variable directly is equal to (.352 (
2	.809 <sup>b</sup>	.654	.645	.33682	.302	63.732	1	73	0.00	The results of model (2) showed: 1. The significance of the model (0.00<0.0). And accept the hypothesis referred to above. 2. The value of the coefficient of interpretation or influence after entering the interactive variable (0.809). 3.The percentage change in the positive effect after entering the interactive variable became (0.302). 4.Entry of the interactive variable strengthened the influence of the independent variable on the dependent variable in percentage (0.302).
Result: The validity of the hypothesis that: There is a statistically significant effect of the interaction of (transformational leadership with Organizational justice) on the strategic performance of Al-Maaqal University, the subject of the study										

**H3:** The interactive (modifying) variable determines when or under what conditions it is used to measure the effect of the independent variable on the dependent variable, The interaction variable may reduce or enhance the direction of the relationship between an independent variable and a dependent variable, or it may change the direction of the relationship between the two variables from positive to negative or vice versa, The relationship between the independent variable and the dependent variable can be

strong. But it is often considered when there is an unexpectedly weak or inconsistent relationship between the independent variable and the dependent variable. The effect of an (interactive) variable is usually expressed as an interaction between the independent variable and the interactive variable. Interactive variables are always at the same level as the independent variables, concerning their roles as causal variables. They are considered external variables for the dependent variable. (Kim et al. pp. 64-66) ,

and this supported the hypothesis that: There is a statistically significant effect of the interaction of (transformational leadership with Organizational justice) on the strategic performance of Al-Maaqal University, the subject of the study.

### Go to (Table v)

#### Discussing and conclusion

There is still little research and knowledge about the mediation process between transformational leadership and organizational performance to introduce an intermediary or interactive variable that positively enhances the impact of transformational leadership in improving the level of strategic performance of organizations, Thompson et al, 2021 .In addition, few studies have used the relationship of more than one variable with transformational leadership to achieve project success, This opened the way for new studies that constitute an advanced extension of previous studies, The current study was an extension of previous studies on the one hand, and a new addition to it on the other hand. The difference between the current study and the previous studies is determined by two topics: first: dealing with the interactive relationship between the variables that are expected to affect the dependent variable. Second: that the study was conducted in the environment of Iraqi universities, and it is very advanced on the actual situation of these universities. It's an attempt to find out the impact of (transformational leadership based on justice in dealing with university teachers) on the strategic performance of Iraqi universities.so became clear that the important factor that enhances the strength of influence on the teachers in Iraqi universities is the positive interaction between the university leadership and the teaching staff, this pushes towards the adoption of transformational leadership based on organizational justice in Iraqi universities, including Al-Maaqal University, which is the subject of the study. Where the study showed that Iraqi universities aspire to excellence and rapid development, but at the same time they still lack a clearly defined leadership style that responds objectively and effectively to the requirements of change that they aspire to. Despite the positive and strong results of the impact of the interaction (transformational leadership with organizational justice) on the university's strategic performance, however, these results need clarification and interpretation. So the search tries to Explaination some ambiguities that obstruct the paths of these results:

- The weak interest of the university under study in transformational leadership directed at organizational justice is due to its lack of any clear-cut leadership style. Because the current leadership of the university is classic on the one hand, and lacks knowledge and experience of the nature and characteristics of modern university leaders on the other hand,
- (Conclusion: Al-Maaqal University needs to adopt any of the modern university leadership styles that are compatible with the nature of the development it aspires to).
- The reason for the emergence of the strength of the influence of the independent variable (university transformational leadership) on the dependent variable (university strategic performance), is due to the desire of the university under study to adopt the transformational leadership style at the university,

because this style of leadership allows effective integration between university leadership and teaching staff., It is the best way to Al-Maaqal University. Because it is young and strong, and aspires to balanced and rapid development.

- (Conclusion: the university leadership at Al-Maaqal University needs to adopt the university transformational leadership style).
- The reason for the strong influence of the interactive variable, organizational justice on the dependent variable, the university strategic performance, is due to the desire of the university's teachers to apply justice in the formulation and implementation of university instruction systems, away from subjectivity and favoritism.
- (Conclusion: the university leadership at Al-Maaqal University needs to adopt justice in all its legislation and procedures).
- The results showed the positive and strong impact of the interaction of (transformational leadership with organizational justice) on university strategic performance. The percentage of change in the university's strategic performance after entering the interactive variable was (.302), indicating the desire of the teachers at Al-Maaqal University to transformative leadership based on organizational justice.
- (Conclusion: It is necessary for the leadership at Al-Maaqal University to adopt the theory of transformational leadership based on organizational justice to improve its overall strategic performance).
- It is very important to note that Al-Maaqal University is young, strong and aspiring to achieve comprehensive development in its strategic perspective and infrastructure, and it possesses the material and human capabilities that respond to the requirements of this ambition.
- The current study showed that transformational leadership based on organizational justice affects positively and with a high level on university strategic performance in Iraqi universities. This greatly enhances the positive and productive relationship between the university and society, which increases academic knowledge in the field of university leadership, and to reveal the best leadership style for Iraqi universities. Or other universities that exist in similar environments and it also opens the door for researchers and academics to expand and develop studies in the areas of transformational leadership or other leadership styles similar to it.

#### Recommendations

**Main Recommendation:** To develop legislation and procedures that ensure the adoption of the university under study, the concept and contents of university transformational leadership based on organizational justice.

**Implementation Mechanisms**

- Extensive and deep knowledge of theoretical concepts and practical procedures that cover the wide field of university transformational leadership and organizational justice at the university, through the literature related to this subject.
- Reorganizing and summarizing the information contained in the previous paragraph, and its discussions in special sessions held by the University Council, in

order to come up with a mature vision about the possibility of working in accordance with (transformational leadership based on organizational justice) in the university under study.

- Reformulate The final results of the university council , in the form of principles and instructions that facilitate the implementation of (university transformational leadership based on organizational justice), in the university under study.
- Presenting the new proposal related to the adoption of Al-Maqal University to work according to the principles of (Transformational Leadership based on organizational justice) to the higher authorities in the Ministry of Iraqi Higher Education, in order to obtain fundamental approvals.

#### Disclosure statement

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