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The Relationship Between Transformational Leadership, Improving Employee's Performance and the Raising Efficiency of Organizations

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Abstract
This study aims to identify the impact of transformational leadership in improving the performance of employees and its impact on raising the efficiency of organizations by considering that transformational leadership is one of the successful leadership methods to achieve the effectiveness and efficiency of organizations and improve their performance. In this paper, a systematic literature review of existing international papers is used. the meta-analysis method was used to analyze the articles published in scientific journals with high evaluation indexed in Scopus. Through the analysis process, application (WordStat 8) was used to investigate articles and summarize the descriptive statistics, correlation, and cloud keywords. The results reveal the effectiveness of transformational leadership on job performance. whenever managerial leaderships possess the attributes and characteristics of a transformational leader, including positive influence, inspirational motivation, and individual consideration, the more their subordinates will have creative skills and abilities. Also, the results indicate that the leader who possesses the characteristics of a transformational leader contributes significantly to the development of the capabilities of his subordinates, which is positively reflected in the upgrading of the organization's efficiency. In this paper, we present identifiable patterns in the relationship between transformational leadership, improving employee performance, and the raising efficiency of organizations. Then we suggest emerging core topics that deserve more academic attention. This paper's added value is that it undertakes a thorough and complete assessment of the relationship between transformational leadership, boosting employee performance, and increasing organizational efficiency. It also includes a written review of the work as well as an updated reference index covering the years 2011 to 2020, making it valuable for academics and professionals alike.

Keywords
Transformational leadership, Employees performance, Organizations efficiency.

Introduction

The current era is witnessing many rapid developments and subsequent changes because of the knowledge explosion and the information and communication revolution. As a result, organizations face many challenges and difficulties in how to cope with them and how to adapt to them. This imposed on organizations to find modern ways to develop performance and to discard traditional methods and procedures.

The concept of transformational leadership emerged in the late last century by the American scientist (Burns, 2004).

Burns, (2004) believes that transformational leadership is "a process by which the leader and the subordinates seek to advance each other to reach the highest levels of motivation and morals". Zheng et al., (2013) believes that transformational leadership is a source of inspiration for subordinates in achieving their own interests on the one hand, and in improving the productivity and development of the organization through the integration of individuals working in the organization.

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Al-Shanti, (2017) believes that it is "the integration of the organization's workers by focusing on establishing a culture of commitment and change and enhancing creativity behaviors, and by achieving employee satisfaction, motivation and teamwork".

Based on the above, it can be defined as: "That leadership style in which the leader motivates his subordinates to accomplish what is required of them, by raising challenges before them and convincing them of the importance of their actions. This is after developing their capabilities, improving their skills and motivating them as required to build loyalty to the organization in which they work (Al-Ansi & Rahardjo, 2015). This helps in maintaining their survival and continuity in their business.

Each of presented five main characteristics of a transformational leader, as follows (Burns, 2004; Purwanto et al., 2020): Inspiration and a collective vision: Where transformational leaders look to the future, and believe that teamwork and organizational commitment achieve the impossible and the success of the organization. Challenging the process: Where transformational leaders are always looking for new opportunities and are ready to change the current situation, they are innovating and trying new methods and tools for work. Modeling the way: Where business values are evident among transformational leaders. Enabling Other to Act: Where transformational leaders believe in the importance of workers' participation in all aspects of work. Encouraging: Where he motivates other transformational leaders in every way, both material and moral.

Furthermore, Bass and Avolio (1994) developed a model that included the four dimensions of transformational leadership that are called (Four I's) (Stewart, 2006). These dimensions are: Idealized Influence, whereby leaders 'behavior is an example to their subordinates over time, by adhering to ethical standards, moving away from the use of force and bullying, and pushing others to achieve the organization's mission and vision. Motivation, inspiration or inspirational motivation by raising the spirit of challenge among the workers, and stimulating their values of enthusiasm and motivation, working in a team spirit, and their participation in drawing the future vision of the organization. Intellectual stimulation, by encouraging creative thinking among workers (proposing new ideas, solving problems, and reviewing the processes and structures of the organization). Individualized consideration, through the transformational leader's awareness of the individual differences between the subordinates, and dealing with each one of them according to his own circumstances and ensuring an effective communication system between them.

Transformational leaders always use the results of new studies and effective innovations to achieve the goals of the organization. There are many studies and innovations that present new models for solutions and methods that can help raise performance and efficiency, increase production and reduce costs. For example, but not limited: There has recently been a growing awareness of the environmental and social impact of commercial operations. While the majority of papers in the field of supply chain network design focus on economic performance, some studies have recently taken into account environmental factors. However, there is still a gap in statistically modeling social, environmental, and economic repercussions together. In comparison to the other approaches, the layered technique produces better outcomes (Devika, 2014).

One of studies by Goli & Mohammadi (2021) proposes a new method for determining supply chain performance based on its sustainable strategies. A balanced scorecard, path analysis, and a hybrid Shapley value and Multimoora method comprise this method. This study's main contribution is the development of an intelligent performance evaluation system for various supply chains. In another study by Goli & Malmir (2020) presented One of the most critical actions to take during a crisis is to optimize resource distribution and allocation among individuals. Time, as a crucial component, has a tremendous impact on the number of individuals saved by relief efforts. Also, the study by Goli & Keshavarz (2021), the goal is to minimize total weighted earliness and tardiness by solving a parallel machine sequence-dependent group scheduling problem. According to Goli et al., (2019), the product portfolio problem under return uncertainty can be optimized. This study's contribution is based on the use of a hybrid improved artificial intelligence and robust optimization approach, as well as the presentation of a new method for estimating product portfolio risk. An uncertain integrated model is studied in study by Alinaghian & Goli (2017) for simultaneously finding temporary health facilities in impacted areas, allocating affected areas to these centers, and routing to carry their essential goods. Also, the study by Goli et al., (2021) focuses on forecasting the demand for dairy products (DPD). Because dairy products have a short shelf life, having precise information about future demand is critical.

Human performance improvement and development can be simply characterized as a scientific effort that relies on scientific and advanced methodologies to examine human performance in the workplace. Recognizing the extent of its efficacy and efficiency, fulfilling the organization's objectives, identifying performance

problems and the causes behind them, and defining the levels of intervention and their various sorts are all reasons for regulating performance (Mancheno-Smoak & Lolita, 2008).

According to experts and professors in this discipline, there have been numerous definitions of organizational efficiency. The linguist (Chomsky, 2005) defines know-how as an evolutionary combination of experiences, values, information, and experiences that serve as a framework for evaluating and integrating new experiences and information. As a result, know-how serves as a foundation for the production of knowledge, with the latter serving as an essential component of competence (Hymes, 1992).

Competencies can be described as "the totality of practical knowledge that ensures competitive advantage in the market" from a strategic standpoint. The institution's key competencies improve its competitiveness (Coombs, 1996).

Accordingly, organizations that cannot create degrees of job satisfaction for their members within the moral framework, and seek to invest their material energies only, lead to the disruption of the energies of the organization and reduce its efficiency in investing human, material, financial, and information efforts in an optimal way (Askar, 2021).

The concept of effectiveness is linked to the concept of efficiency. They should not, however, be used interchangeably. The organization may be effective, but it is inefficient; that is, it achieves its objectives but at a cost. The inefficiency of the organization negatively affects its effectiveness. The greater the cost of achieving a specific goal, the less likely the organization's ability to survive. Both efficiency and effectiveness must be considered in any organization's success metrics. Effectiveness is getting the job done or doing the right thing, and efficiency is getting the job done correctly. The organization may be efficient, but it is ineffective, as in the case of the organization producing a commodity for which there is no demand. In another hand, the organization may also be effective, but it is not efficient, as in the case of the organization achieving its goals, regardless of the costs incurred in doing so (Wishner, 1955; Seckler et al., 2003).

In a strict sense, efficiency relates to the economic dimension of goal-setting as well as the output-to-input ratio. Because the organization must achieve particular goals with limited resources that must be managed economically, effectiveness refers to the ability to achieve the goals (Ahn et al., 2014).

A basic premise of Lean, the operational excellence strategy that was developed over many years and is extensively utilized in industry today, is the rigorous ferreting out and removal of waste in how work is performed. (For further information, see "A Brief History of Lean.") Transportation, inventory, motion, waiting, overproduction, over processing, and defects are the seven wastes that Lean combats (Pereira, 2009; Garad et al., 2021).

Previous research has shown that strong leaders foster a stimulating work atmosphere. And that is done by team members sharing their experiences in a way that encourages them to learn from one another. This promotes open communication and innovation, as well as the development of high-quality solutions to issues.

In order for these institutions to perform their role correctly in order to achieve the desired goals, it was necessary to research the factors that improve and develop them. Transformational leadership, being the effective leadership style in the organization, transformational leadership is the leadership through which subordinates are influenced in order to arouse high motivation, develop and exploit creative skills for them in order to achieve the good performance of the organization.

This study aims to identify the impact of transformational leadership in improving the performance of employees and its impact on raising the efficiency of organizations and considering that transformational leadership is one of the successful leadership methods to achieve the effectiveness and efficiency of organizations and improve their performance.

Research framework

In general, the world is imposing pressures at the present time on organizations, services, administrative, and productivity in all fields. As a result, this tremendous development is taking place in the whole world. This is what drives organizations to reconsider their provision of services to keep pace with this development and what is needed for successful and effective leadership. Transformational leadership is one of the most comprehensive leadership theories to transform organizations towards a better level in accordance with appropriate and appropriate modern management methods to keep pace with developments and meet aspirations. Therefore, this study revolves around the collection of literature related to this topic and profiling the impact of transformational leadership in improving employee performance and increasing the effectiveness of organizations (Fig. 1).

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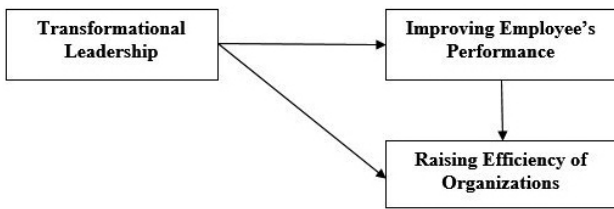
Fig. 1. Framework research

Methodology of research

The meta-analysis method was used in this paper. A meta-analysis literature review entails extracting and analyzing findings from the selected literature. According to Polit and Beck (2006), meta-analysis methods aid in drawing conclusions and discovering aspects and relationships between findings. It is a non-statistical procedure that evaluates and analyzes study results with the goal of expanding on previous concepts and interpretations. The study is based on articles published in high-quality scientific journals that are indexed by https://www.scopus.com/. The keywords listed in Figure 2 were used to find relevant research by looking for them in the title or abstract of papers on https://scholar.google.com/ and journals specializing in the area of literature review on https://www.scimagojr.com/. Between 2011 and 2020, scientific journals were chosen for examination.

Parahoo (2006), Ahn & Kang (2018) and Higgins et al. (2022)) suggests that a systematic review should detail the time frame within which the literature was selected, as well as the methods used to evaluate and synthesize findings of the studies in question. In order to enable the reader to assess the reliability and validity of the review (see Fig. 2), the reviewer needs to present the precise criteria used to: (a) formulate the research objectives and questions; (b) set inclusion or exclusion criteria; (c) select and access the literature; (d) asses the quality of the literature include in the review; (e) analyze, synthesize and disseminate the findings.

The Table 1 showing how many articles was choose from every journal were selected in this research with authors name and year of article publishing.
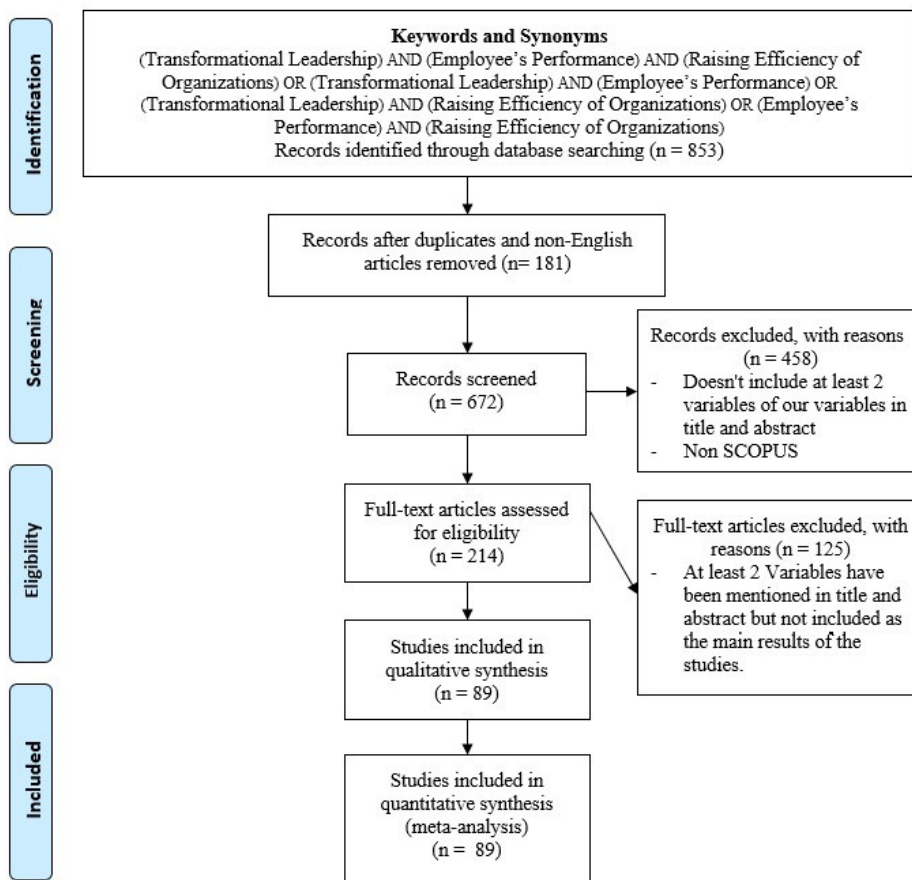

Fig. 2. PRISMA flow diagram of search strategy and articles selection

Table 1
Distribution of Articles by Journals

No.	Journals name	No.	Authors name & year
1	Asia Pacific Management Review	2	Jena (2018) Shafi (2020)
2	Academy of Management Journal	1	Grant (2012)
3	Business and Economic Horizons (BEH)	1	Ibraheem, (2011)
4	Computers in Human Behavior	1	Shao et al. (2012)
5	Career Development International	1	Caniëls (2018)
6	Corporate Social Responsibility and Environmental Management	1	Khan H.U. (2018)
7	Employee Relations	1	Katou (2015)
8	European Management Journal	1	Hetland (2018)
9	European Journal of Innovation Management	3	Sattayaraksa (2018), Afsar (2019), Zuraik (2019)
10	Frontiers in Psychology	1	Tian (2020)
11	Frontiers of Business Research in China	1	Chen (2018)
12	Human Resource Development Quarterly	1	Hoon Song (2012)
13	Human Resource Management	2	Han (2018), Ehrnrooth (2020)
14	Higher Education	1	Abbasi (2013)
15	International Journal of Innovation, Management and Technology	1	Thamrin (2012)
16	International Journal of Advanced Manufacturing Technology	1	Noruzy (2013)
17	International Entrepreneurship and Management Journal	1	Moriano (2014)
18	International Journal of Scientific & Technology Research	2	Andriani (2018), Mishra (2019)
19	International Journal of Sports Science & Coaching	1	Lee (2018)
20	International Public Management Journal	1	Muterera (2018)
21	International Journal of Productivity and Performance Management	2	Para-González (2018), Ribeiro (2018)
22	International Journal of Law and Management.	2	Rita, 2018), (Mahdikhani, 2020)
23	International Review of Management and Marketing	1	Sinaga (2018)
24	International Journal of Hospitality Management	2	Buil (2019), Luo (2019)
25	International Journal of Business Information Systems	1	Khan (2019)
26	International Journal of Manpower	1	Kim, 2019)
27	International Journal of Sociology and Social Policy	1	Naderi (2019)
28	International Journal of Innovation, Creativity and Change	1	Ardi (2020)
29	International Journal of Business and Social Science	1	Bushra (2011)
30	International Journal of Human Resource Management	2	Top (2015), Afsar (2017)
31	Journal of Nursing Management	1	Weng et al. (2015)
32	Journal of Advanced Nursing	1	Salanova et al. (2011)
33	Journal of Occupational and Organizational Psychology	1	Walumbwa et al. (2011)
34	Journal of Applied Psychology	1	Den Hartog et al. (2012)
35	Journal of Business Research	3	Birasnav (2014), García-Morales et al. (2012), Murphy et al. (2020)

Table 1 [cont.]

No.	Journals name	No.	Authors name & year
36	Journal of Business Ethics	1	Choudhary et al. (2013)
37	Journal of Asia Business Studies	2	Jyoti et al. (2015), Busari et al. (2019)
38	Journal of Social Sciences (COES&RJ-JSS)	1	Obeidat et al. (2015)
39	Journal of Management Development	3	Islam et al. (2018), Alrowwad et al. (2020), Chan & Simon (2020)
40	Journal of Chinese Human Resource Management	1	Shahzad et al. (2018)
41	Journal of Change Management	1	Faupel et al. (2019)
42	Journal of Cleaner Production	1	Li et al. (2020)
43	Journal of Organizational Change Management	1	Bayraktar et al. (2020)
44	Journal of Knowledge Management	1	Yin et al. (2019)
45	Journal of Cleaner Production	1	Mi et al. (2019)
46	Journal of Organizational Behavior	1	Carter et al. (2013)
47	Journal of Applied Behavioral Science	1	Afsar et al. (2018)
48	Journal of Creative Behavior	1	Golden III et al. (2019)
49	Journal of Vocational Behavior	1	Wang et al. (2017)
50	Journal of Asian Finance, Economics, and Business	1	Nguyen et al. (2019)
51	Management Research Review	2	Suifan et al. (2018), (Azim et al. (2019)
52	Management Science Letters	2	Dappa et al. (2019), (Atan (2019)
53	Management Decision	2	Mittal et al. (2015), (Mahmood et al. (2019)
54	Landscape and Urban Planning	1	Lachowycz et al. (2013)
55	Leadership & Organization Development Journal	2	Joo et al. (2012), Krishnan (2012)
56	Leadership	1	Franke & Felfe (2011)
57	Leadership Quarterly	2	Tims et al. (2011), Boehm et al. (2015)
58	Learning Organization	2	Imran et al. (2016), Vashdi et al. (2019)
59	Technological Forecasting and Social Change	1	Singh et al. (2020)
60	Tourism Management	1	Wang et al. (2014)
61	Sustainability	4	Jia et al. (2018), Hongdao et al. (2019), Li et al. (2019), Manzoor et al. (2019)
62	South Asian Journal of Business Studies	1	Islam et al. (2020)
63	Performance Improvement Quarterly	1	Nam et al. (2019)
64	Public Performance & Management Review	1	Campbell (2018)
65	Personnel Review	1	Afsar et al. (2019)
66	World Applied Sciences Journal	1	Long et al. (2014)
	Total	89	

According to Cronin (2008) the review process consists of five distinct processes, the first of which was the collection of 853 articles using the keywords above. 672 articles were chosen in the second step of the Elimination of duplication in literature, and 214 articles were chosen in the third step of Check Journal name in SCOPUS. In this literature study, 89 articles were chosen in the fourth step of checking title and abstract, and 89 articles were approved in the final step of full-text analysis. In this study, articles on the function of transformational leadership, improving employee's performance and the raising efficiency of organizations were carefully chosen. Figure 3 depicts a summary of the data collecting process, including phases 1 through 5.

We noted from Fig. 3 that the keywords associated with the main variables in this article in the outer circle are highly correlated with each other, as well as
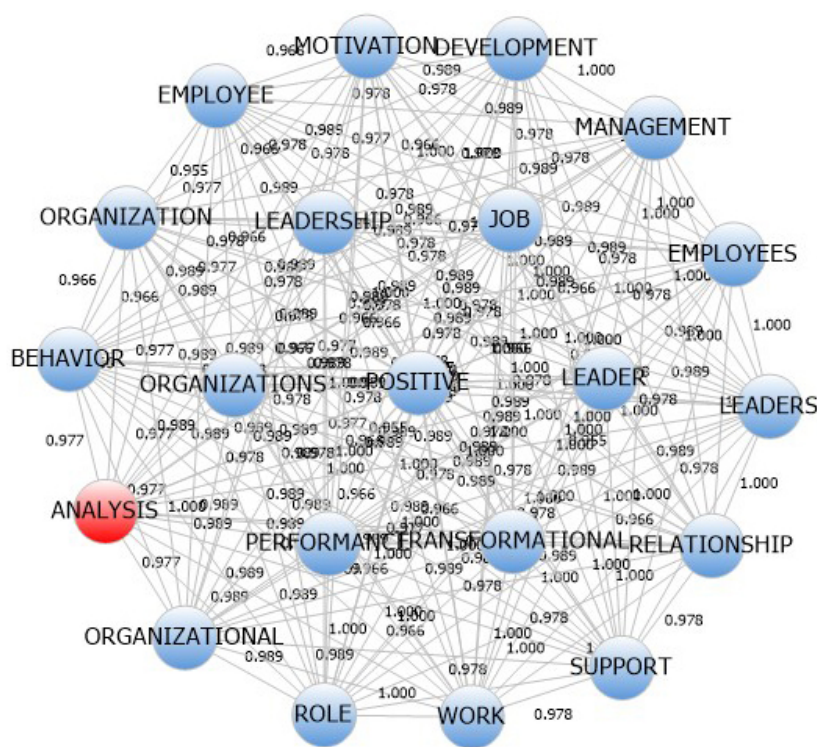
Fig. 3. Correlation between keywords research

with the words in the middle circle, and between them a positive link in center between (0.966 and 1.000). This indicates the strength of the correlation between the results of the articles under review and the variables in this study.

In Table 2 we show a number of correlation between coding words\keywords.

This step in statistical analysis is the keyword cloud of the articles. Figure 4 shows the main words that were the most repeated and used to describe the re-

Table 2
Example of correlation between coding words

Coding words	EMPLOYEES	LEADERSHIP	ORGANIZATIONS	PERFORMANCE	POSITIVE	RELATIONSHIP	SATISFACTION	TRANSFORMATIONAL
EMPLOYEES	1.000							
LEADERSHIP	1.000	1.000						
ORGANIZATIONS	0.989	0.989	1.000					
PERFORMANCE	1.000	1.000	0.989	1.000				
POSITIVE	1.000	1.000	0.989	1.000	1.000			
RELATIONSHIP	1.000	1.000	0.989	1.000	1.000	1.000		
SATISFACTION	0.899	0.899	0.887	0.899	0.899	0.899	1.000	
TRANSFORMATIONAL	1.000	1.000	0.989	1.000	1.000	1.000	0.899	1.000

Fig. 4. Cloud distribution of keywords

lationship among variables. As notice the transformational and leadership was the most frequencies word and the following level were for employee's, performance, and organizations. In addition, the figure also includes some related words that have been used to describe these relations.

If we notice from the Fig. 4, the keywords for this search are the most frequent. For example, we note the frequency of the words leadership, transformational, organizations, performance, and employees (11604, 8798, 6488, 5733, 4749) respectively. This indicates the association of the articles under review with the main variables in this research.

Results and discussion

In the modern period, one of the most important basic components is the process of making and taking administrative decisions.The axis of the administrative process and its most significant aspects, and it is a task inherent in the activity, are critical for successful management. It is true to assert that administrative officials at various organizational levels confirm that (Jena, 2018; Jyoti et al., 2015; Busari et al., 2019). The amount of success that an organization achieves depends largely on the effectiveness and efficiency of the decisions made. And their relevance to the specific goal at various levels (Shafi, 2020; Chan & Simon, 2020), and from here what is known as modern trends in leadership appeared, as the basis of these trends was laid in leadership styles and reference to transformational leadership styles (Grant, 2012; Obeidat et al., 2015).

Because of the organizations' need for innovative, influential leadership that is consistent with the spirit and giving of the modern era It works to find a common vision and mission for the organization (Ibraheem, 2011; Islam et al., 2020; Islam et al., 2018). Where transformational leadership contributes to achieving competitive advantage and ethical values (Shao et al., 2012). It also raises the motivation of the subordinates, enhances their capabilities, and gives them freedom to act and make decisions (Caniëls, 2018; Alrowwad et al., 2020).

This improves organizational relationships, increases productivity and creativity rates, and deepens a sense of loyalty to the organization (Khan H.U., 2018).

Efficiency of performance is related to training or other scientific solutions that are not related to formal training in order to improve and develop human performance in the work environment, it seeks development and advancement (Katou, 2015; Shahzad et al., 2018). It depends on defining action plans and ways that can be used to circulate these solutions and appropriate means of communication in the organization. These instruments ensure that the process of improving and developing human performance is carried out effectively and efficiently (Hetland, 2018; Faupel et al., 2019).

When an employee is unsure of what to do, they feel resentful, disoriented, frustrated, and bewildered (Sattayaraksa, 2018). However, with training, he should be more productive and complete his tasks. Because this enables him to fully comprehend what is expected of him in order to fulfill his responsibilities (Afsar B.W., 2019; Li et al., 2020).

Major financial incentives may be mentioned in the news or by coworkers. However, it should be mentioned that there are many minor rewards that fit into small business budgets and inspire staff. They could

include more enjoyable work responsibilities that help the employee gain confidence (Zuraik, 2019; Bayraktar et al., 2020). Alternatively, paid time off can be used to motivate employees to improve their performance (Tian, 2020). According to a research, 78 percent of employees prefer rapid and real praise from their bosses as an incentive (Chen, 2018; Yin et al., 2019).

It's possible that major financial incentives will be publicized in the news or by employees. However, numerous little incentives that fit into small business budgets and motivate employees should be included. They may involve more enjoyable work duties that assist the employee in gaining confidence (Zuraik, 2019; Bayraktar et al., 2020). Paid time off, on the other hand, can be utilized to encourage staff to improve their performance (Tian, 2020). According to a study, 78 percent of employees prefer immediate and genuine praise from their managers as a motivator (Chen, 2018; Yin et al., 2019).

One of the most effective ways to improve an employee's performance is to do an annual performance review (Hoon Song, 2012). According to the University of Maine's findings, this review helps to ensure that the employee's aims are in line with the organization's goals (Han, 2018; Mi et al., 2019). It also aids in the establishment of a training and development plan for employees with the goal of promoting them and resolving existing issues. Managers must, however, provide regular feedback on employee performance (Ehrnrooth, 2020; Carter et al., 2013). The yearly review, on the other hand, offers more time to focus on how the employee may become more useful to the (Abbasi, 2013).

Organizations are finding creative people and providing appropriate means that help to innovate alternative methods and quick administrative solutions (Thamrin, 2012; Tjahjono, 2011). Although there are many factors inside and outside of the organization that affect the level of performance of its employees (Noruzy, 2013; Afsar et al., 2018). However, there are many factors that show that the administrative leadership within the organization which plays an important role in creating the appropriate administrative environment in addition enables the stimulation and rooting of creativity (Moriano, 2014).

The leadership style that has emerged from scientific progress and technical development is the transformational leadership style (Andriani, 2018; Golden III et al., 2019). One of the most important characteristics of transformational leadership is its high ability to lead the organization in the face of modern challenges and developments (Mishra, 2019). The influencing behavior of subordinates and developing

of their performance by opening the ways to them and encouraging them to face the problems and difficulties facing their organizations (Lee, 2018; Wang et al., 2017).

Because life has changed and many changes have emerged in different aspects, such elements have great pressures on workers and on the institutions in which they work (Muterera, 2018; Nguyen et al., 2019). The need for transformational leadership has emerged as it has become difficult to predict changes (Para-González, 2018). Therefore, must be individuals who provide institutions with visions as well as play the ideal roles that can be emulated by the personnel of this institution (Ribeiro, 2018; Suifan et al., 2018).

The topic of leadership is one of the most important issues in the life of societies in all institutions and organizations (Rita, 2018; Azim et al., 2019). Whenever these groups exist, they look to a leader, and as the issue of leadership was an important topic that works to appreciate and understand many problems. So these organizations need to be of different sizes and nature of their activities (Mahdikhani, 2020; Dappa et al., 2019; Atan, 2019).

Leaders have a crucial role in companies, as they are the ones who are in charge of fulfilling the organization's goals and carrying out its job efficiently and successfully (Sinaga, 2018; Choudhary et al., 2013). The pursuit of its goals and desires, even if it is floundering (Buil, 2019). Despite the fact that leadership is a comprehensive resource for process management, failing to apply leadership styles appropriate to the conditions of workers in the company may result in the organization's failure to achieve its desired goals (Luo, 2019; Murphy et al., 2020).

Specifically, the transformational leadership style that is characterized by a high capacity for confrontation recent challenges and developments and opening the field of innovation and creativity by opening development channels and renewal to keep pace with the surrounding changes and the accelerating transformations (Khan A.N., 2019; Birasnav, 2014; García-Morales et al., 2012). Through all this, we can say that transformational leadership is the primary driver of organizations' work and as a part that cannot be overlooked or overlooked in the organizational and productive process of the organization (Kim, 2019; Den Hartog et al., 2012).

Whatever, its function or objectives, the human resource represents the real source for the formation of the competitiveness of every organization (Naderi, 2019; Palupi, 2016). As individuals are the organizational element capable of assimilating new concepts and ideas that help to exploit the advantages and face the challenges imposed by the environmental,

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cultural, political, economic, and social conditions of the new century (Ardi, 2020; Salanova et al., 2011). Whether it is muscular or intellectual that an individual or group have exerted for a specific achievement to reach or achieve predetermined goals (Bushra, 2011). Based on the exploitation of the available resources, the inputs of the institution at the lowest cost and high productivity is significant while preserving the health and comfort of the worker (Top, 2015; Walumbwa et al., 2011). This is what gives the organization its position in the market in its economic or service nature and guarantees it survival, continuity and excellence within the successful companies (Afsar B.B., 2017; Weng et al., 2015).

Conclusions

According to the findings, one of the most essential qualities of transformational leadership, which has emerged as a result of many changes and recent advancements, is its ability to lead the organization through these obstacles. This is accomplished by influencing subordinates' behavior, developing their creative abilities and innovative efforts, paving the path for them, and motivating them to confront the problems and challenges that their companies face. Furthermore, transformational leadership is built on the notion of influencing individuals and directing their attention to what is outside their self-interest. This increases their self-consciousness and knowledge of the need to focus on organization. It also seeks to establish understanding and harmony between workers and their supervisors.

We can establish the nature of the relationship between transformational leadership, improving employee performance and raising the organization's efficiency as follows:

1. Transformational leadership contributes to a large extent in supporting and achieving organizational commitment and improving employee performance, which results in greater speed, efficiency and accuracy in completing work at the lowest possible cost. This contributes to raising the competencies of the organization.
2. The interest of organizations in searching for competitive advantage is pushed towards increasing interest in applying the concepts of transformational leadership, which requires increasing attention to research. Training and development contributes to building and developing the performance of employees which directly contributes to raising the competencies of the organization.

3. The use of the transformational leadership style contributes to increasing and strengthening cooperation and communication between individuals working at all administrative levels. It helps in improving organizational relations and creating conditions and opportunities to increase the level of competencies of employees and the organization.
4. The application of transformational leadership styles and organizational commitment in organizations can help to improve job satisfaction rates, improve morale, and increase the quality and quantity of productivity and performance rates in these organizations.

Recommendations

Based on the obtained results, this study demonstrates the following:
1. Emphasis on the need for administrative leaderships of employees in organizations to adopt the characteristics of transformational leadership as a whole, as this has an important effect on enhancing organizational commitment.
2. Organizations should adopt employees with leadership characteristics by taking into account the selection and appointment of new leaders, and the availability of different transformational leadership characteristics, especially leaders who have a charismatic personality and a future vision capable of provoking and motivating employees.
3. The necessity of holding training courses for employees at all administrative levels, to familiarize them with the importance of transformational leadership, and to help develop the capabilities of transformational leadership in them.
4. Enhancing the sense of belonging to employees in organizations, by involving them in decision-making processes, especially decisions that affect their professional and social lives. This has an important impact on improving performance and achieving the goals of their organization.
5. Enhancing organizational commitment among employees in organizations by spreading a culture of love to work, teamwork and creating a spirit of belonging by providing material and moral incentives to the most committed employees.
6. Preparing more field studies on the concept of transformational leadership and its role in other administrative dimensions such as administrative creativity, organizational excellence, organizational trust, and job satisfaction.

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