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THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN DIMENSIONS OF ORGANIZATIONAL CONFIDENCE AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES OF GENERAL COMPANY FOR SOUTHERN CEMENT IN KUFA

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ABSTRACT

The main purpose of this research is to study the impact of transformational leadership on organizational trust. The study was applied on a random sample consisting of 64 persons of the workers who work for the General Company for Southern Cement in Kufa. The questionnaire was used as a data collection tool; SPSS application was used to analyze the data. Research has concluded a good level of transformational leadership's characteristic among the leaders who work for the General Company for Southern Cement in Kufa. The study also showed there is a good level of organizational confidence among employees of the General Southern Cement Company in Kufa. It was also concluded that there is an effect of the practice of transformational leadership on the organizational confidence of the General Company for Southern Cement in Kufa. The presented reached a set of recommendations, the most important of which is focusing on enhancing and supporting the ideal impact dimension through working leaders acting as models that workers seek to emulate and also working to reconsider the methods and programs after the inspirational motivation followed by the leaders working in the General Company for Southern Cement in Kufa, which contributes to building a culture that supports organizational confidence, because these two dimensions have lower averages than the other dimensions of transformational leadership.¹

INTRODUCTION

Many modern business organizations face a lack of competitiveness and low productivity. This can be attributed to leadership that discourages organizational trust and does not support employees' commitment to achieving organizational goals. As competition intensifies and the requirements of the external environment characterized by dynamic changes and the pursuit of better performance, it is necessary to acquire new skills, improve the communication process, adopt strong positions and gain the ability to better manage the Organization's knowledge in order to achieve outstanding results.

This requires leadership to have a clear and specific vision and practical actions to ensure the implementation of comprehensive and flexible strategies as leadership practices clearly identify the causes of complex problems that can lead the individual to overcome all constraints and promote personal development and create motivation for individuals; then, this leads to high levels of confidence among individuals.

RESEARCH METHODOLOGY

Research questions

Transformational leadership is one of the modern and influential theories in organizations change. The success of organizations is based on the leader's ability to respond to contemporary and future challenges as well as his ability to influence his subordinates, and hence the research identified the following questions:

1. What is the level of application of transformational leadership in the Southern Cement Company in Kufa?
2. What is the degree of organizational confidence among employees of the General Company for Southern Cement in Kufa?
3. Is there a relationship between transformational leadership and organizational trust from the point of view of workers in the General Company for Southern Cement in Kufa?
4. What is the level of influence of the dimensions of transformational leadership in the organizational confidence from the point of view of workers in the General Company for Southern Cement in Kufa?

Research importance

The importance of research is embodied as it sheds light on one of the important topics in the field of management studies, especially studies of organizational behavior, which is transformational leadership and its relationship to organizational confidence. The importance of research is highlighted by its focus on transformational leadership and its role in the impossibility of building a high level of confidence among employees as it is the key driver in their behavior. The importance of the study also comes from

the importance of its application where the cement industry is one of the strategic industries, which is related to a wide range of industries as its success and development necessarily mean the development of a long series of construction industries, hence the importance of directing the attention of management leaders in the General Company for Southern Cement in Kufa to the importance of the application of transformational leadership for its importance in the raise of the level of employee confidence which in turn affects the success and development of organizations and their ability to achieve their goals effectively and efficiently.

Research objectives

Based on research questions, the following objectives were formulated:

- 1- Identify the level of application of transformational leadership in the Southern Cement Company in Kufa.
- 2- Identify the level of organizational confidence of the employees of the General Company for Southern Cement in Kufa.
- 3- Know the type of relationship between transformational leadership and organizational trust.
- 4- Test the impact of transformational leadership in building and developing organizational confidence among employees of the General Company for Southern Cement in Kufa.

Research's hypothesis scheme

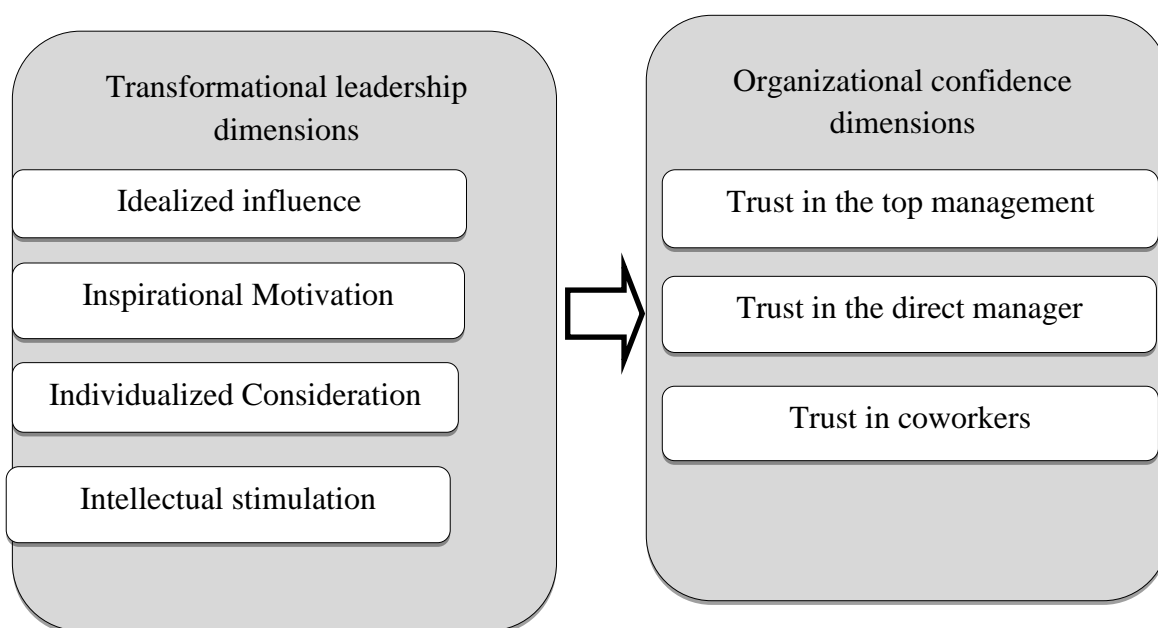


Figure 1: Research hypothesis' scheme

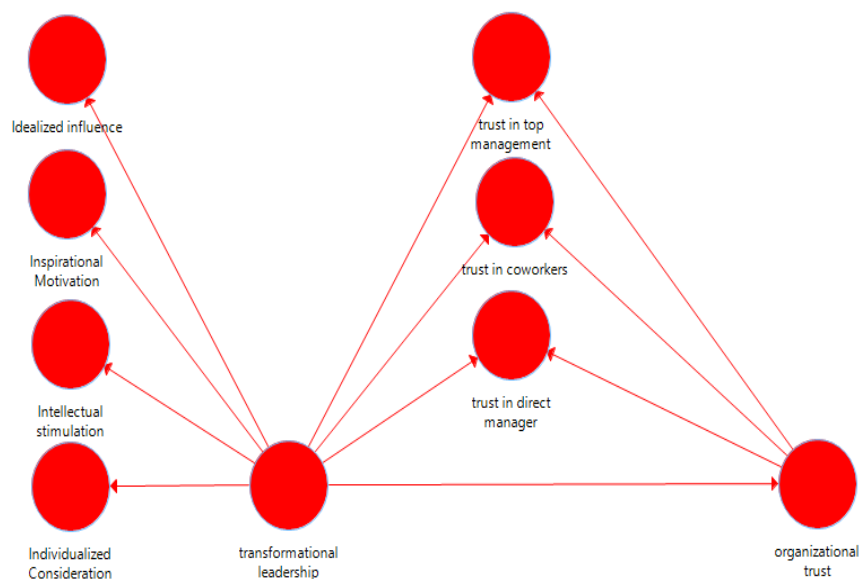


Figure 2: conceptual model of the research supposed by Authors

The research attempts to validate the following hypotheses

The first hypothesis

There is a significant correlation between the dimensions of transformational leadership and dimensions of organizational trust in the research sample.

This main hypothesis is divided into the following sub-assumptions:

- 1- There is a significant correlation between the dimensions of transformational leadership and trust in top management.
- 2- There is a significant correlation between the dimensions of transformational leadership and trust in the direct manager.
- 3- There is a significant correlation between the dimensions of transformational leadership and trust in coworkers.

The second hypothesis

The dimension of transformational leadership has a significant influence on the dimensions of organizational confidence

This main hypothesis is divided into the following sub-assumptions:

- 1- There is a significant impact relationship to the dimensions of transformational leadership on trust in top management.
- 2- There is a significant impact relationship to the dimensions of transformational leadership in trust in the direct manager.
- 3- There is a significant impact relationship to the dimensions of transformational leadership in trust in coworkers.

RESEARCH METHOD AND APPROACH

The research methodology includes the following elements (data collection method, research variables, research sample, and population and statistical analysis methods).

Method of data collection

To achieve the objectives of the research and to verify the validity of its hypotheses has relied on descriptive-analytical method, which included the use of the field survey, where the questionnaire was used to collect and analyze the data in addition to qualitative method, through the review of books, researches, and related articles.

Research variables

The research variables are divided into two variables

Transformational Leadership: Researchers adopted In the measurement of transformational leadership variable according to (Bass & Avolio, 1994), the transformational leadership was divided into four components (idealized influence, Inspirational Motivation, Intellectual stimulation, Individualized Consideration) included 20 paragraphs that were evenly distributed among the four transformational leadership elements.

As for Organizational confidence variable the researchers relied on a scale (Straiter, 2005), (Dirks & Ferrin, 2002), organizational confidence was divided into three elements (trust in the top management, trust in the direct manager, trust in the coworkers) included (15) paragraphs distributed equally among the three elements of organizational confidence, Likert's five-point scale was used to measure the relative weight of the respondents' responses.

subjects and sample of the research

The research community is represented by the General Company for Southern Cement in Kufa. A random sample was selected that included a group of workers comprising (65) individuals at different administrative levels. After distributing the questionnaire forms and retrieving them, it was found that one of the forms is not valid for statistical analysis. Valid forms returned for analysis are (98%).

Methods of statistical analysis

Researchers in their analysis relied on several statistical tools by using SPSS application

- Mean and standard deviation.
 - Simple correlation coefficient and simple linear regression analysis.
 - Stability coefficient of the half-split method (Spearman and Jettmann)
- as well as the coefficient of stability alpha Cronbach.

TRANSFORMATIONAL LEADERSHIP

The concept of transformational leadership

The theory of transformational leadership has attracted the attention of many researchers in the field of organizational leadership over the past three decades and was developed by Burns in the late twentieth century (1978) through his

analysis of political leaders (Givens, 2008) It was later reinforced by Bass (1998-85) and the main hypothesis of transformational leadership theory was the ability of the leader to motivate his subordinates to accomplish more than his subordinates planned to accomplish (Krishnan, 2002). Bass describes transformational leadership as a way in which both the leader and his subordinates share in a way that drives each other to higher levels of motivation and morality also believes that transformational leadership may push its followers to move beyond the lower level to the higher level of needs that conform to Maslow's hierarchy of needs (Forester & Clegg, 1991) Transformational leadership is also described as a process in which leaders reinforce the commitment of their subordinates and push them to overcome self-interest in the interests of the organization's goals, and get their commitment to making significant and high-performance changes (Gill et al., 1999) While Schwepker emphasizes that transformational leadership can develop a vision that enables them and their subordinates to move to a higher level of motivation and morale, by formulating a clear and strong vision, the transformational leader must be able to express a clear vision of the future, be able to convince his subordinates to abandon individual goals in order to achieve a more substantive objective. This type of leader shows respect for employees and shares concern with each of them (Schwepker Jr & Good, 2010) Bass explained that the leader is the person who drives his followers to do more than they expected to do, and this motivation can be achieved by raising awareness about the importance of the results and ways to reach them, Bass also conveyed that leaders encourage their followers to go beyond personal benefits in favor of Team or organization (Bass & Riggio, 2006)

According to Burns, the transformative leader inspires his subordinates to do more by focusing on the values of his subordinates and helping them align these values with the values of the organization, in addition, Burns defined transformational leadership as a relationship between the leader and his followers that pushed each other to higher levels than in the order of conformity between the leader and the followers (Krishnan, 2002) Transformational leadership seeks change based on a vision that it develops and works to achieve through individuals in the organization, that is, the human element of transformational leadership is the tool of change and its goal at the same time not only for change but to develop the organization and push it towards development and achieve competitiveness (Al-Osaimi, 18: 2015). We summarize through our review of the concept of transformational leadership that this type of leadership indicates a great potential to inspire his subordinates to higher levels of enthusiasm, dedication, and commitment and make more efforts that drive the organization to high performance and progress towards adaptation according to environmental changes because it is based on the empowerment of workers in relationships Confidence, loyalty, and increased self-efficacy.

Characteristics of the transformational leader

(Hellriegel et al., 1995) and (Devanna & Tichy, 1990) define the characteristics of a transformational leader with six characteristics:

- **Resilience:** - Transformational leader is courageous in the face of different circumstances in order to achieve the general interest of the organization is characterized by rationality and take the risk and resilience.
- **Believing in the ability of workers:** Transformational leaders are characterized by the view of their members as partners in the results of the work and thus their participation in the decision-making process and face the various work changes, and belief in the ability of their workers; in addition, support and even delegate authority to them.
- **Attractive Communications:** - Transformational leaders work to create mutual trust between them and their workers and support mutual respect. They also have their own way of communicating that mentally stimulate their employees.
- **Ability to deal with uncertainty and ambiguity:** The transformative leader is characterized by courage in the face of risks and his ability to adapt and deal with complex problems that need to think and order discipline.
- **Delivering the vision and the ability to interpret it:** an important feature of the transformational leader is the ability to draw and interpret perceptions and dreams so that other individuals can see and share these dreams and perceptions.
- **Self-esteem:** The transformational leader believes in a set of values and habits that make up his behavior, he also believes that the process of change requires him to work on matching between his actions and his words and this is important for a transformational leader in order to gain the confidence and respect of its workers.

DIMENSIONS OF TRANSFORMATIONAL LEADERSHIP

According to Bass and Avolio (Bass & Avolio, 1994), The transformative leadership dimensions can be divided into the following:

Idealized influence

This dimension describes leaders who act as role models for their subordinates from which subordinates seek to emulate or imitate their leaders. Such leaders have very high levels of commitment, behavior, principles and moral values (Aronson, 2001) It provides subordinates a clear vision and mission to their organization and in return, leaders receive a high degree of respect and trust from subordinates (Bass, 1999) Bass and Avolio summarized the importance of the values that transformation leaders possess in operationalizing organizational efficiency (Bass & Avolio, 1994), But Burns maintains that only if the moral values of leaders raise morale it can show that transformational leadership is (Forester & Clegg, 1991). According to Stone and Patterson, the process of developing a shared vision is an integral part of the role of ideal transformative leadership and helps others to look at the future state of the organization.

The ideal transformational leader who convinces his subordinates to align personal values and interests with collective interests and is also willing to take risks and share with his subordinates (Bass & Avolio, 1994)

Inspirational motivation

This type of behavior for leaders focuses on the importance of leaders setting high expectations for their subordinates, inspiring and motivating them by providing a challenge to subordinates so that they can develop a common vision for their organizations (Bass & Avolio, 1994). In addition, the focus on inspirational motivation by transformation leaders highlights the best efforts in subordinates, such as harmony, love, and outstanding business, as well as the leader, develops team spirit in his subordinates, which acts as a show of enthusiasm and activity in achieving organizational goals. Inspiring leader aligns individual and organizational goals, making achieving organizational goals an attractive way to achieve personal goals. These leaders treat threats and problems as opportunities for learning and achievement, and use attractive words and symbols such as "I have a dream ..." Martin Luther King "We will fight them on the beaches. Winston Churchill "Don't ask what your country can do for you ... Ask what you can do for your country" John F. Kennedy. Such inspiring rhetoric leads to a desire to do more, meaning that members of the organization tend to go beyond their goals. Individual to achieve organizational goals (Gill et al., 1999)

Intellectual stimulation

According to Gill et al. (1999), transformation leaders stimulate the imagination and imagination of their followers or subordinates and make them view their leaders as skeptical of the status quo, motivate them to imagination and creativity and use encouragement of intuition and logic. Thus, intellectual stimulation can be said to be part of the empowerment of workers, although it may be seen as troublesome and questioning the status quo (Bass & Avolio, 1994). Intellectual stimulation involves the process of assessing the situation, formulating vision and implementation patterns by a shared vision that inspires, encourages leaders and subordinates to present challenges from different perspectives in order to develop new solutions (Bass & Steidlmeier, 1999). The intellectual stimulation of the leader is done by reframing situations, challenging the underlying assumptions of the problem or situation, and addressing old situations in new ways by encouraging creativity and reducing criticism of mistakes. This behavior is linked to encouraging employees to try new ideas without being criticized by their leader (Bass & Avolio, 1994)

Individualized consideration

This characteristic is that leaders provide a supportive environment to listen to the individual needs of employees, and the leader addresses the problems of his subordinates with respect and facilitates the process of growth and development of workers, and provides them with appropriate training and guidance (Bass & Steidlmeier, 1999). The transformational leader shall give to each individual who has the due consideration and appreciation whatever his

job or the role of this individual in the organization and transformational leader works on the principle of equal opportunities for all subordinates and take into account the needs and desires of each individual independentlyTransformational leaders also act as those responsible for the change process through strategic planning and implementation of the organization's new directions. Leaders assess organizational environments by analyzing their strengths and weaknesses internally and assessing opportunities and threats arising from competitive forces(Bass & Avolio, 1994)

ORGANIZATIONAL CONFIDENCE

Organizational confidence concept

Despite the recent interest of writers and researchers in organizational confidence, the phenomenon of confidence is as old as the early forms of the human bond, However, scientific interest in organizational confidence began in the 1950s as a major subject of psychology. During the 1970s, the issue of organizational trust began to receive increased attention as a result of the continuous developments in business organizations Hence, there is a need to address the issue of organizational confidence and activate it within organizational contexts(Al-kabbi, 2013).Where organizational trust is an effective factor in the management of contemporary organizations, especially organizations that aspire to the gradual transformation to global, where organizations need change and development and achieve high degrees of effectiveness and efficiency to be able to continue, excellence, competition, creativity and adapt to the environment(Abdullah, 2016)Organizational trust has been defined as the degree of delegation of certain tasks and responsibilities to subordinates who represent confident and positive expectations for the fulfillment of tasks and responsibilities (sudiq,2006)Organizational confidence is defined as the belief of individuals in organizational goals, contexts, decisions, organizational leader and all employees, reflecting the commitment and satisfaction of individuals towards the organization(Altaee, 2007).while Straiter defined organizational confidence as the degree to which some tasks and responsibilities were delegated to subordinates who represent confident and positive expectations of their accomplishments;while some have defined organizational trust as the expectations of individuals that their organization can be relied upon to achieve desirable results for individuals because of the effectiveness and efficiency of its administrative system and information system and managers and not to exaggerate the presentation of facts and organizational relations between individuals(Al hawamida, 2004) also defined organizational confidence as The positive feeling and emotional interactions that arise between the trustee with the trusted who creates the positive expectations of the trustee(Abdullah, 2016).

Thus, organizational trust is a set of positive expectations, beliefs, and feelings that are carried by individuals towards the organization in which they work and are linked to the applied administrative practices in which the observance

of the general ethical standards that lead to the achievement of organizational objectives.

The importance of organizational confidence

Organizational confidence has become an important issue in management studies. In the absence of trust between employees, the business organization cannot take place in a competitive environment. No leader can neglect the element of trust in all business practice (Gillespie & Mann, 2000). Regulatory confidence is a key factor in the success of organizations, especially in the competitive and uncertain circumstances experienced by business organizations. Hence, trust is important because it helps to adapt to new processes and forms of work. Organizational confidence is also a key source of competitive advantage, as confidence increases cooperation among employees in the organization (Blomqvist & Ståhle, 2000).

Organizational confidence-building also has a significant impact on the results of the Organization's work. Many studies have shown a positive relationship between organizational trust and behavior of organizational citizenship and organizational performance and commitment there is an inverse relationship between organizational trust, work turnover, conflict and absenteeism (Abdullah, 2016).

Through the above discussion, it can be said that organizational confidence has become one of the basic and necessary requirements for the success of the organization and excellence in its competitive environment, as it is the basis for the process of joint interaction between all parties to perform different actions in order to contribute to the growth and development of the organization and its success and without it, the organization can not remain and continue its work in its competitive environment.

Organizational confidence dimensions

(Straiter, 2005), (Dirks & Ferrin, 2002) and (Abdullah, 2016) categorized organizational confidence into three dimensions as follows:

Confidence in top management

The top management earns the confidence of the employees in the organization by meeting the wishes and needs of its employees and provides moral and material support to them as well as providing a flexible organizational structure and fair dealing with all branches and divisions, as the lack of confidence makes the workers worthless and leads workers to prefer their interests. The personal interests of the organization are reduced and therefore their commitment and organizational loyalty. The main problem facing contemporary business organizations is the loss of trust between the organization's management and employees. This problem costs the organization a lot and may kill it. Technology alone cannot manage the affairs of the organization. Workers have the greatest importance in the sustainability, continuity, and development of the work. There must be a mutual relationship

if the organization is to succeed in achieving its goals efficiently (Al-kabbi, 2013)

Confidence in the direct manager

Represented by the positive and confident expectations of the subordinates towards their superiors where managers gain the confidence of their subordinates if they have the facts of merit, efficiency and openness to subordinates and justice in dealing with subordinates and attention to their interests and needs. Where managers gain the confidence of their subordinates if they have the facts of merit, efficiency and openness to subordinates and justice in dealing with subordinates and attention to their interests and needs (Pillai et al., 1999). Abdullah believes that trust in the direct manager can affect multiple manifestations in the behavior of subordinates as a result of the power possessed by the manager in relation to subordinates and lead to increased satisfaction and cooperation and increased production, but lack of confidence in the bosses will generate a feeling among subordinates that they are at risk because the presidents have the ability in influencing the financial position they understand the decision-making position and have an influence on the subordinates (Abdullah, 2016)

Confidence in co-workers

Confidence among co-workers has become important in today's organizations that rely heavily on teams as organizational confidence affects the performance of teams in reaching their desired goals (Dirks & Ferrin, 2002). Al-Taie believes that the trust of co-workers is the trust of employees in the organization through the open communication between all employees and reflecting the conformity of principles and values between the two parties (Altaee, 2007). Al-Kaabi also defined the confidence of co-workers as the cooperative relationship between employees through the sharing of information, communication, and interdependence between all parties in order to achieve common goals and objectives (Al-kabbi, 2013).

FINDINGS AND DISCUSSION

To ensure the validity and reliability of the measurement the reliability of the questionnaire was tested through the Alpha Cronbach method, where its value (0.941) was high and acceptable. The researchers calculated the validity of the questionnaire using the constructive honesty method through the internal consistency index and by using the Pearson correlation coefficient, by knowing the extent to which the degree of each paragraph correlates with the overall degree of the variable and the degree of correlation of the variable with the overall degree of the questionnaire.

First we have calculated the correlation of the degree of each of the paragraphs of the dimensions of the transformational leadership and the total degree of each dimension as shown in Table (1)

Table 1 The degree of correlation of each dimension (transformational leadership) and the overall degree of dimension (n = 64)

Correlation	Paragraph	Dimensions of transformational leadership
0.481**	1	Ideal influence
0.343**	2	
0.599**	3	
0.628**	4	
0.598**	5	
0.594**	6	Inspirational Motivation
0.303*	7	
0.768**	8	
0.792**	9	
0.578**	10	
0.587**	11	Intellectual stimulation
0.632**	12	
0.732**	13	
0.441**	14	
0.508**	15	
0.568**	16	Individualized Consideration
0.699**	17	
0.579**	18	
0.664**	19	
0.652**	20	

Source: by Authors based on SPSS outputs

And then Calculating the correlation of the degree of each of the paragraphs of the dimensions of the organizational confidence and the total degree of each dimension as shown in Table (2)

Table 1 The degree of correlation of each dimension (organizational confidence) and the overall degree of dimension (n = 64)

Correlation	Paragraph	Dimension of organizational confidence
0.675**	21	Trust in top management
0.260*	22	
0.663**	23	
0.584**	24	
0.609**	25	
0.545**	26	Trust of coworkers
0.420**	27	
0.740**	28	
0.621**	29	
0.690**	30	
0.577**	31	Trust in direct manager
0.409**	32	

0.755**	33	
0.502**	34	
0.528**	35	

Source: by Authors based on SPSS outputs

It is clear from the results of Tables (2,1) that all paragraph values were positive and statistically significant at the level of confidence ($p \leq 0.01$)

The second part of the analysis was to discuss the level of respondents' response to the dimensions of the questionnaire in order to determine the descriptive characteristics of the research variables and then carry out a inferential statistic procedure that shows the extent to which the research hypotheses are accepted or rejected, as the researcher for this has done the following:

Describe the answers to dimensions of transformational leadership

Ideal effect dimension, the results of the respondents' responses on the paragraphs of the

ideal effect dimension as it shown in table (3) shows the following analytical data:

- The overall mean for the ideal effect dimension was (3.78), which is higher than the hypothetical mean, and with a standard deviation of (0.85)
- The mean of the arithmetic mean ranged between a maximum of (4.06) and a minimum of (3.43) with a value of variance between the values of the paragraphs of (0.63), where all the paragraphs were higher than the hypothetical mean
- It is clear from the previous results that the leaders working in the General Company for Southern Cement in Kufa need to enhance mutual trust between them and their subordinates to overcome problems because this paragraph got the least applied paragraphs of the researched company with an arithmetic mean of (3.43) and a standard deviation of (0.90).

We extract from the above the leaders of the company have a good level of ideal impact skills.

Table3The arithmetic mean, the standard deviation, and the relative importance of the ideal effect dimension paragraphs (N 64).

Relative importance	Standard deviation	Mean	Sample's response					Paragraph	Dimension
			Strongly disagree	Disagree	Natural	Agree	Totally agree		
3	0.71	3.75	0	0	26	28	10	1	Ideal influence
5	0.90	3.43	0	7	33	13	11	2	
2	0.90	4.04	0	4	12	25	23	3	
4	0.86	3.64	0	2	33	15	14	4	
1	0.66	4.06	0	1	9	39	15	5	
	0.85	3.78	Mean, standard deviation, and the relative importance of the dimension						

Source: by Authors based on SPSS outputs

Inspirational Motivationdimension, the results of the respondents' responses on this itemas it is in table(4):

- The overall mean of the inspirational motivation dimension was (3.79) which is higher than the hypothetical mean and with a standard deviation of (0.85)
- The values of the arithmetic mean ranged between a maximum of (4.25) and a minimum of (3.48) with a value of variance between the values of paragraphs of (0.77) for the arithmetic mean, where all the paragraphs were higher than the hypothetical mean
- From the previous results, it becomes clear that there is a need for the leaders of the research company to encourage their subordinates to invest new energies in a way that benefits the intrests of the organization, as this dimension is less applied in the General Company for Southern Cement in Kufa.

From the above data it appears that there is a good application in generalwhere all passive motivational passages have higher values than the hypothetical medium

Table 4 The arithmetic mean, the standard deviation, and the relative importance of the inspirational motivation dimension paragraphs (N 64).

Relative importance agree	Standard deviation	Mean	Sample's response					Paragraph	Dimension
			Strongly disagree	Disagree	Natural	Agree	Totally agree		
4	1.08	3.58	0	18	2	33	11	1	Inspirational Motivation
3	0.83	3.70	0	2	28	21	13	2	
2	0.79	3.94	0	4	10	36	14	3	
5	0.84	3.48	0	2	22	24	16	4	
1	0.71	4.250	0	1	7	31	25	5	
	0.85	3.79	Mean, standard deviation, and the relative importance of the dimension						

(Source: by Authors based on SPSS outputs)

Intellectual stimulation dimension, respondents' responses on the paragraphs of the Intellectual stimulation dimension in table (5), as explained below:

- The overall mean for the dimension of intellectual stimulation was (3.8), which is higher than the hypothetical mean for and with a standard deviation of (0.88)
- The mean of the arithmetic mean ranged between a maximum of (3.97) and a minimum of (3.46) with a value of variance between the values of paragraphs of (0.51) for the arithmetic mean, where all the paragraphs were higher than the hypothetical mean
- It is clear from the previous results that the leaders working in the General Company for Southern Cement in Kufa did not give much importance to the process of inventing new ways to accomplish business, which negatively affected the application of this paragraph in the researched company, as it got the least arithmetic mean of (3.46) and a standard deviation of (0.79).
- That all paragraphs of intellectual stimulation obtain a higher estimate than the hypothetical milieu indicates a good application of the axis of intellectual stimulation in the researched company.

Table5:The arithmetic mean, the standard deviation, and the relative importance of the Intellectual stimulation dimension paragraphs (N 64).

Relative importance agree	Standard deviation	Mean	Sample's response					Paragraph	Dimension
			Strongly disagree	Disagree	Natural	Agree	Totally agree		
1	0.93	3.97	0	2	22	16	24	1	Intellectual stimulation
3	0.90	3.86	0	4	19	23	18	2	
4	0.91	3.75	0	6	18	26	14	3	
2	0.88	3.96	0	1	23	18	22	4	
5	0.79	3.46	0	6	29	23	6	5	
	0.88	0.38	Mean, standard deviation, and the relative importance of the dimension						

Source: by Authors based on SPSS outputs
Individualized Consideration dimension ,the results of the respondents' responses on this paragraph look at table(6):

Table6:The arithmetic mean, the standard deviation, and the relative importance of the Intellectual stimulation dimension paragraphs (N 64).

Relative importance	Standard deviation	Mean	Sample's response					Paragraph	Dimension
			Strongly disagree	Disagree	Natural	Agree	Totally agree		
2	0.82	4.03	0	2	14	28	20	1	Individualized Consideration
1	0.70	4.16	0	2	5	38	19	2	
3	0.77	4.02	1	0	12	35	16	3	
5	0.83	3.91	0	2	19	26	17	4	
4	0.74	3.95	0	1	16	32	15	5	
	0.79	4.01	Mean, standard deviation, and the relative importance of the dimension						

Source: by Authors based on SPSS outputs

- The overall mean for the individual interest axis (4.01) is higher than the hypothetical mean on the test balance area of (3) and with a standard deviation of (0.79)
- The values of the arithmetic mean ranged between a maximum of (4.16) and a minimum of (3.91) and a value of variance between the values of paragraphs of (0.25) for the arithmetic mean, where all the paragraphs were higher than the hypothetical mean
- It is clear from the results that the working leaders did not give enough attention to their subordinates when they were doing good work, and this is what appeared where the paragraph related to that, at the least, with a mean of (3.91) and a standard deviation of (0.83).

- Through the results, it is evident that all items of individual interest obtain a higher value than the hypothetical milieu, and this confirms that there is a good application for the individual interest dimension by the leaders working in the General Company for Southern Cement in Kufa.

Description of answers to dimensions of organizational confidence

The results of the respondents' responses on the paragraphs of the Trust in the top management dimension

Table 7 The arithmetic mean, the standard deviation, and the relative importance of the Trust in the top management dimension paragraphs (N 64).

Relative importance	Standard deviation	Mean	Sample's response					Paragraph	Dimension
			Strongly disagree	Disagree	Natural	Agree	Totally agree		
4	0.82	3.80	0	1	23	28	12	1	Trust in the top management
5	0.70	3.58	0	1	29	30	4	2	
2	0.77	4.02	0	3	12	30	19	3	
1	0.83	4.11	0	1	9	32	21	4	
3	0.74	3.94	0	1	19	27	17	5	
	0.77	3.89	mean, standard deviation, and the relative importance of the dimension						

(Source: by Authors based on SPSS outputs)

The results of Table (7) show the following analytical data

The overall mean for the confidence axis in senior management was (3.89), which is higher than the hypothetical mean on the test balance area of (3) and with a standard deviation of (0.77)

- Arithmetic circles ranged between a maximum of (4.11) and a minimum of (3.58), i.e. a discrepancy between the values of paragraphs of (0.53) for the arithmetic mean, where all the paragraphs were higher than the hypothetical mean over the area of the test balance.

- From the previous results, it is clear that there is a need to increase the attention of the leaders working in the researched company to the needs of their subordinates when the need arises for that, as the relevant paragraph obtained the least applied paragraphs in the researched company.

- In general it appears that there is a good application for the dimension (confidence in senior management), where the general arithmetic mean (3.89) is higher than the hypothetical mean.

The results of the respondents' responses on the paragraphs of the Trust in the direct manager dimension

Table 8: The arithmetic mean, the standard deviation, and the relative importance of the Trust in the direct manager dimension paragraphs (N 64).

Relative importance	Standard deviation	Mean	Sample's response					Paragraph	Dimension
			Strongly disagree	Disagree	Natural	Agree	Totally agree		
2	0.86	4.22	1	2	6	28	27	1	Trust of the direct manager
1	0.85	4.23	0	5	2	30	27	2	
4	0.93	3.98	0	7	7	30	20	3	
5	1.04	3.70	1	7	20	18	18	4	
3	0.76	4.16	1	2	2	40	19	5	
	0.88	4.05	Mean, standard deviation, and the relative importance of the dimension						

The results of Table (8) show the following analytical data: -

- The overall mean for the dimension (confidence in the immediate superior) was 4.05, which is higher than the hypothetical mean and with a standard deviation of (0.88)

- The mean of the arithmetic mean ranged between a maximum of (4.23) and a minimum of (3.70) and a value of variance between the values of paragraphs of (0.53) for the arithmetic mean, where all the paragraphs were higher than the hypothetical mean.

- Three paragraphs came with an estimate (agree completely) and two paragraphs with an estimate (agreed).

Based on the above data, it can be said that the leaders working in the researched company need to exert more effort in creating a feeling among the workers that their bosses are interested in everything that achieves their benefit in the work, as this aspect got the least applied aspects compared to other aspects related to trust in the president direct in the researched company.

- In general, it is clear from the above data that there is a good level of confidence in the direct head of the researched company, because this axis obtained an arithmetic mean of (4.05) which is higher than the hypothetical mean.

The results of the respondents' responses on the paragraphs of the Trust in co-workers manager dimension

Table9 The arithmetic mean, the standard deviation, and the relative importance of the Trust in co-workers dimension paragraphs (N 64).

Relative importance	Standard deviation	mean	Sample's response					Paragraph	Dimension	
			Strongly disagree	Disagree	Natural	Agree	Totally agree			
4	0.91	3.84	1	0	26	18	19	1	Trust in coworker	
1	0.89	4.02	0	3	16	22	23	2		
3	0.85	3.88	1	1	18	29	15	3		
5	0.74	3.67	1	1	22	34	6	4		
2	0.78	3.97	0	3	11	35	15	5		
	0.83	3.87	Mean, standard deviation, and the relative importance of the dimension							

The results of Table (9) show the following analytical data: -
 The overall mean for the dimension (confidence in colleagues) was (3.87), which is higher than the hypothetical mean over the test balance area of (3) and with a standard deviation of (0.83)

The values of the arithmetic mean ranged between a maximum of 4.02 and a minimum of 3.67 and a value of variance between the values of paragraphs of 0.35 for the arithmetic mean, as all of the paragraphs were higher than the hypothetical mean.

From the previous results it is clear that there is a weakness in the exchange of information between colleagues in the work and the leaders working in the researched company should give more attention in this field, as it appears from the results that the paragraph related to that has the least application in the researched company with an arithmetic mean of (3.67) and a standard deviation of the amount (0.74).

Test of hypothesis

The information of this section focused on validating the first main research hypothesis (there is a significant correlation relationship between the dimensions of transformational leadership and the dimensions of organizational confidence in the society in question) and the sub-hypotheses that emerge from it, which show the correlation relationships between the search variables, through the use of the Pearson correlation coefficient and as It is shown in the following:

The first sub hypothesis: There is a significant correlation between the dimensions of transformational leadership and trust in senior management as one of the dimensions of organizational confidence.

In order to examine the relationship between the dimensions of transformational leadership and trust in senior management, the researcher

used the statistical results of the Pearson correlation coefficient as shown in Table 10.

Table10 Statistical indicators of the relationship between the dimensions of transformational leadership and trust in senior management (n = 64)

Trust in top management			
sig	T-value	Correlation coefficient	Dimensions
0.000	6.431	0.633	Ideal influence
0.000	4.322	0.481	Inspirational motivation
0.042	2.094	0.218	Intellectual stimulation
0.000	3.887	0.443	Individualized Consideration
0.000	3.917	0.445	Total

Through the previous table, the results showed that the ideal effect dimension was the strongest correlation relationship with the confidence dimension of senior management with a correlation value of (0.633), and with a significant level ($p \leq 0.01$).

While the dimension of intellectual stimulation was less related to the dimension of confidence in senior management compared to other dimensions where the value of correlation was 0.218), and with a significant level ($p \leq 0.05$).

In general, the results showed that there is a strong correlation relationship with the overall dimensions of transformational leadership with confidence in senior management with a correlation value of (0.445), and at a significant level ($p \leq 0.01$), thus accepting the first sub-hypothesis.

The second sub-hypothesis: There is a significant correlation between the dimensions of transformational leadership and trust a direct manager as one of the dimensions of organizational confidence.

Table (11) shows the statistical results of the correlation between the dimensions of transformational leadership and confidence in the direct manager .

Table11:Statistical indicators of the correlation between the dimensions of transformational leadership and trust in the direct manager (n = 64)

Trust in direct manager			
sig	T-value	Correlation coefficient	Dimensions
0.003	3.093	0.366	Ideal influence
0.000	6.705	0.648	Inspirational motivation
0.000	7.050	0.667	Intellectual stimulation
0.000	8.165	0.720	Individualized Consideration
0.000	9.096	0.756	Total

Through table (11), the results showed that the individual interest dimension was the strongest linked to the trust dimension of the direct manager with a correlation value of (0.720), and with a significant level ($p \leq 0.01$) while the ideal effect was less related to the trust dimension in the direct manager compared to other dimensions where His correlation value was 0.366), and with a significant level ($p \leq 0.05$). In general, the results showed that there is a strong correlation relationship for the total dimensions of transformational leadership with confidence in the direct head with a correlation value of (0.756), and with a significant level ($p \leq 0.01$), thus accepting the hypothesis The second sub.

The third sub-hypothesis: There is a significant correlation between the dimensions of transformational leadership and trust in colleagues as one of the dimensions of organizational confidence.

In order to examine the relationship between transformational leadership dimensions and trust in colleagues, Table (12) shows the results of Pearson's correlation coefficient between them.

Table12 Statistical indicators of the relationship between the dimensions of transformational leadership and trust in top management (n = 64)

Trust in coworkers			
sig	T-value	Correlation coefficient	Dimensions
0.001	3.650	0.421	Ideal influence
0.000	8.027	0.714	Inspirational motivation
0.000	8.731	0.743	Intellectual stimulation
0.000	9.853	0.781	Individualized Consideration
0.000	11.829	0.832	Total

Through table (12), the results showed that after the individual interest, the strongest correlation was with the (trust in colleagues) dimension with a correlation value of (0.781), and with a significant level ($p \leq 0.01$) while the ideal effect was less related to the trust dimension in colleagues compared to other dimensions. As the correlation value reached 0.421), and with a significant level ($p \leq 0.01$), in general the results showed that there is a strong correlation relationship for the total dimensions of transformational leadership with confidence in colleagues with a correlation value of (0.832), and with a significant level ($p \leq 0.01$), thus accepting the hypothesis The third sub.

The first main hypothesis conveys that there is a significant correlation between the dimensions of transformational leadership and the dimensions of organizational confidenceIn the community in question.

After confirming the acceptance of the three sub-assumptions, the relationship between the dimensions of (transformational leadership and the dimensions of organizational confidence) was examined in order to prove the validity of the first main hypothesis, where the results shown in Table (13) indicate the

relationship between the dimensions of transformational leadership and the dimensions of organizational confidence

Table 13 Statistical indicators of the correlation between the dimensions of transformational leadership and the dimensions of organizational confidence combined (n = 64)

Organizational confidence			
sig	T value	Correlation coefficient	
0.000	11.226	0.819	Transformational leadership

From table (13), it is clear that there is a strong correlation relationship with high statistically significant significance between the dimensions of the combined transformational leadership and the dimensions of the combined organizational confidence, where the results showed that the correlation coefficient was (0.819) and at a significant level ($p \leq 0.01$), and therefore the first main hypothesis is accepted.

Impact relationships between research variables

This section is devoted to validating the second main research hypothesis (there is a significant significant impact relationship for transformational leadership dimensions in the dimensions of organizational confidence) and the sub-hypotheses that derive from it.

The simple linear regression test was used to demonstrate the effect of the independent variable (transformational leadership) on the dependent variable (organizational confidence).

In order to determine the validity of the first sub-hypothesis (there is a significant significant effect of transformational leadership dimensions on trust in senior management as one of the dimensions of organizational confidence) Simple linear regression outputs were used as in the following table:

Table 14 Statistical Indicators of the Impact of Transformational Leadership Dimensions on Trust in Senior Management (N = 64)

Sig.	(β)	R ²	F	Dimensions
Statistically significance 1%	0.633	0.400	41.359	Ideal influence
Statistical significance 1%	0.481	0.232	18.681	Inspirational motivation
Statistically significance 5%	0.218	0.048	4.343	Intellectual stimulation
Statistically significance 1%	0.443	0.196	15.107	Individualized Consideration
Statistically significance 1%	0.445	0.198	15.344	Total of transformational leadership

It is clear from Table (14) that the ideal effect variable was the most influential variable in achieving confidence in senior management, as the calculated value of (F) was (41.359) and statistically significant level of significance ($p \leq 0.01$) and the value of the determination coefficient (0.400), meaning that the impact variable The ideal explains the amount of 40% () of the variance in achieving confidence in top management, and the value of the regression coefficient is (0.633) and this indicates that a change in the amount of (1) in the value of the ideal effect variable leads to a change in the amount of (0.633) in confidence in top management While came the variable of intellectual stimulation, the least influential variables in confidence in senior management where the calculated value of (F) was (4.343) The significance level ($p \leq 0.05$), the value of the determination coefficient is (0.048), and the value of the regression coefficient (0.218). As for the total transformational driving variables, the calculated value (F) was (15.344) and statistically significant with the level of significance ($p \leq 0.01$) and the value of the determination factor (0.198), as the value of the regression coefficient was (0.445),

Accordingly, it is clear from the previous results(table 16) that the four dimensions of transformational leadership combined and individually had a significant positive impact on the confidence dimension in the senior management and at a high level of statistical significance and thus we accept the first sub-hypothesis.

To verify the validity of the second sub-hypothesis (there is a significant effect relationship for the dimensions of transformational leadership on the confidence in the direct manager as one of the organizational confidence dimensions) Simple linear regression outputs were used as in Table (15).

Table15 Statistical Indicators of the Effect of Dimensions (Transformational Leadership on Trust in Direct Manager (n = 64)

Sig.	(β)	R2	F	Dimensions
Statistically significance1 %	0.366	0.134	9.569	Ideal influence
Statistically significance1 %	0.648	0.420	44.955	Inspirational motivation
Statistically significance1 %	0.667	0.445	49.698	Intellectual stimulation
Statistically significance1 %	0.720	0.518	66.671	Individualized Consideration
Statistically significance1 %	0.756	0.572	82.732	

It is clear from Table (15) that the individual interest variable was the most influential variable in achieving confidence in the direct head, as the calculated value of (F) was (66.671) and statistically significant level of significance ($p \leq 0.01$) and the value of the determination factor (0.518), meaning that the interest variable An individual explains 51% of the variance in achieving confidence in the direct head, and the value of the regression coefficient is (0.720), and this indicates that a change in the amount of (1) in the value of the individual interest variable leads to a change in the amount of

(0.720) in confidence in the direct head Whereas, the ideal effect variable came with the least impact variables in confidence in the immediate superior, where the calculated value (F) was (9.569). Statistically, the significance level ($p \leq 0.01$) and the value of the determination coefficient are (0.134), and the value of the regression coefficient is (0.366). As for the total transformational driving variables, its calculated value (F) was (82.732) and at the level of significance ($p \leq 0.01$) and the value of the coefficient of The determination of it is (0.572), and the value of the regression coefficient is (0.756), and accordingly It is clear from the previous results that the four dimensions of transformational leadership combined and individually had a significant positive impact on the confidence dimension in the direct manager and at a high level of moral significance and thus we To demonstrate the validity of the third sub-hypothesis (there is a significant significant effect of transformational leadership dimensions - on confidence in work colleagues as one of the organizational confidence dimensions). The simple linear regression outputs shown in Table (16) were used. accept the second sub-hypothesis.

Table16 Statistical indicators of the effect of diminishing transformational leadership on confidence in co-workers (n = 64

Sig.	(β)	R2	F	Dimensions
Statistically significance1 %	0.421	0.177	13.320	Ideal influence
Statistically significance1 %	0.714	0.510	64.439	Inspirational motivation
Statistically significance1 %	0.743	0.551	76.225	Intellectual stimulation
Statistically significance1 %	0.781	0.610	97.077	Individualized Consideration
Statistically significance1 %	0.832	0.693	139.926	

It appears from Table (16) that the individual interest dimension was the most influential factor in achieving confidence in the direct manager, as the calculated value of (F) was (97.077) and statistically significant with the level of significance ($p \leq 0.01$) and the value of the determination factor (0.610), meaning that the dimension Individual interest explains 61% of the variance in achieving confidence in colleagues, and the value of the regression coefficient is (0.781). This indicates that a change in the amount of (1) in the value of the axis of individual interest leads to a change in the amount of (0.781) in trust in colleagues while The ideal effect axis was the least influential dimension of confidence in coworkers, where its calculated value (F) was (13.320) and a statistically significant level of significance ($p \leq 0.01$) The value of the determination coefficient is (0.177), and the value of the regression coefficient is (0.421). As for the total transformational leadership dimensions, its calculated value (F) is (139.926) and at the level of significance ($p \leq 0.01$) and the value of the determination coefficient (0.693), as the value of the regression coefficient was (0.832), therefore it is clear from the previous results that the four dimensions of transformational leadership combined and individually had a significant positive impact on the dimension of confidence in coworkers and at a high level of significance By this we accept the third sub-hypothesis.

To demonstrate the validity of the third sub-hypothesis (there is a significant effect of transformational leadership dimensions on confidence in colleagues as an organizational confidence dimension). The simple linear regression outputs shown in Table (17) were used.

Table 17 Statistical Indicators of Impact - Dimensions of Transformational Leadership on Trust in Colleagues (N = 64)

Sig.	(β)	R ²	F value	dimensions
Statistically significance 1 %	0.421	0.177	13.320	Ideal influence
Statistically significance 1 %	0.714	0.510	64.439	Inspirational motivation
Statistically significance 1 %	0.743	0.551	76.225	Intellectual stimulation
Statistically significance 1 %	0.781	0.610	97.077	Individualized Consideration
Statistically significance 1 %	0.832	0.693	139.926	Total of transformational leadership

It appears through Table (17) that the individual interest variable was the most influential variable in achieving confidence in the direct head, as the calculated value of (F) was (97.077) and statistically significant with the level of significance ($p \leq 0.01$) and the value of the determination factor (0.610), meaning that the variable Individual interest explains the amount of 61% of the variance in achieving confidence in colleagues, and the value of the regression coefficient is (0.781). This indicates that a change in the amount of (1) in the value of the individual interest variable leads to a change in the amount of (0.781) in confidence in colleagues while The ideal effect variable was the least variable affecting confidence in colleagues, where the calculated value (F) was (13.320) and a statistically significant level The significance of ($p \leq 0.01$), the value of the determination coefficient is (0.177), and the value of the regression coefficient is (0.421). As for the total transformational driving variables, its calculated value (F) was (139.926) and at the significance level ($p \leq 0.01$) and the value of the determination coefficient for it (0.693), as the value of the regression coefficient was (0.832), so it is clear from the previous results that the four variables of transformational leadership combined and individually had a significant positive impact on the variable of confidence in colleagues and at a high level of significance and thus we accept the third sub hypothesis.

In order to verify the validity of the second main hypothesis (there is a statistically significant effect relationship of transformational leadership dimensions on the dimensions of organizational confidence). The effect level of transformational leadership dimension in the organizational confidence dimension combined was measured as shown in Table (18).

Table 18 Statistical indicators of the effect of the transformational leadership variable on the organizational confidence variable (n = 64)

Sig.	(β)	R ²	F	Dimensions
Statistically significance 1 %	0.819	0.670	126.034	Transformational leadership

From table (18), it appears that the calculated value of (f) was 126.034, which is statistically significant at the level of significance ($p \leq 0.01$). The result in achieving the organizational confidence combined, as the results showed that the value of (β) was (0.819) and this indicates that a change in the amount of (1) in the value of transformational leadership leads to a change in the amount of (0.819) in the organizational confidence and thus the dimension of the transformational leadership variable had Significant positive impact in achieving the dimension of organizational confidence combined and at a high level of significance and therefore we accept the second main hypothesis.

CONCLUSION AND RECOMMENDATION

This section deals with the most important conclusions and recommendations of the research are as follows:

Conclusions

- 1- The General Company for Southern Cement in Kufa gives great attention to the transformational leadership style in its four dimensions, recognizing the importance of its dimensions in achieving organizational confidence.
- 2- The General Company for Southern Cement in Kufa should be interested in achieving individual attention followed by intellectual stimulation followed by inspirational motivation.
- 3 - The General Company for Southern Cement in Kufa recognizes the importance of using the transformational leader for individual attention and intellectual stimulation in enhancing organizational confidence through:
 - Directors listen attentively to the views of their subordinates and respect their convictions.
 - Managers interest in developing intellectual and cognitive abilities of subordinates.
- 4- The General Company for Southern Cement in Kufa is interested in achieving trust in the direct president first, followed by confidence in senior management, and then confidence in colleagues, which reflects the importance of these axes in order to achieve the success of the organization and its continuity in its competitive environment.
- 5 - The results of the research proved a strong positive correlation and significant impact between the dimensions of transformational leadership and confidence in senior management as one of the dimensions of organizational confidence.

6- It turned out that the administrative leadership used the ideal influence followed by inspirational motivation followed by individualized attention and intellectual stimulation in the General Company for Southern Cement in Kufa to achieve confidence in senior management.

7- The results of the research showed a strong positive correlation and significant impact between the dimensions of transformational leadership and confidence in the direct manager as one of the dimensions of organizational trust.

8- It is clear from the results that the administrative leadership used Individualized Consideration followed by intellectual stimulation followed by inspirational motivation, and then the ideal influence in the Southern Cement Company in Kufa to achieve confidence in the direct president.

9- The results show a strong positive correlation and significant effect between the dimensions of transformational leadership and confidence in coworkers.

10- It is clear that the administrative leadership used individualized consideration, followed by intellectual stimulation, followed by inspirational motivation.

11- The results also demonstrated a correlation and significant correlation between the dimensions of transformational leadership and the dimensions of organizational trust combined. This means that the high level of transformational leadership increases the level of organizational confidence in the researched company.

Recommendations

1- The necessity of focusing on the transformational leadership factor in its four dimensions because of its role in enhancing and building organizational confidence.

2- Continuing to enhance the focus of individual interest among the leaders working in the General Company for Southern Cement in Kufa because of its role in building and developing organizational confidence among workers in the researched company.

3- Focusing on the promotion and consolidation of the ideal impact variable through the action of working leaders to act as models that workers in the research company seek to emulate, by doing the following:

A- Work to urge their subordinates to follow important values and beliefs.

B- Explaining the importance of mutual trust to overcome problems and difficulties.

1- Working to reconsider the methods and programs of inspirational motivation followed by the leaders working in the General Company for

Southern Cement in Kufa, in a way that contributes to building a culture that supports organizational confidence through the following: -

A- The leaders working in the researched company show their confidence in their subordinates to achieve the goals.

B - The leaders working in the researched company raise the spirit of enthusiasm among their subordinates to achieve more than they expected.

2- Enhancing the interest of leaders working in the General Company for Southern Cement in the intellectual stimulation of workers as an important dimension in achieving organizational confidence, especially (trust in coworkers and trust in the direct manager) through the following: -

A- The working leaders encourage their subordinates to discover solutions to the complex problems facing the organization.

B- Working leaders 'interest in encouraging their subordinates to think unconventional to solve traditional problems.

3- Reinforcing the interest of the leaders working in the General Company for Southern Cement in Kufa with a dimension of trust in coworkers and in a manner that achieves common goals and objectives through the following: -

A- Urging workers to deal with the problems of their co-workers as if they were their own.

B- Enhancing the skills of workers in the researched company in a way that helps in achieving mutual trust between them to accomplish the tasks required of them.

4- Focusing on trust in the senior management of the General Company for Southern Cement in Kufa if I want to succeed the organization in achieving its goals efficiently, through the following: -

A- The interest of the top management in helping its subordinates to sense the meaning and value of the jobs they perform.

B- The interest of the top management in providing support to all employees when there is a need for that.

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Measurement

Transformational leadership		
dimension	Q	Paragraph
Ideal influence	1	Managers urge their subordinates to follow important values and beliefs
	2	Managers demonstrate the importance of mutual trust to overcome problems and difficulties
	3	Managers exceed their self-interests with the goal of achieving a public good
	4	Managers have the ability to persuade their subordinates to increase their enthusiasm for work
	5	Managers focus on the importance of their subordinates having a common understanding of the mission and goals of the organization
Inspirational motivation	1	Managers show confidence in their subordinates by achieving goals
	2	Managers are stirring up the enthusiasm of their subordinates to achieve more than they expected
	3	Managers provide a collective sense of management tasks
	4	Managers are encouraged to invest in new capabilities to the benefit of the organization
	5	Managers are concerned with motivating their subordinates to achieve the vision and mission of the organization
Intellectual stimulation	1	Managers are concerned with developing the intellectual and cognitive abilities of subordinates
	2	Managers encourage their subordinates to discover solutions to the complex problems facing the organization
	3	Managers encourage their subordinates to think unconventional to solve traditional problems
	4	Managers motivate their subordinates to express their ideas with confidence
	5	Managers suggest new ways to get work done
Individualized Consideration	1	Managers show personal concern for their subordinates' problems and strive to solve them
	2	Managers listen attentively to the opinions of their subordinates and respect their convictionswhen they do a good job
	3	Managers strive to develop the strengths of their subordinates
	4	Managers give enough time to teach their subordinates

		and train them
	5	Managers express their appreciation to their subordinates
Organizational confidence dimensio		
Trust in top management	1	Top management is concerned with helping its subordinates feel the meaning and value of the jobs they perform
	2	top management is concerned with providing support to all employees when there is a need for this
	3	Top management is concerned with observing the general interests of the organization in all its actions and decisions
	4	Top management is keen to match its words with its business
	5	Top management works to observe justice in dealing with workers
Trust of direct manager	1	Employees feel complete confidence in the skills and ethics of their immediate boss
	2	The immediate boss is highly concerned with his personal and employment needs
	3	Workers feel completely confident of their boss's direct promises
	4	Employees feel that their immediate boss is very interested in everything that works for them
	5	Employees feel that their immediate boss has the ability to fulfill his duties and responsibilities
Trust in coworkers	1	My coworkers treat my problems as if they were their own
	2	I feel that my colleagues are keen on my interests at work
	3	My colleagues possess various skills and knowledge that I can rely on to accomplish tasks
	4	I work to solve problems and do business by sharing information with my colleagues
	5	My colleagues help and guide me away from material and moral considerations