

Reflection of the transformational leadership style in employees' psychological well-being and the mediating role of job satisfaction

A field study in a Number of Iraqi Privet Bankes

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Abstract

Business organizations are now facing significant challenges as a result of the rapid changes taking place in their environment, and they need flexible dynamic management capable of meeting challenges, and a type of individual with the technical ability to manage the administrative system to be able to carry out their duties with intelligence, knowledge, adequacy and sincerity (Strukan et al., 2017) . In the face of these challenges, traditional leadership management, in its methods and patterns, has been unable to make the Organization competitive and achieve the desired level of performance, which today requires organizations to use dynamic and flexible methods so that they can live up to developments in reality. It was necessary for them to create a new leadership style that would ensure that they constantly improve their performance and keep up with all the changes that are taking place and even be the pioneers in this kind of change, These goals have shown several types of leadership (aldahhan,2016).

Introduction

Business organizations are now facing significant challenges as a result of the rapid changes taking place in their environment, and they need flexible dynamic management capable of meeting challenges, and a type of individual with the technical ability to manage the administrative system to be able to carry out their duties with intelligence, knowledge, adequacy and sincerity (Strukan et al., 2017) . In the face of these challenges, traditional leadership management, in its methods and patterns, has been unable to make the Organization competitive and achieve the desired level of performance, which today requires organizations to use dynamic and flexible methods so that they can live up to developments in reality. It was necessary for them to create a new leadership style that would ensure that they

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constantly improve their performance and keep up with all the changes that are taking place and even be the pioneers in this kind of change, These goals have shown several types of leadership (aldahhan,2016).

Over the last decade, transformational leadership has surpassed other types of leadership in popularity (Judge & Bono, 2000), It is currently the most extensively used strategy in the field of leadership development (Iman & Lestari, 2019).

In fact, several research studies have been conducted in a variety of situations, from business to healthcare, to assess the impact of transformational leadership in different situations. With an increasing focus on employee well-being, scholars conduct empirical research to determine the role of transformative leaders in promoting team well-being, work engagement, and job satisfaction.

Furthermore Leadership activity plays a very signifecant role in improving the workplace or job satisfaction,work motivation and work efficiency of human resources.(Dolly& Nonyelum,2018:233)

Organizational factors such as leadership style can contribute to the psychological well-being (mental health) of employees. The concept of leadership appeared in the literature in the early 19th century, and a study was published in 1989 focusing on how transformational leadership styles play an important role in the psychological well-being of employees. It was about. Positive leadership behavior plays an integral role in the psychological well-being and health of employees (Arnold, 2017: 1). Effective leadership involves enabling the general public to perform exceptionally well in the face of challenges and changes, and maintain constant performance and advantage (Aboshaiqah et al., 2014: 57).

Leaders and their leadership style are one of the most studied topics in recent history. The actions and techniques, strategies and plans that leaders use to provide a vision and a roadmap to achieve that vision are called leadership styles. Leaders have an organizational culture and expectations that encourage their views, principles, interests, and some leadership styles and ban others. (Abualrub, et al., 2011: 2)

Theoretical side

Psychological Well-being

Well-being is one of the variables that have received attention since ancient times, although the term that was previously used is not the same today. The definition of employee well-being and conceptual clarity are still mostly ambiguous and unresolved (Shmotkin, & Ryff,

2002; Zhao, & Zhang, 2015 ; Sirgy (2012). Well-being is an essential part of the overall health of the individual. Studies have shown the association between mental problems and Biological problems affecting the individual.)

Opinions varied on the subject of well-being and differed according to the difference and the multiplicity of those interested in this field, and the first person to use the term well-being was the scientist "Adolf Mayer A. Mayer" who used it to denote the growth of personal and social behavior towards the normal and the prevention of mental disorders. (Frtasen, 2017:86) Many schools and theories have dealt with the concept of well-being, each according to its Intellectual framework and theoretical orientation, an attempt by them to understand the subject of well-being.

The term "well-being" refers to a fairly broad concept, on which a large number of research have been conducted. Recent positive psychological study has revealed that it is an increasing source of concern. This phrase is associated with positive functioning, happiness, personal progress, and the blooming of one's own personality, among other things (Weiss et al., 2016).

Mental health is defined as "... a dynamic state in which individuals can reach their full potential, work productively and creatively, build strong and positive relationships with others, and contribute to the community." I am. (2010 Foresight Mental Capital and Happiness Study)

Ryan and Deci (2001) presented two paths to happiness: "hedonism" and "eudaemonism" in a pioneering attempt to realize the idea. The hedonic approach deals only with happiness and life satisfaction, and defines happiness as joy and pain avoidance. The main goal of the hedonic technique seems to enhance happiness and lead to what is called "subjective happiness". Happiness's approach to happiness, on the other hand, emphasizes meaning and self-actualization and is related to the life of human beings and the realization of their potential (Zaki, 2018).

This strategy serves as the basis for PWB and leverages his or her ability to use personal resources and skills in a way that allows him or her to give meaning to life (Mercer, 2020). It is worth noting that the concept of PWB is not an on-and-off process that can be justified by either pleasurable or euphoric discussions. Often, the composition should be assessed using a combination of both methods, taking into account his / her positive influences and emotions (Jayawickreme et al., 2012). This positive well-being is the foundation or foundation of individual and social well-being and effective functioning, and this

basic concept of well-being corresponds to different areas of interpretation in different cultures. (WHO, 2005: 140)

Well-being in its comprehensive sense is to guide individuals to understand their lives and overcome their problems, so that they can live and achieve their mission as community-compatible individuals (). Due to the importance of well-being to those working in both economic and human terms, we found many studies and research concerned well-being and the great role it plays in increasing the performance of the worker and the organization. as it is considered the main basis of compatibility and sufficiency. Hence well-being is of a great importance in all aspects in increasing the productivity of the worker in the organization, it is of life in general and occupation in specific. (Allameh, 2016: 158).

Carol Ryff (1989) identifies 6 elements of psychological well-being, which include the following:

1-Self-acceptance is a necessary element of self-actualization. It's very important for mental health. To function effectively, you need a positive attitude towards yourself.

2-Active Interpersonal Relationships-Warm, intimate and established relationships with others. Pay attention to the welfare of others. Ability for strong intimacy and empathy.

3-Autonomy-A sense of self-sufficiency, self-determination, and the ability to control one's behavior from the inside out.

4-Personal Growth-Participate in growth-oriented activities, a sense of self-development and expansion.

5-Mastering the environment means dexterity and proficiency in all situations. It also includes managing your environment efficiently.

6 – The purpose of life – Guide life towards the purpose. We believe in making efforts to reach our goals. Focuses on goals and tasks.

Transformational Leadership Style

Leadership is simply the leader's influence on his subordinates, and the various means of influence the leader uses to direct his subordinates represent a differentiation in styles and patterns of leadership.

The idea of administration contrasts in its general sense, importance working with others and impacting them to accomplish explicit objectives. It is likewise a political, regulatory, monetary or military demonstration. Subsequently, it is said that the political pioneer, the authoritative pioneer, the tactical administrator, etc, where the jobs

played by the pioneers change, the substance of its substance continues as before. The idea of authority is one idea, yet the administration strategy shifts from one association to another relying upon the kind of action, the idea of the target to be accomplished, the conditions of the climate in which it works, and the accessibility of material and human potential (Rawashdeh et.al.,2020)

The leadership patterns play important role in expressing the leadership behaviors of the leader in influencing individuals and the community to carry out the aims of the organization, while not confusing the firm and serious behavior at work with the form of leadership used, Leadership patterns vary according to the diversity of institutions and the difference of personalities, functions and tools as well as positions, People as leaders tend to follow various manners of leadership relied on the type of jobs they perform and according to circumstances.(Yusra Kaleem ,Sana Asad ,Hiba Khan ,2018)

Leadership refers to one persons willingness to influence another and to adjust their behavior towards reaching a sheared goal .as pointed out by (Yusra Kaleem ,Sana Asad ,Hiba Khan ,2018) in their study that the style of leadership used can change depending on the level of management, the working staff and to what they are most able to respond to, in addition to the organization philosophy ,rituals, principles and ideology .Leadership style reflects what people "doing"and "behaving", (yusra etal., 2018)

Today's leaders are competing to create a vision for the future while inspiring members of the organization. In addition, leadership is responsible for changing the culture of the company and making it more optimal and professional (Paais, 2020). Burns (1978) developed the original idea of explaining transformational leadership as a process characterized by leader-follower interaction to encourage each other to a higher level of morale and motivation.

It relates to the conduct and attitude of a leader governance and overseeing. It is the outcome of personality attributes, leaders experience ,behavior and philosophy.(Iqbal etal.,2015:8)

The reason for the success of organizations can only be achieved through the interaction of the leadership with the followers, stimulating their creativity and sharpening their ideas through the prevalence of methods of change and institutional transformation. As per Bass and Avolio (2005), groundbreaking administration is a course of impacting in which pioneers change their partners' consciousness of what is significant, and move them to see themselves and the open doors and difficulties of their current circumstance in another manner. (Kara etal,2013) And as per (Al-Deeb 2012) groundbreaking administration varies from different kinds of initiative in that its chiefs

energize strengthening and approval. Fearlessness and reconciliation, and they support advancement and vital reasoning, explain limits and care for other people, for they are the ones who lead the course of progress more actually than different pioneers, and are recognized by being vague by orientation, variety, race, religion, age and social class (Al-Deeb 2012: 10) .

This is the type of leadership that today's rapidly changing organizations need. It is based on persuading subordinates to look beyond selfishness for the benefit of the organization and to bring about fundamental changes by broadening and deepening the level of awareness and acceptance. Charismatic influence, inspirational inspiration, personal interests, evaluation of organizational vision and goals through creative encouragement) (Verma, Krishnan, 2013: 92)

Recent studies had presented that transformational leadership gives a positive relationship with satisfying employees' needs and desires and improving their performance in the work environment. . (Avolio & Bass, 2002: 210) In addition, workers under the leadership of this type of type enjoy high job satisfaction compared to other types of non-transformational leaders. ((Bekele & Shibru: 2011: 686)

Both (Bass and Avolio, 1994) have developed models for the dimension of transformational leadership and its components. This includes four dimensions, all starting with the letter (I) and known as (4I).

1. Idealized influence: Transformational leaders practice role model behaviors for followers, and transformational leaders enjoy praise and respect trailers, primarily shared ideals and behaviors. I am interested in developing a new vision that is a model of. As workers see them as examples of morals and values (Green, et al., 2003: 4), their vision, trust, respect, integrity, risk-sharing, inclusion, power , An ideal or charismatic aspect of influence (Ismail, 2010: 25).

2. Inspirational motivation: or inspirational motivation\ rousing inspiration, and alludes to the manner by which pioneers spur and move their adherents to arrive at the ideal objectives and plan ahead with confidence. As well as giving a feeling of importance to their ongoing work. This aspect centers around the way of behaving of the pioneer that incites in the devotees an adoration for challenge and incites the solidarity through excitement, and the pioneer persuades the supporters to partake in the view of future circumstances and shared objectives and dreams (James, Ogbonna, 2013:356) .

3. Intellectual stimulation: It means the leader's ability to stimulate the followers' thinking and analytical efforts, to be creative and innovative, through questioning the logicity of hypotheses, reconstructing the problem, and the ability to confront solutions in new, external creative

ways over traditional methods. And teaching them to look at difficulties as problems that need to be addressed, as well as not to criticize the mistakes of the followers in public, and thus encourage creativity Kirkland, 2011:171-173).

4. Individualized consideration: It means the extent of the leader's interest in and respect for followers at the individual level, by taking into account the individual differences between them, and dealing with them with mutual love, as he meets their personal needs (SURESH; RAJINI, 2013: 175) and listens to them, just as their achievements are attained. He has interest and encouragement, as well as cares and works on training and guiding them to achieve further growth and development to achieve performance that exceeds expectations. (Wamy, Swamy, 2014:58)

The majority of researchers agreed about the four components (4i) developed by Bass, 1999:54), such as (10 Stone, & Patterson, 2005: Verma & Krishnan, 2014: 93,) (Omar, Hussin, 2013:348) Barbuto (2005); (Hall, Wysocki & Kepner, 2002); Judge & Piccolo, 2004)) 688:2011Shibru, Bass & Avolio, 1997; Bass & Riggio, 2006; Sosik & Jung, 2010, that each of the four dimensions describes the traits that are most fundamental and important in the transformational leadership process.

Therefore, the style of transformational leadership focuses on developing employees and taking into account their needs. Executives focused on transformational leadership specifically focus on developing the overall values of employees, moral concepts, skills, and levels of their motivation. Transformative leadership acts as a strong bridge between followers and leaders, providing a clear understanding of motivation levels, values and interests. Bass and Avolio (1994) found that transformational leadership provides excellent leadership performance. According to Bass and Avolio (1994), transformational leadership occurs when leaders expand or increase employee interest. Kings. (2011) found that transformational leadership and follower performance are actively linked at the individual level. In addition, the study showed that organizational-level transformational leadership and team performance were positively linked. Xu and Wang (2010) stated that performance is a function of skill, ability, knowledge, and motivation directed to a defined behavior. A study conducted by the above authors has shown that transformational leadership drives the overall growth of employees.

Leadership Style And Well-Being

Employee well-being has always been strategically important to businesses and individuals and has become one of the most important

areas of research in organizational studies (Pradhan, Hati, 2019). Kuoppala et al. (2008) Conducted a study showing that leadership is related to work satisfaction. Good leadership seems to increase employee satisfaction while reducing the benefits of illness, absence, and disability. (Kara et al., 2013) Good leadership seems to increase employee satisfaction while reducing the benefits of illness, absence, and disability.) (Kara et al., 2013)

In addition, there is evidence that there is a significant link between perceived leadership and employee well-being. A survey of 1,009 employees at 23 5-star hotels in Turkey found an important link between good leadership and well-being. Another study found that ethical leadership increased the well-being of 216 future accountants across the organization (). Several studies have linked transformational leadership to employee well-being. When transformational leadership is practiced, the resulting actions affect employees at both instrumental and symbolic levels. These behaviors have measurable instrumental value, as evidenced by the many organizational benefits brought to transformational leaders (Bass & Riggio, 2006). However, transformational leadership does more than just work at the means level. Instead, as defined by Ashforth and Humphrey (1995), leadership appeals not only to the "head" but also to the "mind." Overall, the four elements of transformational leadership provide a framework for understanding why leaders and their leadership styles relate to the psychological well-being of their followers (Kelloway, et al., 2012., Hosseini et al., 2021).

Transformational leadership and employees job satisfaction

Corporate leadership style is considered an important factor in work satisfaction. The more effective an organization's leadership style, the more satisfied employees are with their work (Omar & Hussin, 2013). According to several scholars (Sergiovanni and Corbally, 1984; Smith and Peterson, 1988), ensuring employee job satisfaction requires the following administrative qualities: B. Stability and a clear vision. Therefore, for transformational leadership to be effective, followers need to share an organization's vision, and their top priority is to achieve the organization's goals, not personal interests (). Archbold, 2004).

Al-Swidi et al. (2012) confirmed that transformational leadership had a favourable effect on job satisfaction through increasing individual empowerment. According to Farrell et al. (2005), transformational leaders can increase their followers' commitment and contentment by attending to their basic wants and emotions. Talented

transformational leaders are capable of identifying their subordinates' underlying needs and committing to effectively meeting those needs (Braun et al., 2013). By doing so, transformative leaders can inspire people to work harder than expected (Bushra et al., 2011). Additionally, some researchers asserted that transformative leadership had a major effect on job satisfaction. Bushra and Naveed (2011), for example, discovered a substantial correlation between transformative leadership and job satisfaction in Pakistan's banking sector. Mohammad et al. (2011) indicated that transformative leadership had a favourable effect on employee satisfaction in Jordan's private hospitals. Yang (2012) also conducted a study in Taiwan with Taiwanese public relations practitioners to establish a positive association between transformational leadership and job satisfaction. Negussie and Demissie (2013) discovered a strong association between transformational leadership and nurse job satisfaction during their research in Ethiopia.

According to Alloubani et al. (2015), transformative leadership is associated with increased job satisfaction. Additionally, Al-edenat (2017) observed the same findings in his study of the Jordanian telecommunications sector, indicating that transformational leadership favourably improves job satisfaction. As a result, the current investigation proposes the following theory.

Methodology

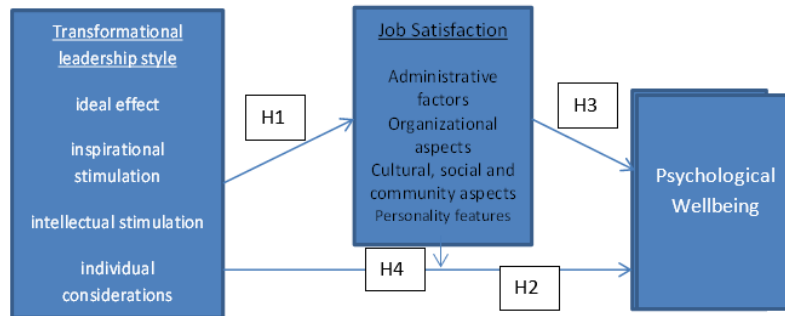
First: the philosophy of research and its approach

Determining the research philosophy and strategy is critical since it keeps the researcher on the right track and avoids complications that could arise if the decision is made incorrectly. Inductive reasoning is used to develop ideas (Adams et al., 2007:26) because the study's major goal is to see what a transformational leadership style can do for an employee's psychological well-being by using the dimensions of employee satisfaction as an intermediary variable and tracking current philosophical and applied principles. The deductive technique generated from the above philosophy, also known as the hypothesis-testing approach, is the most appropriate approach for deriving hypotheses from them in a manner that allows them to be tested, interpreting the results, and integrating with them (Aasa, 2012:111) .

Research model

The study necessitates the creation of a hypothetical model that depicts the various links between research variables that contribute to the accomplishment of the study's objectives, as outlined below.

Fig (1) Hypothesis model of the study



Research hypotheses

H1: Statistical between transformational leadership styles in that dimension (ideal influences, inspirational stimuli, intellectual stimuli, personal introspection) and the psychological well-being of Iraqi private bank employees. Has a significant effect on.

H2: The style of transformative leadership is statistically significant in its dimensions (ideal impact, stimulating stimulus, intellectual stimulus, personal consideration) and job satisfaction of Iraqi private bank employees. It has a great effect.

H3: There is a statistically significant effect of job satisfaction on the psychological well-being of Iraqi private bank employees.

H4: Statistical of transformative leadership styles in the dimension (ideal impact, inspirational stimulus, intellectual stimulus, introspection) to the mental health of employee by mediating work satisfaction. Has a significant effect on.

Second, the limits of the search

The research included four limits:

1. Spatial boundaries: The spatial boundaries are related to the practical and applied aspect of testing the study hypotheses in order for the study to be able to answer the questions raised. Therefore, the selection of the study was limited to the Iraqi private banks located in the city of Baghdad exclusively, due to the ease of reviewing them .
2. The chronological limits: The field visits were represented by the beginning of the field visits 1/1/2021 to 1/6/2021.
3. Human limits: The data of the research included employees in these banks, as this paper is based on the employees perspective to leadership and to express their true perceptions.

4. Cognitive limits: represented by research, depth and connection between the 3 research variables (Transformational leadership style, Well-being , Job satisfaction).

Third: Data collection tools

The process of completing research and studies requires the availability of a set of research supplies and tools that are used to collect information for the purpose of theoretical rooting, as well as the requirements for data collection in its applied framework to obtain information and test hypotheses in its light. In addition to the questionnaire, which is the main and reliable tool in this research to collect data and information related to the applied aspect, The majority of the questionnaire's paragraphs were based on ready-made standards from research and relative studies, which were slightly modified to fit the needs of the study in the Iraqi context, and Table (2) shows the questionnaire's composition based on its main and sub-variables, as well as the scales or measurements used.

The questionnaire was designed from (60) paragraphs to cover all the behavioral variables of the study plan, and it included three main axes,

The first axis: pertains to identifying information about the study sample. It was prepared by the researcher in the light of what the writers and previous researchers said and based on the existing statistical knowledge in this regard.

The second axis: It concerns the measurement of transformational leadership style as a main independent variable through its four dimensions which are represented by (20) items distributed over the four sub-dimensions, using the Five- point Likert Scale.

The third axis: It measures the employees job satisfaction as a mediating variable, which consists of four sub-dimensions, which are represented by (25) items distributed on these dimensions. Using the five-point Likert scale.

The fourth axis: The employee's psychological well-being scale is tabulated by (15) items distributed in six sub-dimensions (autonomy, environmental acquisition, personal growth, positive relationships with others, purpose of life, self-acceptance). Characterized as a dependent variable. Likert scale of 5 points.

Table (1) study variables as it appeared in the Questionnaire and its sources

	The basic variables	Sub variables	No of Questions	Paragraph's sequence	Source
1	Sample identification information	Gender	1	A	
		age	1	B	
		education	1	C	
		Occupation title	1	D	
		No of Occupation years	1	E	
2	Transformational leadership style	-	20	(1-20)	Bass and Avolio (1994)
		ideal effect	5	(1-5)	
		inspirational stimulation	5	(6-10)	
		intellectual stimulation,	5	(11-15)	
		individual considerations	5	(16-20)	
3	Job satisfaction	-	25	(21-40)	Spector P. , 2008; Fields, 2002)
		Job Characteristics	5	(21-25)	
		Salary and Welfare	5	(26-30)	
		Professional Growth	5	(31-35)	
		Health Promotion	5	(36-40)	
		Interpersonal Support	5	(41-45)	
4	Psychological Well-being	-	15	(46-60)	Ryff, & Keyes, 1995

After collecting the study's scales and all its variables, they must be subjected to the scale's stability and reliability tests to verify their validity as follows:

Fourth: Assessment of Measurement Model.

Any research basis requires the beginning of the test of the standard form of research, which is the tests of credibility and consistency of the research questions and ensure the beginning of the ability of the data to measure the thing that was built for it As well as the ability to measure under several conditions (reliability) by relying on convergence of validity and discriminate validity:

The validity of building the questionnaire: KMO

The questionnaire was subjected to factorial analysis to ensure its validity, reliability, and saturation of its paragraphs, The following are believed to be taken into account when conducting exploratory factor analysis:

1- (KMO TEST) Should Exceed 0.50.

2-(Eigenvalue) should be (1) for each factor as a minimum.

3-Each paragraph has a load rate of at least 0.50. (no less than 0.50)

1-The Transformational leadership style variable consists of four sub-dimensions (ideal effect,

inspirational stimulation, intellectual stimulation, individual considerations), and the value of KMO = 0.876 which enhances the sample size (120) employees was appropriate and achieved the limit of (Eigen Value) and the rate of loading all paragraphs exceeds (0.50) and the total rate of explanatory variation reached was (62.62).

Table (2) The explanatory variation of the Transformational leadership style variable and its dimensions)

ideal effect	inspirational stimulation	intellectual stimulation	individual considerations	Transformational leadership style	Model KMO VALUE
%68.60	%55.12	%67.35	%58.39	%62.62	0.876

Table (3) The explanatory variation of the job satisfaction variable and its dimensions)

Job Characteristics	Salary and Welfare	Professional Growth	Health Promotion	Interpersonal Support	Job satisfaction	Model KMO VALUE
66.21	%67.22	%54.25	61.44	%62.10	%62.19	0.832

Table (4) The explanatory variation of Well -being variable and its dimensions collectively

Psychological Wellbeing	Model KMO VALUE
%57.17	0.782

Table (5) Convergent Validity Test and Reliability Analysis

Measured Variable	Composite Reliability	Cronbach's Alpha	(Ave)Higher Than 0.50
Transformational Leadership Style	0.845	0.877	0.657
Psychological Well-being	0.730	0.791	0.6123
Job Satisfaction	0.746	0.712	0.578
Questionnaire as a whole (60) question	0.816	0.832	0.650

Because (AVE) for the questionnaire as a whole and its three variables is more than (0.50), it may be concluded that it is valid and meets the requirement of convergent validity. It can also be used as a qualitative criterion for assessing variables and paragraphs.

Table (6) Descriptive statistics for analyzing the three study variables with all its dimensions.

	constructs	Mini values	Higher value	Median value	Std. deviation	Variance coefficient	Ranking
1	Independent variable Transformational leadership style	1	5	3.52	0.831	23.15	(1)
2	ideal effect	1	5	3.74	0.845	22.2	1

3	inspirational stimulation	1	5	3.68	0.838	22.4	2
4	intellectual stimulation,	1	5	3.32	0.905	26.4	3
5	individual considerations	1	5	3.15	0.751	23.23	4
6	Median variable Job Satisfaction	1	5	3.43	0.906	25.87	(2)
7	Job Characteristics	1	5	3.30	0.801	23.77	5
8	Salary and Welfare	1	5	3.52	0.971	27.02	3
9	Professional Growth	1	5	3.48	0.708	19.83	4
10	Health Promotion	1	5	3.72	0.832	22.07	1
11	Interpersonal Support	1	5	3.62	0.873	22.06	2
12	Dependent variable Psychological Well-being	1	5	3.65	1.001	26.54	(3)

The statistical methods

Several statistical methods were chosen and employed to assess the study's hypotheses, including path analysis to identify the influence and impact links between the study variables defined in the model and to analyze their direct and indirect effects using SPSS programme. Which will put the basic hypotheses to the test and come up with a conclusion?

Testing hypotheses:

H1: Statistically significant impact between transformational leadership styles in that dimension (ideal influences, inspirational stimuli, intellectual stimuli, personal introspection) and the well-being of Iraqi private bank employees.

H1: The first major hypothesis: Tested by multiple regression

$$Y=B_0+B_1X_1+ B_2X_2+ B_3X_3$$

Table (7)

Supported variable	MODEL SUMMARY			Variance Analysis ANOVA		Independent variable	coefficient		
	R	R2	R2 Modified	F calculated	Model Significant	Transformational leadership style	β	T calculated	Significant value
Psychological Well-being for Iraqi private Banks employees	0.71	0.56	0.55	147.46	0.001	ideal effect	0.170	2.779	0.001
						inspirational stimulation	0.212	3.652	0.001
						intellectual stimulation,	0.372	5.579	0.001
						individual considerations	0.272	3.932	0.001

The first hypothesis concluded that the Transformational leadership style in its four dimensions explains 56% of the changes that occur in the Psychological Well-being of employees for Iraqi private banks, There is an equivalent of 24% explanation for variables not found in the model, Enable search for them to report impact and extend the impact range. The highest impact was found for the intellectual stimulation in terms of its strong impact on managers Well-being and the least impact on well-being is the dimension of ideal effect .

H2: Statistically significant impact of transformative leadership styles on the job satisfaction of Iraqi private bankers in their dimensions (ideal impact, stimulating stimulus, intellectual stimulus, personal considerations) .

Table (8)

Supported variable	MODEL SUMMARY			Variance Analysis ANOVA		Independent variable	coefficient		
	R	R2	R2 Modified	F calculated	Model Significant	Transformational leadership style	β	T calculated	Significant value
Job satisfaction	0.871	0.76	0.94	240.22	0.001	ideal effect	0.220	3.871	0.001
						inspirational stimulation	0.198	2,882	0.001
						intellectual stimulation,	0.421	7.954	0.001
						individual considerations	0.352	5.998	0.001

The second hypothesis accepted the interpretation of 67% of the effect of Transformational leadership style on Job satisfaction and the highest was intellectual stimulation, and the lowest was inspirational stimulation .

H3: There is a statistically significant effect of job satisfaction (Job Characteristics ,Salary &Welfare, Professional Growth, Health Promotion, Interpersonal Support) on employees Psychological Well-being of Iraqi private banks .

Table (9)

Supported variable	MODEL SUMMARY			Variance Analysis ANOVA		Independent variable	coefficient		
	R	R2	R2 Modified	F calculated	Significant value	Job Satisfaction	β	T calculate d	Significant value
Well-being	0.920	0.85	0,84	266.47	0.001	Job Characteristics	0.349	7.625	0.001
						Salary and Welfare	0.260	6.001	0.001
						Professional Growth	0.221	6.677	0.001
						Health Promotion	0.346	6.566	0.001
						Interpersonal Support	0.334	6.656	0.001

The hypothesis accepted an explanation of the impact of job satisfaction by 85% on employees Psychological well-being of Iraqi private banks. The job characteristics was more effective and the professional Growth was less effective.

H4: By mediating the role of job satisfaction (work characteristics, salary, benefits), the psychological well-being of employees has that dimension (ideal impact, inspirational stimulus, intellectual stimulus, personal). (Considerations) have a statistically significant impact on transformational leadership styles), vocational development, health promotion, interpersonal support) for Iraqi private banks.

It was put to the test using the path analysis method. To verify the effect of transformational leadership style on well-being by mediating and the existence of work satisfaction in terms of its dimensions as an intermediary variable by using the (AMOS) program

Table (10)

Variable	Mediating variable	Direct effect		Indirect effect		Actual effect	
		Coefficient of the function	Level of the function	Coefficient of the function	Level of the function	Coefficient of the function	Level of the function
Transformational leadership style in psychological Well-Being	Job Satisfaction	0.750	0.001	0.120	0.001	0.870	0.001

Here's a significant impact at the level $P < 0.001$ with a total influence factor of 0.870, so a one-degree increase in the transformational leadership style will mediate the impact of job satisfaction with an increase of 0.87 to achieve best psychological well-being for the Iraqi private Banks employees.

Results

1- The Transformational leadership style in its four dimensions explains 56% of the changes that occur in the Well-being of employees for Iraqi private banks, There is an equivalent of 24% explanation for variables not found in the model, The highest impact was found for the intellectual stimulation in terms of its strong impact on employees Well-being and the least impact on well-being is the dimension of ideal effect .

2- Transformational leadership style impact on Job satisfaction was %67, with intellectual stimulation being the highest , and the lowest was inspirational stimulation .

3- The impact of job satisfaction on the well-being of Iraqi private bank employees was by 85 percent. Professional Growth was less effective while work qualities were more effective.

4- There was a significant influence at the level of $P 0.001$ with a total influence factor of 0.870, indicating that a one-degree increase in transformational leadership style will mediate the impact of job satisfaction with an increase of 0.87 to achieve the best well-being for Iraqi private bank employees.

Conclusion

According to the findings, transformational leadership style plays a significant effect in improving employee well-being. There's also evidence that TL leadership fosters job happiness by fostering leadership behaviours that foster helpful and trustworthy settings. Individual consideration, creativity, and a clear vision are all factors that contribute to meaningful action.

It is important to understand how leadership affects employee satisfaction, as studies have shown that stress and burnout are detrimental to performance and health and result in financial loss. The relationship between leaders and employees has a significant impact on the success or failure of individual teams and the entire organization.

Transformative leadership can make a significant contribution to meeting the basic and developmental needs of our employees. Transformative leadership traits such as idealized traits and behavior (charisma), stimulating motivation, cognitive simulation, and personal consideration have a positive impact on the well-being of bankers.

Again, this study emphasizes the importance of job satisfaction in presenting the impact of transformational leadership on employee well-being in the banking industry.

The managerial suggestions of this study are obvious to banking executives. Transformational leadership is beneficial and highly encouraged. Transformational leadership improves bank workers' perceptions of their well-being, which improves job satisfaction, decreases burnout, and, most crucially, improves employees' overall life happiness. As a result, there is a greater need in today's organizations to fully comprehend and investigate the issue of employee well-being.

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