

**The impact of the strategic of emotional intelligence and transformational leadership  
in enhancing organizational social capital: an analytical study of a sample of  
administrative leaders at the Ministry of Planning Center**

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**Abstract:**

The study focused on three important factors in institutions: emotional intelligence strategies, transformational leadership, and organizational social capital. The goal of the research was to examine the relationship and impact between emotional intelligence strategies and transformational leadership on organizational social capital in the Iraqi Ministry of Planning. A total of 90 managers were included from various departments within the ministry. Questionnaires were distributed to 125 managers, with 100 being returned. After excluding 10 incomplete responses, statistical methods such as the Spearman correlation coefficient and simple linear regression coefficient were used to analyze the data and test the hypotheses. The results indicated a positive relationship between emotional intelligence strategies, transformational leadership, and the development of organizational social capital in management. Furthermore, the study emphasized the importance of moving away from bureaucratic models and adopting modern management concepts that align with global developments in order to achieve organizational goals.

**Keywords:** Emotional Intelligence strategic, Transformational Leadership strategic, Organizational Social Capital.

## **The Introduction:**

It is essential to develop work plans and programs that promote institutional growth and nurture the human factor in order to comprehend the Ministry of Planning's strategic goals at all levels. This is required to encourage teamwork among leaders and to enable efficient communication between them. In order to comprehend, apply, and ultimately attain the intended direction, employees must have the ability to provide feedback, Techniques like emotional intelligence, transformative leadership, and social capital can be used to achieve this. It focuses on influencing employees' behavior as well as increasing their emotional skills through support and encouragement. The study of these social behavior tactics in firms is a relatively young area, It is crucial to take into account the idea of “social capital” in order to handle the issues and challenges that their Institutions are facing. This idea, which belongs to the behavioral sciences, focuses on comprehending and examining social interactions and relationships inside professional networks. These socially integrated networks seek to promote coordination, collaboration, and mutual benefit for the institution, instead of severe management, the current state of affairs in huge institutions like the Iraqi Ministry of Planning demands for effective leadership, Over the past fifty years, the institution has operated under a bureaucratic model that has been more formal, uninteresting, and centralized. Institutions need administrators and leaders, but they should not place an excessive emphasis on administrative modernism. A good leader is someone who can motivate their team members and consistently looks for new strategies to get people to pay attention to and follow directions, Additionally, they make an effort to know what their subordinates are thinking in order to inspire them to work toward the institution's objectives. Since the Iraqi Ministry of Planning deals with concerns relating to the social and human components of their vision, it is crucial to perform a field study there. The ministry is a shining illustration of why greater leadership is required, especially in light of its major influence on the evolution of Iraqi society.

## **First: The Problems of study**

For managers at all levels, the emotional intelligence approach is a critical tool for navigating the challenges of the workplace and inspiring and guiding others toward constructive social goals. Those that possess emotional intelligence are devoted to the company, finding fulfillment in their work, and putting teamwork ahead of personal benefit whenever possible. Effective managers must be able to motivate their staff, instill loyalty

and dedication, deal with difficult situations, and build relationships with prominent groups both inside and outside of the firm, However, a lot of managers focus entirely on the administrative aspect of their jobs, oblivious to people's feelings and thoughts, and wary of interfering with their work. The success of an institution cannot be entirely attributable to material elements; it also requires great leadership that encourages innovation and energy. As a result, scholars have focused on studying issues connected to the human and social dimensions. Consequently, the following inquiries about the current issue are the focus of this investigation:

1. Is there an impact of emotional intelligence strategic on transformational leadership strategic?
2. Is there an impact of emotional intelligence strategic on organizational social capital?
3. Is there an impact of transformational leadership strategic on organizational social capital?
4. Is there an impact of Emotional Intelligence strategic and Transformational Leadership Strategic Combined on Organizational Social Capital?

### **Second: The importance of study**

The importance of the study can be determined as follows:

1. **The scientific importance:** Lies in the current study, as it considers modern management concepts in the administrative agenda, by developing a theoretical framework linking three variables “emotional intelligence strategic, transformational leadership strategic, and organizational social capital” that are of interest to study, in addition to having an academic accumulation in The field of administrative sciences, as a result of the important role it plays in developing the skills and capabilities of administrative leaders and finding solutions to the problems they face, in order to create additional capabilities that help them in facing current and future challenges, and to ensure a broad and integrated vision in the ministry under study.
2. **practical importance:** The Ministry of Planning is crucial to decision-making because it establishes the strategic goals that the ministry wants to attain. Making informed decisions to deal with a variety of situations and crises efficiently depends on it. Additionally, the ministry uses particular methods to evaluate and examine study plans within its purview. This is a crucial step in improving performance in line with benchmarks and norms around the world. It requires making sensible suggestions and recommendations and putting them into action successfully.

### **Third: The Objective of Study**

The study aims to achieve:

1. Sstatement the relationship between strategic emotional intelligence and transformational leadership strategic.
2. To explore the impact of strategic emotional intelligence and organizational social capital.
3. To examine whether the transformational leadership strategic and organizational social capital.
4. To explore the impact of emotional intelligence and transformational leadership strategies on organizational social capital.

### **Fourth: the study model**

Based on the study problem and objectives, a hypothetical scheme was created to illustrate the impact of emotional intelligence strategies and transformational leadership patterns on social capital. The scheme was constructed by examining relevant literature on the topic, as depicted in Figure (1), The study based their model on Goleman's (1998) study, which identified four dimensions of the emotional intelligence strategic (self-awareness Self-management Relationship management Social skills), Additionally, the study considered Bass & Avolio's (2000) and Xiaoxia (2006) studies, as well as Al-Zubaidi's (2007) study, which identified four dimensions of transformational leadership (Idealized Influence Inspirational Motivation Intellectual Stimulation Individualized Consideration), The study also reviewed Al-Naqqar's (2008), Tsui et al.'s (1992), and Paunescu & Badea's (2014) studies, which identified three dimensions of organizational social capital (**Structural - Cognitive - Relational**), Social capital was identified as the response variable (dependent variable) in this study.

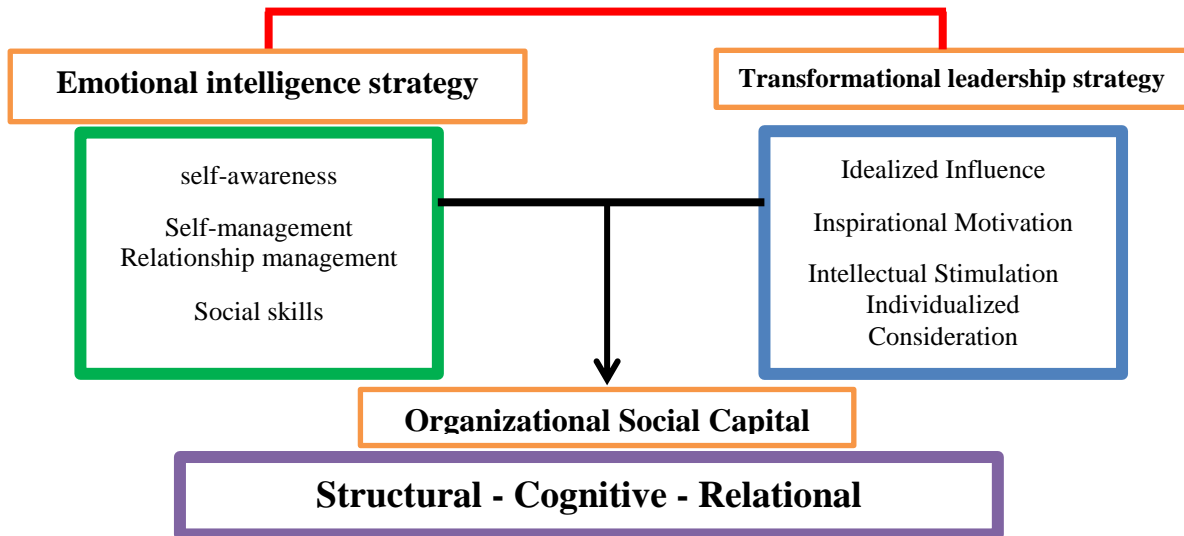


Figure (1): The hypothetical scheme of the study

**Source:** study's work.

### Fifth: Hypotheses

**The first hypothesis:** There is a significant correlation between the strategies of emotional intelligence and transformational leadership.

**The second hypothesis:** There is a statistically significant relationship and effect between the strategic of emotional intelligence and organizational social capital.

**The third hypothesis:** There is a statistically significant relationship and impact between the transformational leadership strategic and organizational social capital.

**The fourth hypothesis:** There is a statistically significant effect between the combined strategic of emotional intelligence and transformational leadership on organizational social capital.

### Sixth: Previous study

This paragraph will discuss previous study conducted in the areas of emotional intelligence, transformational leadership strategic, and organizational social capital.

1. Study Cabral, et.al (2020) We believed that the emotional and cultural intelligence of top managers were crucial aspects of the foreign strategic of the business and played a significant role in their decisions and actions. In this article, we utilize and study the comprehensive model developed by Kuivalainen, Sundqvist, Saarenketo, and McNaughton

in 2012 to analyze the global scale and extent of strategic groups within small and medium-sized enterprises (SMEs), The majority (86%) of respondents displayed a high level of performance in understanding emotions, while the remaining respondents were evenly distributed between the categories of competent and developing. The distribution of respondents across the three levels of controlling emotions was equal.

2. Study (Zaman et.al.,2020) Project portfolio management ensures that projects are prioritized appropriately in order to achieve the strategic goals of an organization. However, this study has found that a lack of project integration discipline can obscure the investments and anticipated benefits of project portfolios, leading to a situation where uncoordinated and failing projects overcrowd the organization. This study specifically focuses on the Asia-Pacific region and examines project portfolio success from a transnational and cross-cultural perspective. The correlations between variables were analyzed using partial least squares structural equation modeling (PLS-SEM), and data from the information and communications technology industries in Pakistan and the Republic of Korea were used as samples. The study's findings indicate that CEO transformational leadership has a significant and positive impact on the success of project portfolios.
3. Study (Khan et.al.,2020) The goal of this study was to empirically evaluate a model that explains the steps involved in turning social capital (SC) in SMEs in developing nations like Pakistan into strategic renewal (SR), This process incorporates both the contingent effects of a firm's absorptive capacity (AC) as well as the mediating role of a firm's strategic agility (SA), In this study, a cross-sectional approach was used to assess the model being examined. To test the model's validity, information was gathered from 519 individuals in leadership positions (such as CEOs, owners, finance managers, and managing directors) from 123 manufacturing units involved in various industries, including agricultural machinery, automobile accessories, pharmaceutical instruments, electrical equipment, IT-related accessories, and garments. Findings between SC and SA on the relationship between SC and SR is also supported by the findings of this study, Furthermore, this construct has been verified and demonstrated to act as a driving force in the connection between service quality and customer satisfaction.
4. Study (Al-Taie&Dahm,2008), the focus was on examining the influence of emotional intelligence on organizational intelligence. The objective of the study was to explore the applicability of these two concepts within the General Company for Electrical Industries. The study included a sample of 50 workers who were randomly selected. The findings of

the study revealed that certain dimensions of emotional intelligence, particularly in regards to self-management, were found to be lacking within the organization.

5. Study (Al-Zaidi,2007) aimed to examine the relationship between organizational citizenship behavior and transformational leadership and how they contribute to achieving institutional excellence. The study was conducted in the banking sector, specifically focusing on four governmental banks (Al-Rafidain Bank, Al-Rashid Bank) and two private banks (Iraqi Investment Bank, Bank of Baghdad), The sample size consisted of 150 individuals, representing 50% of the study population and including general managers and department managers. The study revealed several key findings, such as the significant impact of transformational leadership and organizational citizenship behavior on organizational excellence, which further increased when both factors were present.
6. Study (Xiaoxia,2006) focused on comparing transformational leadership and transactional leadership in the context of search engine marketing in China and Sweden. The study aimed to investigate the impact of gender and culture on leadership styles in small and medium-sized companies in both countries and determine which style was more influential, The study included a sample of 46 individuals from Chinese institutions and 44 individuals from Swedish institutions. The findings of the study suggested that gender had no effect on leadership styles, while culture had a minor influence in both China and Sweden. Additionally, the study revealed that a cross-leadership style was the most commonly observed in the surveyed organizations in both countries.

### **Seventh: the procedural definitions of the study variables**

**First: Emotional intelligence strategic:** Emotional intelligence is the individual's ability to control his feelings and the feelings of others, and direct them in the appropriate way and at the right time, which enables him to make positive decisions that have a good effect on others and himself. The positive results of these decisions have four.

**Second: The transformational leadership strategic** is the leadership approach that the administrative leader summarizes by meeting the needs and reasons of subordinates, enhancing their capabilities to the maximum extent, and enhancing their awareness of the desired goals and values in management, and motivate them to adhere to the common vision and work in a team spirit, This strategic consists of four dimensions.

**A third aspect to consider is organizational social capital in the organization.** This term describes the importance that individuals hold in the different work networks within an

organization. It is achieved through trust, compatibility, interaction, and fruitful cooperation among these individuals. This strengthens unity and social connections, ultimately helping the organization achieve its individual and collective goals and objectives.

### **Eighth: Data Analysis and Results**

1. **Theoretical side:** Using the accessible resources such as studies, study, articles in both Arabic and foreign languages, and online sources.
2. **Practical aspect:** The study depend on the questionnaire as a practical means to gather data and information, the questionnaire consists of several fundamental factors, such as the emotional intelligence strategic with its four sub-factors, and the transformational leadership strategic with its own four sub-factors. The variable that is measured is the organizational social capital variable, which encompasses three sub-factors, All these variables were examined using internationally recognized and approved scientific methods, The arrangement of the questions in the questionnaire can be found in Table (1) of the current study.

**Table (1): The paragraphs in the questionnaire for the study**

<b>The main variables</b>	<b>Sub dimensions</b>	<b>The number of paragraphs</b>	<b>Numbers</b>	<b>Source</b>
<b>Emotional intelligence strategic</b>	<b>Self-awareness</b>	<b>4</b>	<b>1-4</b>	<b>Goleman, 1998 Zirak and Ahmadian, 2015</b>
	<b>Self management</b>	<b>4</b>	<b>5-8</b>	
	<b>Relationship management</b>	<b>4</b>	<b>9-12</b>	
	<b>Social skills</b>	<b>4</b>	<b>13-16</b>	
<b>Transformation leadership</b>	<b>Idealized Influence</b>	<b>4</b>	<b>17-20</b>	<b>Bass and Avolio, 2000 Xiaoxia, 2006, Al-Zaidi, 2007</b>



<b>strategic</b>	<b>Inspirational Motivation</b>	<b>4</b>	<b>21-24</b>	
	<b>Intellectual Stimulation</b>	<b>4</b>	<b>25-28</b>	
	<b>Individualized Consideration</b>	<b>4</b>	<b>29-32</b>	
<b>Organizational social capital</b>	<b>Structural</b>	<b>4</b>	<b>33-36</b>	<b>Tsui, et al, 1992</b>  <b>Naqqar-Al2008</b>  <b>Andrews, 2007</b>  <b>Paunescu and Badea, 2014</b>
	<b>Cognitive</b>	<b>4</b>	<b>37-40</b>	
	<b>Relational</b>	<b>4</b>	<b>41-44</b>	

**Source:** from the work of the study.

### **Ninth: Study Limits**

- 1. Spatial Limits:** The study included the center of the Ministry of Planning, and the distribution of the questionnaire focused on the departments of the center of the ministry on the undersecretaries, general managers, heads of departments, and people's officials in their departments.
- 2. Time Limits:** The practical data of the Ministry under study was limited to the time period between 2/5/2023/ to 30/5/2023.

### **Study community and sample**

The study focused on leaders within the Ministry of Planning, including senior, middle, and executive officials. This ministry is considered an important service sector in society and consists of various departments such as the minister's office, technical agent's office, administrative agent's office, administrative and financial department, legal department, sectors planning department, economic policies department, human development department, government investment programs department, regional development department, international cooperation department, and government contracts department, the main objective of this study is to achieve economic and social development by effectively utilizing energy, materials, and human capabilities. It also aims to improve

administrative, economic, and social development processes to enhance the performance of the government apparatus. The total population of the ministry is 1230, and it is essential for the study sample to accurately represent this population. The selected sample consisted of deputies, general managers, managers of departments, their number reached 125 managers and heads of departments, as they have the authority to make administrative decisions in a suitable manner. Moreover, their characteristics and the ministry's environment were compatible with the requirements of the study, there were a total of 125 individuals in this sample, with 125 questionnaires distributed. Of these, 100 questionnaires were retrieved, while 10 were excluded due to inaccurate data. Thus, 90 questionnaires were available for analysis.

Table (2): Results of the distribution of the study questionnaire

<b>Sample volume</b>	<b>The number of distributed questionnaires</b>	<b>The number of retrieved questionnaires</b>	<b>The number of valid questionnaires for analysis</b>	<b>Payback percentage</b>	<b>Transferable percentage</b>
<b>125</b>	<b>125</b>	<b>100</b>	<b>90</b>	<b>80%</b>	<b>72%</b>

**Source:** the study's work.

### **Literature review**

#### **First: the concept of emotional intelligence strategic**

In the twentieth century, the term emotional intelligence emerged in the United States. Study discovered that a person's success and happiness in life are not solely dependent on their intellectual intelligence. Instead, it is influenced by qualities and skills that may or may not be present in highly intelligent individuals. This concept was coined as emotional intelligence, with Salovey and Meyer being the pioneering authors in studying emotional strategies during the 1990s. However, it was Daniel Goleman and his book "Emotional Intelligence: Why It Can Be More Than IQ" that made this concept widely known. Emotional intelligence plays a vital role in determining our ability to acquire and develop practical skills, which can be categorized into two main dimensions (Goleman, 2006: 25) personal competence and social competence, as illustrated in Figure 2.

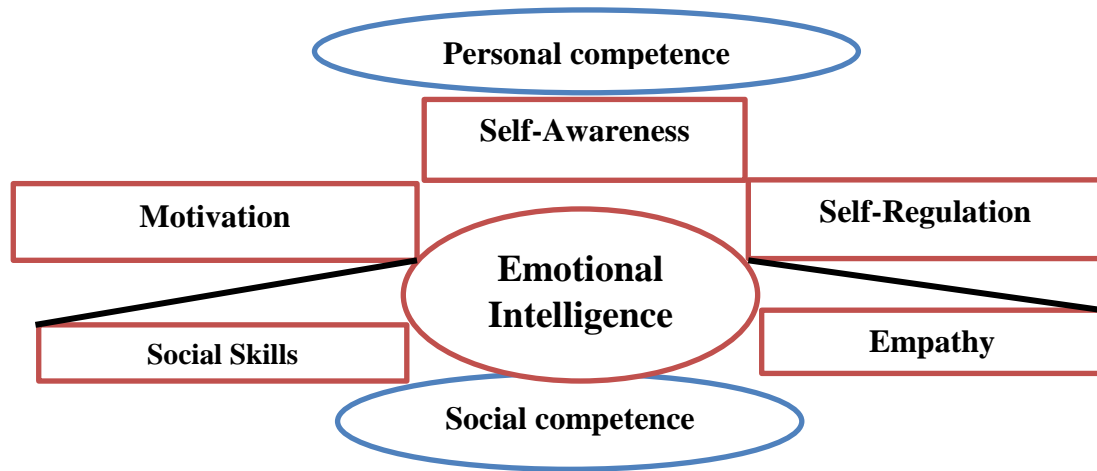


Figure (2): personal competence and social competence

**Source:** Goleman, Daniel (2006), "Working with Emotional Intelligence" ,Bantam Books, 3<sup>rd</sup> edition, New york P:26-27.

where Goleman believes that intelligence and feeling work in harmony and compatibility, and are not in contradiction or dissonance, moreover Thus, logical thinking processes do not conflict with emotional intelligence and general intelligence, but rather they are independent of each other (Abraham, 1999: 209), In contrast, there is no specific definition of emotional intelligence, as (Burnett, 1996: 45) indicates that intelligence Emotional intelligence arises from merging terms such as feelings, emotions, and intelligence, Accordingly, the definitions of emotional intelligence strategic have increased based on the contribution of many study. The most important definitions mentioned can be summarized in Table (3):

Table (3): The concept of strategic emotional intelligence

Concept	Author
It is the individual's ability to understand and express his feelings, and to have a positive self-evaluation and broad realization of his abilities to live a comfortable and happy life, that is, the ability to understand the way others feel, and the ability to establish relationships with mature and responsible personalities without turning into dependence on others, Optimistic, flexible, and realistic individuals who successfully solve problems and deal with stress without losing control.	BarOn 1997:54
The ability to know our feelings and the feelings of others, motivate ourselves,	Goleman

manage our emotions and our relationships with others effectively, the ability to arouse enthusiasm in oneself, maintain a spirit of hope and optimism when facing problems, empathize with others, know what is going on inside them, and the ability to persuade and lead them.	1998:15
It is a set of personal qualities and social and emotional skills that enable a person to understand the feelings and emotions of others, and then be more able to rationalize his psychological and social life.	Zirak & Ahmadian 2015:599

Source: The work of the study based on previous sources.

Based on the above:

1. Manage, organize, and direct the control strategic, interaction, and sensations of oneself and others.
2. Positive response and interaction with others and communicate with them with a sense of empathy.
3. Emotional intelligence strategic can be acquired or inherited, as the individual can learn it through Life experiences and situations, through which the individual can deal and learn with himself and with others.

### **Second: the significance of having a strategic for emotional intelligence**

The strategic of emotional intelligence greatly affects human life, whether the emotions associated with it are positive or negative, as it reveals our feelings towards others and towards ourselves (Ledoux,1995:123), and this strategic helps to enhance creativity, love, responsibility and concern for others and the development of friendships and social relationships (George, 2000:27), and George also explains the importance of the emotional intelligence strategic in the concept of attention, as it helps to focus and make the right decisions instead of the immediate emotional response to initial challenges (George,2000:27), otherwise people with emotional intelligence show a greater response In addition, studies have shown that emotional intelligence contributes to creative thinking and proposing new solutions to problems, and helps to deal with others with confidence and empathy (Al-Tai&Daham,2008:74), and emotional intelligence also teaches us how to change our thinking patterns and view things positively and for a longer period, and emotional intelligence is also important at the social level, as it affects social relationships

and interactions between individuals, and contributes to organizing An integrated cycle of influence, interaction and results through Figure No. (3):

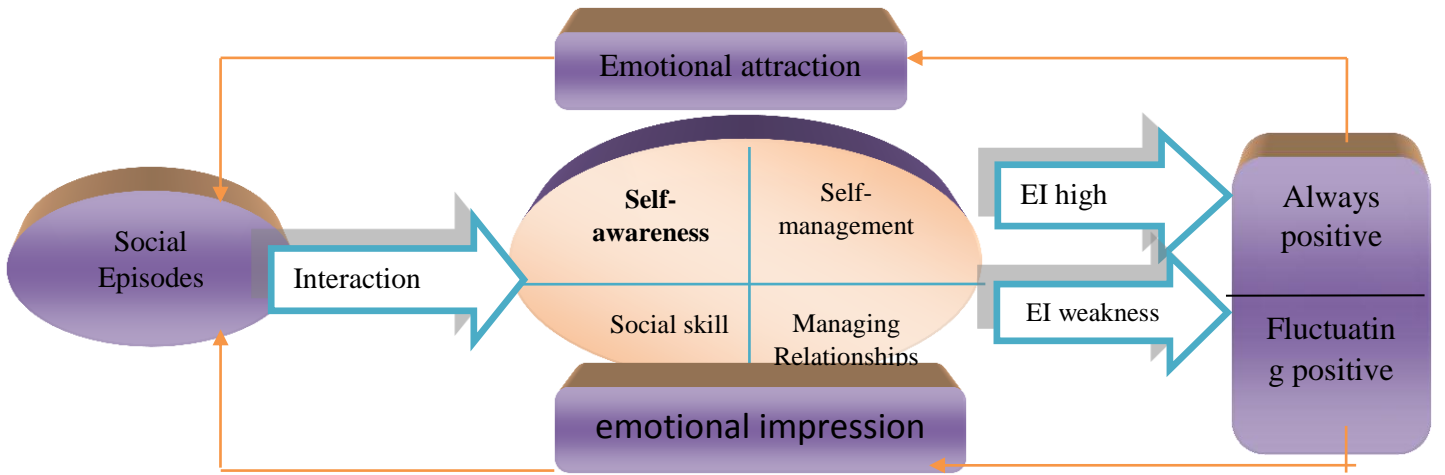


Figure (3): The importance of strategic the emotional intelligence on the social level

**Source:** Thomas Kunnantt, James (2010), Emotional intelligence: Theory and description, a complete model for interpersonal effective, Journal of management development, Vol. 16, No.3/4, pp.614-629.

### Third: The dimensions of strategic the emotional intelligence

The study focuses on the study of the dimensions of emotional intelligence presented by the psychologist Goleman in his model that he presented in 1998, which included comprehensiveness, self-understanding, and self-regulation and there are also some other scholars mentioned such as (Goleman,et.al., 2002) that enhance motivation to work and the strategic of social skills required by this current study, namely:

1. “Self-awareness”: These include emotional self-understanding, accurate self-evaluation, self-confidence, leveraging strengths, ability to carry out difficult tasks, presence and popularity, and other aspects (Kaufhold&Johson,2005:615).
2. “Self management”: These include self-control, clarity, adaptation, initiative, direction towards achievement, optimism, a positive view of others, and the expectation that he and others will achieve a better future.
3. “Relationship Management”: The key to determining motivation lies in the term achievement. What motivates ordinary individuals to work? Is it the high salary or the social prestige resulting from obtaining a leadership position? On the contrary, leading individuals are moved by a real inner desire to achieve and achieve success (Al-Majidi&Al-Anazi,2017:250), If we are looking for leaders, how can we identify individuals who are

most motivated by external stimuli? The main indicator (Al-Anzi, 2017:240) is their feelings towards the work itself, as these leaders seek creative challenges, love learning, and gaining pride and appreciation at work. Even if they fail the mission.

4. "Social skill": Within the three components of emotional intelligence that were previously mentioned, all of them are self-management skills. As for the remaining two components, emotional empathy and social skill, they relate to the individual's ability to manage relationships with others (Kaur&Jaswal,2005), in order to reach their objective, individuals must progress in the direction they desire, whether it be adopting a fresh marketing tactic or discovering a new product. Those with strong social abilities should possess an extensive understanding of various subjects, talents, and the capacity to establish agreement, foster cooperation, and facilitate effective communication, even when faced with diverse obstacles or conflicting paths.

#### **Fourth: The concept of strategic transformational leadership**

The concept of transformational leadership was introduced by American political scientist James MacGregor Burns in 1978 in his book titled "Leadership." (Al-Amiri,2004:18) The theory of transformational leadership is built upon and influenced by other leadership styles. It focuses on creating dedication to the mission, goals, and strategies of the organization. In 1985, Bass made significant contributions to the development of transformational leadership by introducing a systematic theory and creating models and measures to assess leadership behavior. This assessment tool is known as the Administrative Leadership Scale (MLQ) (Taqi&Daqana,1988) The development of a model known as Transformational leadership has been influenced by the need for an alternative to traditional leadership that is based solely on transactions. This model places emphasis on the importance of influencing subordinates by acknowledging their emotions and aims to achieve organizational goals. Transformational leaders stand out from other leaders due to their encouragement of adaptation, compensation, self-confidence, and integration. They also prioritize promoting development and strategic thinking, clarifying boundaries, and showing genuine concern for others (Al-Majidi&Al-Anazi,2017:253), Those who excel at bringing about change are the ones who lead the process most efficiently, and what sets these leaders apart is that they are not limited by factors such as gender, race, religion, age, or social class, a few examples of such transformative leadership are highlighted in Table (4).

Table (4): Definitions of strategic transformational leadership

Concept	
A process through which the leader and subordinates seek to promote each other to reach the highest levels of realism and ethics.	Burns 1978: 2
Transformational leadership affects rearranging the needs of subordinates according to their importance, and requires high levels of mental thinking, sacrifices, and the participation of subordinates in achieving important goals.	Bass 1985: 17
This approach is based on understanding the obvious and hidden needs of subordinates, working to meet those needs, and investing all their strength with maximum efficiency in order to achieve the required change.	AL-Ghamd 2006 :72
Transformational leadership aims to build a generation of leaders who have the characteristics of true transformational leaders in that they set more challenging expectations that exceed the expected performance.	Shane 2014 :64
Broad imagination and long-term future visions with the ability to influence others and listen to their opinions, and the leader's willingness to sacrifice and bear the consequences, and is committed to presenting his ideas and views to others.	Al- Enezi,2017: 370

**Source:** The study worked on previous studies.

the aforementioned, the transformational leadership strategic aims to achieve social change characterized by growth and adaptation to the environment and meeting the needs and requirements of working individuals by avoiding practices related to giving orders and complying with formal procedures, getting rid of negative feelings such as hatred, hatred and selfishness, and creating an appropriate positive climate.

#### **Fifth: The Importance of Strategic Transformational Leadership**

Organizations nowadays require a new leadership strategy due to the continuous increase in the dramatic changes in the environment, the fierce competition and the advancement of technology, And this strategy must be characterized by a high degree of adaptability and innovation capable of facing these changes and adapting to them

(Bascregio,2006), And the strategy of transformational leadership plays an important role in motivating subordinates (Bass&Regio,2006), and at present the business organization tends to form collaborative and creative teams to obtain effective results (Alim&Alban,2001:27), Organizations adopt this strategy to achieve their goals, and it is considered a new way to lead groups and their participation in the management of organizations, As the transformational leader has great skills with which he can develop these organizations and their subordinates and enhance innovation and communication, the transformational leadership strategy is an important factor in managing change and creativity, and is important and beneficial to subordinates, Figure (4) shows this:

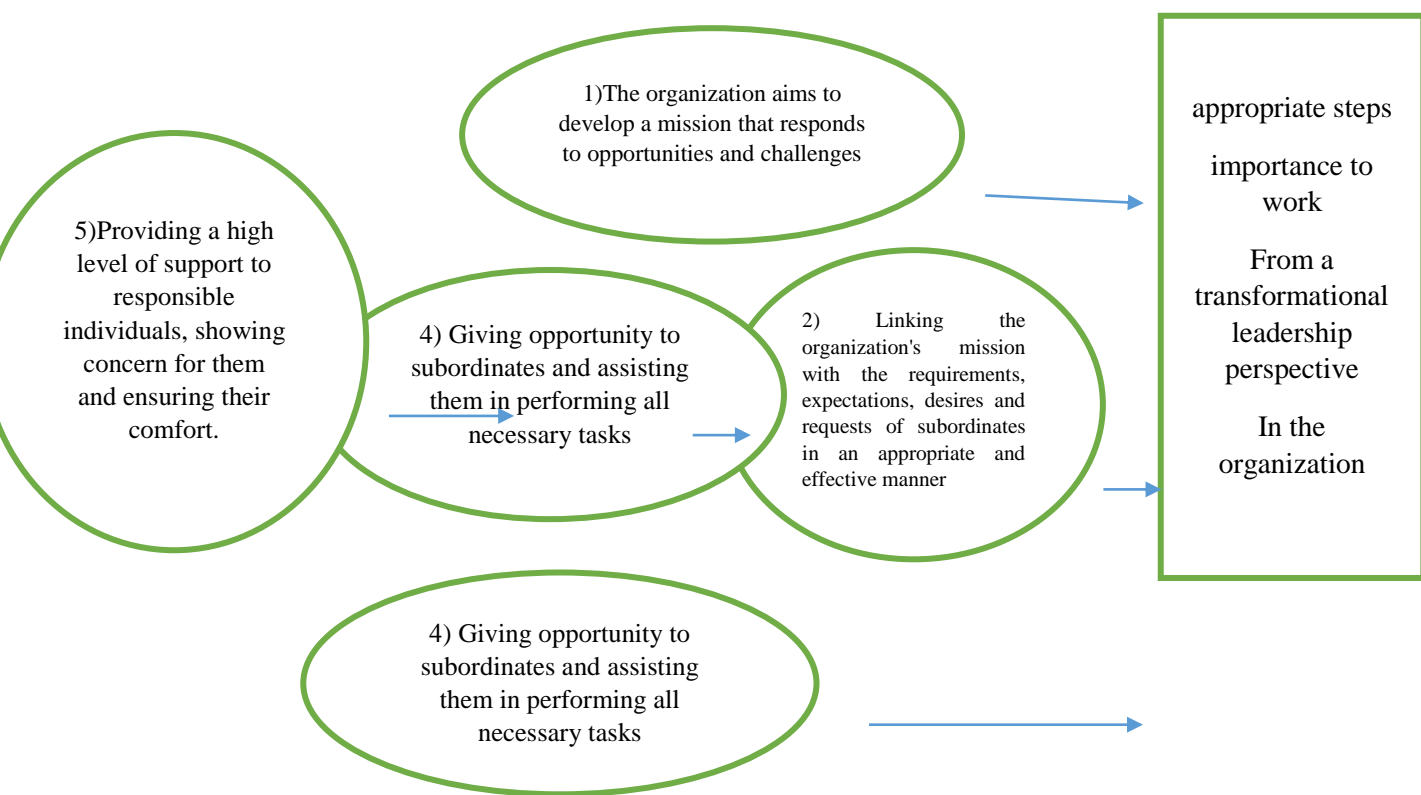


Figure (4): Importance of Transformational Leadership

**Source:** Al-Anazi, Saad Ali and Al-Majidi, Abdul-Razzaq Jabr (2017), Principles of Business Administration, 1st edition, Adnan Library for Printing, Publishing and Distribution, Baghdad, Iraq: 253.



### **Sixth: Dimensions of the strategic transformational leadership**

Based on management and leadership study, Scientific Thinkers (Bass) have identified four dimensions of transformational leadership strategies (Bass&Avolio, 1994:3).

1. “Ideal Influence”: According to the ideal influence, leaders take a path that makes them role models for people over time, and become worthy of admiration, respect and trust. One of the things leaders do to be perfectionists is consider the needs of others rather than their own and be willing to sacrifice personal gain for the benefit of others (Avolio&Bass,2002:652-667).
2. “Inspirational Motivation”: The transformational leader employs motivating and inspiring techniques to have a positive impact on those in his vicinity. This approach adds purpose and complexity to the tasks of his team members, strengthens the importance of unity within the group, displays enthusiasm and positivity, and concentrates on the growth and progress of his subordinates. Moreover, he contemplates intriguing and varied future matters. (Bass,1990:36).
3. “Intellectual Stimulation”: As per this perspective, the leader supports the employees they oversee in reevaluating and finding new and accurate approaches to work-related matters, challenges, and strategies, while also motivating them to be inventive and enhance their creative abilities. (Moran, 2003:4).
4. “Individualized Consideration”: The transformational leader demonstrates an attribute of diligently considering the requirements of every individual in their team in order to foster their development, boost their effectiveness, and encourage their personal growth. They function as a guide, advisor, supporter, and role model, ensuring they take into account the individual needs of each team member. (Al-Anzi,2017:373).

### **Seventh: the concept of social capital**

In 1916, the sociologist Hannevian wrote about the concept of social capital goes back to the specific social matters with which it is associated Examining the experience of establishing rural schools in West Virginia, Hanevian's definition of social capital encompasses the intangible resources present in people's daily lives. These resources encompass aspects such as goodwill, empathy, and the social interaction among individuals and families that make up social units. Additionally, Hanevian suggests that in rural communities, the school serves as a central and significant hub (Putnam, 2000: 19) and one of the most important writers in this regard was Jean Calup, Pepper Bourdieu, James

Coleman, Robert Putnam, and the advanced studies Paint is an important component of social organization and a potential source of value that can be developed and transformed into a product. Achieving the strategic goals after being included in the organizational structure (Cohen&Prusak,2001) and (Lin,2001), Writers and study in the field of management began to improve the social vision of organizations, where the main goal is to create and enhancement knowledge and opportunities and encourage organizational competition by developing capabilities and capabilities to enhance communication of ideas and information within institutions (Andrews, 2007:.03), on the basis of this, study believe The most appropriate and accurate expression that can be used to refer to social capital in the framework of structures and organization is creative social organizational capital" and this can distinguish it from social capital which is considered the main source in the fields of sociology, and many definitions can be reviewed that It reflects the historical development of this concept, as shown in Table (5).

Table (5): Concepts of social capital

Concept	Author
The collection of current and possible resources linked to possessing a particular network of connections built on shared understanding.	Bourdieu"1985
A varied collection of entities that consist of two fundamental parts, all of which contribute to social structures and enable individuals and organizations to carry out their functions.	Coleman"1988
Social organizations are made up of interconnected social connections that operate based on a set of shared values, principles, morals, and standards. These elements work together to foster trust and strong relationships within the network of social connections.	Tsui et al.1992
A social organization is defined by its values, norms, relationships, interactions, and networks.	Nahapiet & Ghoshal"1998
Social structures like networks, norms, and social systems that enable the coordination of processes, teamwork, and the achievement of shared advantages.	"Putnam"2000
A valuable asset in an organization is the way social relationships are formed and	Andrews 2007

perceived among team members, This mutual trust and teamwork ultimately contribute to the creation of value.	
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**Source:** From the study's work, based on previous sources.

After analyzing the definitions mentioned earlier, the study provide a more precise explanation of organizational social capital. They define it as the social assets that an organization possesses through its employee networks, characterized by trust, cooperation, interaction, and harmony. These networks aim to enhance cohesion and reinforce the relationships that exist within the organization, ultimately leading to the fulfillment of both individual and organizational objectives. Therefore, the significance of organizational social capital in companies can be evaluated by considering the following factors: Individuals and groups in organizations and societies can enhance their capabilities and achieve their goals by participating in organizational social work networks. Furthermore, organizational social capital plays a crucial role in this process by offering developmental advantages that improve work efficiency and ultimately drive effectiveness. (Putnam, 1995). Also, social capital is seen as the primary reason for enhancing organizational loyalty. This includes adopting a high-performance work culture and creating more chances for innovation and growth.

#### **Eighth: Dimensions of Organizational Social Capital**

Numerous studies and study have focused on the various aspects of organizational social capital. However, study have found discrepancies in how writers and study classify its dimensions. Table (6) illustrates this disparity, highlighting the diverse perspectives on the relational, communicative, and collaborative dimensions. Some study propose an alternative classification, encompassing Trust, Fairness, Reputation, Collaboration, Sharing, and Community, these dimensions offer a more practical and precise representation of organizational social capital, which the current study will utilize by examining its structure, perception, and relationships.

Table (6): Dimensions of organizational social capital

NO.	Author	year	Dimensions		
1	Tsui et al	1992	structural	Cognitive	<b>relational</b>
1	Tsai & Ghoshal	1998	structural	Cognitive	<b>relational</b>
2	Nahapiet & Ghoshal	1998	structural	Cognitive	<b>relational</b>
3	Adler & Kwon	2002	associative	Cognitive	
4	Beugelsdijk & Smulders	2004	associative	Cognitive	<b>communicative</b>
5	Vilanova & Jose	2003	structural	Cognitive	<b>relational</b>
6	Alexopoulos & Monk	2004	structural	Cognitive	<b>relational</b>
7	Kono	2005	structural	Cognitive	<b>relational</b>
8	Patulny & Svendsen	2007	associative	Cognitive	
9	Balatti & Falk	2006	structural	Cognitive	<b>relational</b>
10	the clicker	2008	structural	Cognitive	<b>relational</b>
11	Schneider	2009	structural	Cognitive	<b>relational</b>
21	Andrews	2010	structural	Cognitive	<b>relational</b>
31	Carr, et al	2011	structural	Cognitive	<b>relational</b>
14	Ta'i-Al	2014	structural	Cognitive	<b>relational</b>
15	Abadi	2014	<b>structural</b>	Cognitive	<b>relational</b>

**Source:** from the work of the two study.

1. **The structural dimension:** The structural dimension consists of network structure, impersonal (formal) relationships of individuals and groups, interdependence and interaction (Al-Naqqar,2008:56), It is the lens through which to think about the formal social relations that bind individuals working within social networks and act as sources of

knowledge and information enhancement, They constitute the center of the structural dimension that generates value for the organization through communication links.

2. **Cognitive dimension:** In addition to a shared vision, goals, and social values held by each employee that support inclusion and foster a sense of shared responsibility and teamwork, it also refers to resources that offer common representations, interpretations, and systems of meaningful meaning between the parties (Adler&Kwon,2002:85).
3. **Relational dimension:** It refers to the type of interpersonal relationships that people develop each other through experience In interactions, where these relationships reinforce the interactions that emerge between individuals within the informal work organization by means of the mutual trust that the person possesses Within it, the relational dimension is centered according to (Tasi&Ghosal,1998:465), on the rooted origins of those relationships that center on Characteristics, values, trust and commitments that create opportunities for the members of the relationship .

#### **Ninth: The impact of strategic emotional intelligence and transformational leadership on the enhancement of organizational social capital**

The use of emotional intelligence as a strategy has become crucial for business leaders today, it is essential for managing the various challenges they encounter in their work and also helps managers stand out and succeed in a competitive environment. Feldman suggests that leaders with emotional intelligence can not only enhance their own skills, behaviors, and strategies, but also influence the emotional and social abilities of their subordinates and aid in their growth (Feldman,1999:32) Leaders and managers must strive to enhance their understanding of themselves and their subordinates when it comes to managing employees (Carr,et.,al.,2011:1210), in order to achieve this, the organization's leadership needs to overcome obstacles and create a sense of trust and communication with employees. Trust is seen as a key factor in fostering productive collaboration and information sharing within work networks, leading to successful decision-making and future interactions. It is important for leaders to prioritize building bridges of trust and communication instead of creating barriers, (Ibrahim,2009:100) Considering the information mentioned earlier, the study has the belief that in order for the leader of the organization to be successful in leading a group, they need to have knowledge about various aspects, This includes understanding the dynamics between members of the organization, recognizing the importance of individuals forming connections and the benefits they gain by being part of social networks. These networks help in accomplishing organizational

objectives. Additionally, the leader should also have a clear understanding of the social environment and be able to identify any divisions that may exist among different work groups (Andrews,2011:241), in order to have a clearer understanding and fulfill the needs, desires, and demands of employees, as well as to assess their own performance, exhibit self-control, and handle emotions in a way that aligns with employee needs, it can be stated that there is a strong connection between the utilization of emotional intelligence strategies and transformational leadership in building a positive organizational culture.

#### **Check the validity of the search tool:**

Cronbach's alpha value was calculated to find the consistency of the internal data of the content of the questionnaire list that was presented to arbitrators with specialization in the field of public administration and business administration (Uma Sakran,2006), in order to find out their opinions, observations and appreciation of the validity of the questionnaire's expressions and their suitability for the proposed axes for the study.

Table (7): Cornbach's alfa reliability coefficient

variants	phrases number of	Stability coefficient
Self-awareness	4	0.85
Self management	4	0.78
Relationship management	4	0.80
Social skills	4	0.84
Idealized Influence	4	0.80
Inspirational Motivation	4	0.79
Intellectual Stimulation	4	0.74
Individualized Consideration	4	0.83
Structural	4	0.83
Cognitive	4	0.78

Relational	4	0.81
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**Source:** The study based on the results of the statistical analysis (spss).

### Descriptive Statistics:

Table (8): Descriptive Statistics

Banishment	Arithmetic mean	standard deviation	coefficient of difference	Relative importance
Strategic Emotional intelligence	3.5	0.77	0.22	3
Strategic Transformational leadership	3.8	0.75	0.19	1
RAS Social Organizational Money	3.6	0.78	0.21	2

**Source:** The study based on the results of the statistical analysis (SPSS).

Table No. (8) shows the order of the relative importance dimensions of the study variables, and it is noted that the transformational leadership variable, which has an arithmetic mean of (3.8) and a standard deviation of (0.75), and a coefficient of difference of (0.19), and thus ranked first compared to the rest of the variables.

### hypothesis testing

**The first hypothesis:** There is a significant correlation between the strategies of strategic emotional intelligence and strategic transformational leadership.

In this section, the correlation coefficient was calculated between the dimensions of the variables of strategic emotional intelligence, strategies transformational leadership, and testing (t) as follows:

Table (9): The correlation between strategies emotional intelligence and transformational leadership

variable	correlation coefficient	t	sig.	The result
Strategic Emotional intelligence	0.811**	5.66	0.000	Acceptance
Strategic Transformational leadership				

**Source:** The study based on the results of the statistical analysis (SPSS).

Table (9) shows there is a strong positive correlation between the strategies of emotional intelligence and transformational leadership, where the value of the correlation coefficient was (0.811\*\*), while the value of (t), was (5.66), which is greater than t\* tabular value of (2), as the value of the significance level was less than 0.05, and from these results we accept the first hypothesis, and this result is consistent with the study (Kilduff, et.al.,2010)

**2- The second main hypothesis:** There is a statistically significant relationship and effect between the strategy of emotional intelligence and organizational social capital.

Table (10): The correlation and effect relationship between emotional intelligence strategies and organizational social capital

variable	correlation coefficient	R <sup>2</sup>	constant value a	$\beta$	ANOVA		t	sig.	The result
					Sig	F			
Emotional intelligence strategy	0.781**	0.71	1,375	0.657	0.000	28	5.06	0.000	Acceptance
Organizational social capital									

**Source:** The study based on the results of the statistical analysis (SPSS).



Table No. (10) shows the presence of a significant positive correlation between the strategies of emotional intelligence and organizational social capital, as the value of the correlation coefficient was (0.781\*\*), which is a strong correlation, while the value of the correlation coefficient was (0.781), ( $R^2 = 0.71$ ) of the variance in social capital is explained by the emotional intelligence strategy, and (29%) represents the percentage effect of other unknown variables, while the beta coefficient ( $\beta=0.657$ ) indicates that one unit change In emotional intelligence, it is accompanied by a change (0.657) in capital. Social organizational, and the value of the beta coefficient reflects the importance of emotional intelligence, as indicated by the value of F for (28), and with statistical significance showing the existence of homogeneity and acceptable variation between the strategies of emotional intelligence and social organizational capital, and the coefficient ( $t=5.06$ ), which is greater than the table  $t^*$  From (2) with a level of significance less than (0.05) confirms the strength of the relationship between the variables as a result of the homogeneity of their averages. This is confirmed by the value of the fixed term of the regression curve ( $a = 1.375$ ) and shows its difference from zero. Thus, the relationship between the two variables is confirmed, and it becomes clear that there is an effort in the field of study to pay attention to social capital, and this result is consistent with the study (Thomas 2010).

3- **The third hypothesis:** There is a statistically significant and impactful relationship between the transformational leadership strategy and organizational social capital.

Table (11): The correlation and impact relationship between strategic transformational leadership and organizational social capital

variable	correlation coefficient	$R^2$	constant value a	$\beta$	ANOVA		t	sig.	The result
					Sig	F			
strategic Emotional intelligence	0.761**	0.67	1,325	0.717	0.000	0.539	4.76	0.000	Acceptance
Organizational social capital									

Source: The study based on the results of the statistical analysis (SPSS).

Table (11) indicates a strong positive correlation between transformational leadership strategies and organizational social capital. The correlation coefficient has a value of 0.761\*\*, suggesting a significant relationship. Further, the  $R^2=0.67$  signifies that 67% of the variation in social capital can be explained by the transformational leadership strategy, while 33% can be attributed to other unknown factors. The beta coefficient, represented by  $\beta=0.717$ , implies that a one-unit increase in transformational leadership leads to a 0.717 increase in organizational social capital. This suggests the considerable importance of transformational leadership, supported by the F value of 0.539, which is statistically significant at a level below 0.05. Notably, the consistency of the means of the variables strengthens their relationship, evident in the fixed limit of the regression curve ( $a=1.325$ ) indicating a non-zero relationship. This aligns with the findings of Al-Qaisi's study in 2009.

4- **The fourth hypothesis:** There is a statistically significant relationship between the combined strategy of emotional intelligence strategy and transformational leadership on organizational social capital.

Table (12): The relationship and effect between strategies (emotional intelligence and transformational leadership) in organizational social capital

variable	correlation coefficient	$R^2$	constant value a	$\beta$	ANOVA		t	sig.	The result
					Sig	F			
strategic Emotional intelligence	0.779**	0.85	1,125	0.376	0.000	33	4.41	0.000	Acceptance
Organizational social capital									

Source: The study based on the results of the statistical analysis (SPSS).

Table (12) presents findings that indicate a significant positive correlation between the strategies of emotional intelligence and transformational leadership in organizational social capital. The correlation coefficient (0.779\*\*) suggests a strong correlation. Furthermore, the value of  $R^2=(0.85)$  indicates that 85% of the variation in social capital can be explained by the strategies of emotional intelligence and transformational leadership,

while the remaining 15% represents the influence of other unidentified variables, the beta coefficient ( $\beta = 0.376$ ) demonstrates that a one-unit change in the strategies of emotional intelligence and transformational leadership leads to a change of 0.717 in organizational social capital. This highlights the importance of these strategies, The  $F=33$ , along with statistical significance, suggests a satisfactory level of consistency and variation between the strategies. Additionally, the t coefficient ( $t=4.41$ ), which exceeds the critical  $t^*$  value of 2 with a significance level lower than 0.05, confirms the strength of the relationship between these variables due to their similar averages. This is further supported by the regression curve's intercept value ( $a=1.125$ ), which differs from zero, ensuring the validity of the relationship between the variables.

### **Conclusions:**

1. By encouraging its staff members to come up with creative ideas, the ministry's senior officials have started the reform process. Through a variety of service programs coordinated by the Ministry of Planning, they want to leverage these concepts to bring about beneficial improvements in the neighborhood.
2. The organization's strategic goal and ongoing efforts to change the organizational culture to reflect its ideal state define the transformational leadership style, this strategy aims to benefit both the organization's employees and the organization as a whole.
3. They are able to assess the pros and cons of the studied organization and match them up with the advantages and difficulties that the enterprise.
4. The development of corporate social capital is facilitated by the mutually beneficial interaction between emotional intelligence and transformational leadership techniques, this suggests that Ministry of Planning managers have high emotional intelligence levels, which have a favorable effect on the social dynamics at their workplace.
5. Higher levels of emotional intelligence lead to greater trust in the institution under study, and its personnel will have the ability to influence others and efficiently handle their interactions with coworkers and superiors within the ministry.
6. Since it is so important for generating social work networks, establishing trust, and encouraging collaboration within the ministry, social capital is a critical resource for the organization, it makes a substantial contribution to the creation of fresh intellectual capital.

### **Recommendations:**

1. Highlighting the importance of further enhancing the positive impact aspect by promoting subordinate involvement in decision-making, creating plans, discussing issues at work, making efforts to solve them, and finding suitable solutions as a team. Focusing on their intellectual abilities and professional growth.
2. The Ministry of Planning in Iraq is encouraged to engage in the advancements of management practices. Currently, it operates under a bureaucratic model, but it should embrace and promote modern management concepts. By staying updated on global advancements, the organization can effectively work towards achieving its goals.
3. The Ministry of Planning must understand that emotional intelligence is a vital component in developing effective leaders, it is a top priority for modern organizations as it helps build strong relationships, trust, loyalty, and collaboration, fostering a positive atmosphere.
4. Administrative leaders in the relevant ministry should be mindful of the significance of possessing effective self-understanding and self-management strategies. These strategies play a vital role in fostering a positive relationship between superiors and subordinates by enabling them to effectively handle and control their emotions. This includes being able to absorb any anger that subordinates might express due to the repetitive nature of tasks, overlooking their thoughts and emotions, and minimizing any negative impact on their performance.
5. The ministry in question is committed to further augmenting the social connections within the organization and empowering social work networks. This will be accomplished through the sharing of knowledge and information, as well as addressing ongoing issues and obstacles that colleagues may face, in order to attain a sense of unity and overall organizational success.

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