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The Impact of Transformational Leadership Practices in Sustainable Marketing (Applied Research in the General Company for Dairy Products)

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Abstract

This research is an intellectual and applied journey in identifying the extent of the impact of transformational leadership in sustainable marketing within the General Company for Dairy Products in Baghdad. It also aims to measure and test the relationships and influence between transformational leadership and sustainable marketing.

The research community was the employees of the General Company for Dairy Products, represented by the employees of (175) individuals distributed at the upper, middle and lower levels, the distributed questionnaires were relied on as a main tool for collecting data and information through their viewpoint on transformational leadership and the extent of its impact on sustainable marketing in the organization. The researcher relied on the dimensions (ideal influence, inspirational motivation, intellectual arousal, individual considerations) of the independent variable, while the dependent variable relied on the dimensions (environmental dimension, economic dimension, social dimension). The statistical analysis of the collected data was carried out using the SPSSv.24 program, and the results showed a significant and positive impact relationship for transformational leadership in sustainable marketing. The researcher reached a set of conclusions, the most important of which is that transformational leadership works to create a sense of creativity and responsibility among individual subordinates by granting them more powers and responsibility centers and their participation in decision-making processes. The researcher recommends that the company under study works to enhance its focus on achieving sustainable marketing in order to confront all external competitive initiatives aimed at reducing its role in the market.

Keywords: Transformational Leadership, Sustainable Marketing, Organization.

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Introduction

Most organizations aspire at the present time to progress and development in providing their products, services and marketing in a sustainable manner that takes into account the needs, conditions and safety of customers through the use of capable leadership methods of influencing on employees, which in turn affects the level of sustainable marketing of the organization, so organizational change and how to successfully manage and lead has become one of the most important matters that concern administrative leaders, as leadership is considered at the present time the criterion that determines the success of organizations, which in turn depends to a large extent on the ability of its leaders to lead change, so one of the modern concepts that emerged with scientific progress is the concept of transformational leadership, which is based on the philosophy of directing the efforts of subordinates towards the desired thing, that is, directing their energies towards the highest levels in order to reach the highest level of efficiency and effectiveness. As this type of leadership works to empower the work cadres and their participation in creativity and innovation programs while giving them more powers in decision-making, self-motivation, training and continuous development and giving them full confidence, which leads to an increase in their level of motivation and experience to face market competition processes and read the needs of the market and customers. Based on the foregoing, the current research aims to study the extent of the impact of transformational leadership with its dimensions (ideal influence, inspirational motivation, intellectual arousal, individual considerations) on sustainable marketing in its dimensions (environmental dimension, economic dimension, social dimension), and to achieve the research goals and objectives, the research consists of four topics, topic one dealt with the general framework of the research, which consisted of two axes, the first dealt with the methodology of the study and the second about some previous studies. As for the second topic, it was from the theoretical framework of the study variables and in turn consisted of two axes, the first included transformational leadership and the second sustainable marketing, while topic three included the statistical analysis of the data, and finally topic four, which with conclusions dealt and recommendations.

Research Methodology and Previous Studies

1. The Research Methodology

A. Research Problem and Questions

Through the researcher's follow-up to the reality of the company under study, he noticed that there are a number of reasons behind the weakness of the sustainable marketing approach in it, and the low level of transformational leadership in it is one of these reasons. Therefore, a set of questions emerge from this problem, which can be summarized as follows;

1. Is the General Company for Dairy Products aware of the importance of empowering employees in decision-making and responsibility centers?
2. Is there a relationship between transformational leadership and sustainable marketing?
3. Do dimensions of transformational leadership have an impact on sustainable marketing?
4. What is the impact of each dimension of transformational leadership on sustainable marketing?

B. Research Importance

1. Highlighting the role of transformational leadership in the sustainable marketing of the surveyed sample in the company.
2. Providing a theoretical framework on the research variables represented in transformational leadership and sustainable marketing.
3. Clarify the relationship between transformational leadership and sustainable marketing for the company's employees.

C. Research Aims

1. Enriching the theoretical side of the research variables represented in transformational leadership and sustainable marketing.
2. Knowing the impact of transformational leadership on sustainable marketing.
3. Examine the relationship between transformational leadership and sustainable marketing.
4. To test the impact of each dimension of transformational leadership on sustainable marketing.

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D. Research Hypothesis

In light of the research problem and its objectives, the researcher was able to prepare a hypothesis for research between the independent variable (transformational leadership) with its dimensions represented by (ideal influence, inspirational motivation, intellectual arousal, individual consideration) and the dependent variable (sustainable marketing) with its dimensions represented by (environmental dimension, economic dimension, the social dimension), and based on that, the researcher designed the hypothetical research model, as shown in Figure (1) below.

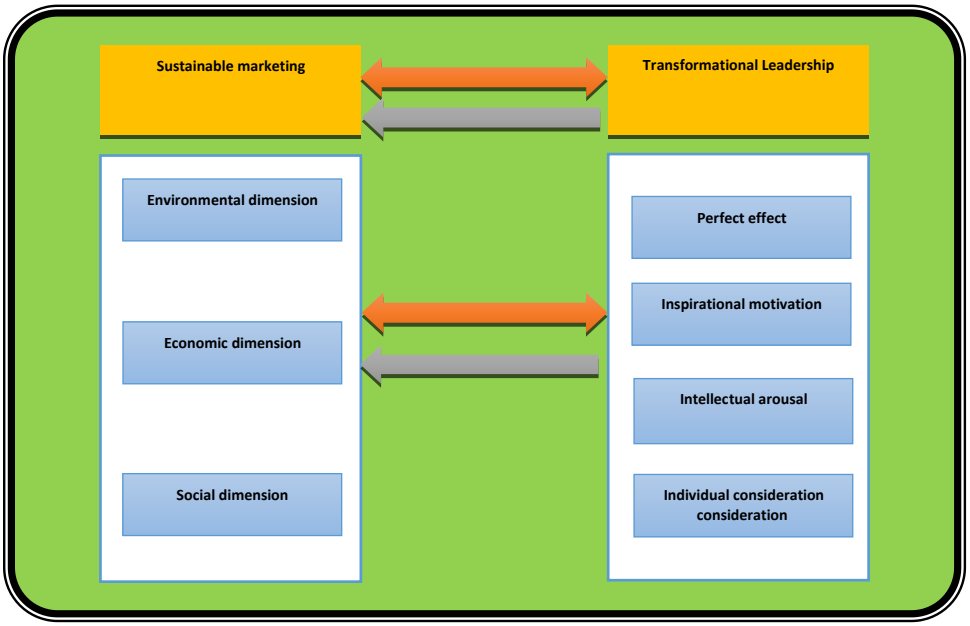


Figure 1: Hypothetical Research Model

Source: prepared by the researcher

E. Research Hypotheses

The research hypotheses contain two main hypotheses: correlation and influence, as shown;

1. Correlation Hypotheses

The first main hypothesis: There is a positive, direct and statistically significant correlation between transformational leadership and sustainable marketing at the macro level, from which the following sub-hypotheses emerge;

- There is a statistically significant correlation between the dimension of ideal impact and sustainable marketing at the overall level.
- There is a statistically significant correlation between the dimension of inspirational motivation and sustainable marketing at the macro level.
- There is a statistically significant correlation between the dimension of intellectual arousal and sustainable marketing.
- There is a statistically significant correlation between the individual consideration dimension and sustainable marketing.

2. Impact Hypotheses

The second main hypothesis: There is a statistically significant effect of transformational leadership on sustainable marketing, from which the following sub-hypotheses emerge;

- There is a statistically significant effect of the ideal impact dimension in sustainable marketing.
- There is a statistically significant effect of the dimension of inspirational motivation in sustainable marketing.

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- There is a statistically significant effect of the dimension of intellectual arousal in sustainable marketing.
- There is a statistically significant effect of the individual consideration dimension in sustainable marketing.

H. Search Variables Metrics

The researcher relied on the gradation of the (Likert) five-point scale to determine the level of the answer of the researched sample, and this scale consists of (I do not agree completely, do not agree, neutral, agree, completely agree), and in order to measure the research variables represented by (Transformational Leadership) and (Sustainable Marketing) and its sub-dimensions, a set of standards have been adopted after making modifications and additions to them to suit the Iraqi work environment, as shown in Table (1) below;

Table 1: Search Metrics

Search variables	Variable code	Dimensions	Dimension code	Number of paragraphs	Scale
Transformational Leadership	**TL**	**Perfect effect**	**PE**	**4**	**Van Niekerk, 2005**
		Inspirational motivation	**IM**	4	
		Intellectual arousal	**IA**	4	
		Individual consideration	**ILE**	4	
Sustainable marketing	**SM**	**Environmental dimension**	**ED**	4	**Sun et al. 2020**
		Economic dimension	**ED**	4	
		Social dimension	**SD**	4	

Source: Prepared by the researcher.

I. Search Limits

1. **Spatial Limits:** The General Company for Iraqi Dairy Product.
2. **Time Limits:** The period from 1/4/2022 to 1/5/2022.
3. **Scientific Limits:** Represented by two variables (transformational leadership) as an independent variable and (sustainable marketing) as a dependent variable.

J. Community and Sample Research

1. **Research community:** The current research community is represented in a sample of the employees of the General Company for Dairy Products.
2. **Research sample:** The current research sample consisted of a group of 175 employees of the General Company for Dairy Products.

K. Search Tools

The questionnaire was relied on the field side, which is an important way to collect data for the purpose of knowing the views of the sample of the company under study directly. The questionnaire consisted of two axes, axis one included the personal data of the respondents from the sample, and axis two included the four dimensions of transformational leadership represented by (The ideal influence, inspirational motivation, intellectual arousal, individual consideration) as it included (4) paragraphs for each dimension, i.e. a total number of (16) paragraphs, and the three dimensions of sustainable marketing consisting of (the environmental dimension, the economic dimension, the social dimension), and it also included (4) paragraphs for each dimension, i.e. a total of (12) paragraphs, the researcher relied on the five-rank (Likert) scale, and accuracy and clarity were taken into account in formulating and designing the paragraphs of the questionnaire after making the appropriate modifications and reformulating it according to the corrections of the arbitrators and in accordance with the objectives and importance of the research and the level of culture of the society and sample search.

L. The Statistical Used Methods

The researcher used a number of statistical tests in order to answer the research questions, based on the SPSS v.24 program, represented by (arithmetic mean, standard deviation, normal distribution), and by using the Pearson correlation relationship to calculate the results of the correlation relationship and he used simple regression to measure the effect.

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2. Previous Studies

In this axis, previous studies of the variables used in the current research will be presented (transformational leadership, sustainable marketing), and they include some Arab and foreign studies that the researcher can access and view according to their chronology.

A. Arabic Studies Related to Research Variables

Al-Masoudi Study, 2007	
Study Title	The relationship between strategic creativity capabilities and transformational leadership behaviors and their impact on sustainable competitive advantage An analytical study of the opinions of a sample of teachers in private colleges in Baghdad
Study country	Iraq
Study Approach	Applied Study
Objectives Study	The research aimed to build a hypothetical scheme to be studied to determine the extent to which it can be embodied within reality by developing a set of conclusions and recommendations that lay the logical foundations for moving the designed model
Study population and sample	The study population is some of the private colleges in the capital, Baghdad, and the study sample is (400) faculty members
Study Results	1. Transformational leaders are characterized by a knowledge-based and experienced way of thinking that helps to encourage researchers by emphasizing individuality 2. There is an impact relationship of transformational leadership on sustainable competitive advantage through the dimensions of intellectual arousal and individual consideration
Study recommendations	Emphasizing on two dimensions of self-confidence and inspiring motivation in university leaders and giving them the role and complete independence at work, and this has an important impact in creating transformational leaders. -Establishing workshops to improve the level of strategic creativity capabilities and transformational leadership practices in Iraqi universities.
Extent of benefit from the study	1. Identifying the contributions of previous researchers in the concept of transformational leadership 2. Give a detailed definition of transformational leadership.
1. Ibn Sheikh Study, 2018	
Study Title	The role of sustainable marketing in improving the behavior of the economic institution in accordance with the principles and objectives of sustainable development.
Study country	Algeria
Study Approach	Descriptive analytics
Objectives Study	This study aims to explore the factors that control the degree of commitment of organizations to responsible behaviors towards the environment and to know the extent to which business can be materialized in reality by developing pre-defined plans and strategies.
Study population and sample	Eight directors of a group of organizations in the food industries sector in the state of Set if in Algeria.
Study Results	The results indicate that the application of sustainable marketing by organizations is an imperative, especially in light of the rapid global environmental changes and problems, because of its importance for the organization in balancing between achieving profitability and meeting the needs of customers and environmental requirements.
Study recommendations	1. Emphasizing the dimensions of sustainable marketing and giving it a full role and independence in organizational work 2. Establishing conferences, work and training courses to improve the level of strategic behavior in a way that enhances the sustainable development capacity of the organization
Extent of benefit from the study	This study was used to enrich the theoretical aspect, as it contributed to clarifying the sustainable marketing mix and its importance in organizations.

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Foreign Studies Related to Research Variables

2. Study (Tsai et al., 2009)	
Study Title	Employee positive mood as a mediating variable between transformational leadership and employee work outcomes
Study country	Republic of Taiwan
Study Approach	An applied study
Objectives Study	The aim of the study is to examine the mediating role of positive mood of employees between transformational leadership and employee end results.
Study population and sample	The study population consists of (282) insurance companies in Taiwan, while the study sample consisted of (10) companies.
Study Results	1. Transformational leadership directly affects the performance of employees. Transformational leadership indirectly affects the final results of employees through their good mood.
Study recommendations	The need for organizations to pay attention to the mood of employees and create the appropriate conditions for it, because this will positively affect the performance and cooperation of employees within the organization.
Extent of benefit from the study	1. Knowing the extent to which the worker's psychology affects the overall performance of the organization. 2. See the scale of the study, which is one of the most important scales used by many researchers.
3. Study (Sen et al., 2014)	
Study Title	A study of the relationship between sustainable orientation, sustainable marketing performance, and customer fairness in the fast fashion industry.
Study country	Republic of South Korea.
Study Approach	An analytical study
Objectives Study	The main objective of the study is to determine how sustainable marketing performance affects the rights of customers and the brand of Korean society.
Study population and sample	234 students from most universities in Korea.
Study Results	The results indicate that the concept of sustainable marketing is discussed as a concept that has an important role in promoting the general activities of the community and environmentally enhanced, which can enhance the economic performance of the companies that practice these activities, as well as the profits achieved by the companies through the possibility of allocating their capabilities to sustainable marketing activities and that the studied environmental performance affects the fashion industry and the relationship between stock value and brand equity.
Study recommendations	Work to establish the practices and importance of sustainable marketing and to indicate the role that it can play in improving the image of the organization.
Extent of benefit from the study	Enriching the theoretical and analytical side, as the study contributed to clarifying the results and the importance of sustainable marketing.

3. Areas of Benefit from Previous Studies

Benefiting from the previous studies, represented in the stages of defining the variables, defining the study problem and developing the study tool, in addition to strengthening and building the knowledge side and intellectual enrichment in the theoretical side by employing those studies in describing and determining the dimensions of transformational leadership and sustainable marketing, and employing these variables in building a questionnaire and measuring its variables in order to reach to conclusions and recommendations.

The Theoretical Side

Transformational Leadership and Sustainable Marketing

Preamble

Topic two dealt with the theoretical side of the research, which consists of two variables, including the first variable transformational leadership, and the second sustainable marketing, and the following is an explanation of these topics.

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1. Transformational Leadership

A. Transformational Leadership Concept

The term transformational leadership appeared by (Burns) through his well-known book "Leadership", as he distinguished between two types of leaders, the first type: leaders who form close relationships with their subordinates in order to support them and for free, and they are transformational leaders (Wang et al., 2011), as for the second type of leaders, they are leaders who support employees and encourage and support their ideas for a specific interest or goal, and they are traditional leaders. Transformational leadership constitutes an important motive to motivate subordinates towards completing work in order to meet their needs and help them to achieve themselves because it is concerned with intellectual and moral stimulation). Transformational leaders instill enthusiasm and love of work among their subordinates and raise their level of ambition and thus obtain the loyalty of these subordinates (Farahnak et al., 2020), and also generates the desire and conviction to make the maximum possible effort in order to achieve success for the organization, and transformational leadership shows that the effective leader resorts to changing the ideas and basic values of subordinates, and as a result they have the ability to perform at high levels that exceed the levels set by the organization. (Dong et al., 2017).

B. The Importance of Transformational Leadership

Transformational leadership has a clear importance for each of its dimensions, as the transformational leader is the role model who promotes purposeful behavior within the organization and works hard to provide inspiring motivation to subordinates and formulates a clear and attractive vision (Breevaart et al., 2014). The transformational leader encourages subordinates to make decisions and that these decisions are attractive, innovative and creative in order to be ready to face internal and external competitive environmental changes. They do it either with regard to the roles of participation (individual attention and consideration), and also that transformational leadership is concerned with developing a common vision with subordinates and that this vision has a purposeful and creative basis so as to bring about a change in people and contexts within the organization (Grant, 2012), as well as transformational leaders are those who constantly strive to improve their leadership qualities and eliminate the existing communication barriers in the organization, thus enabling them to achieve effective performance for the organization. Change is inevitable in any organization and it is one of the biggest challenges it faces, because the change process, when poorly managed, can lead to deterioration in the performance and work of organizations (Le & Lei, 2018).

C. Characteristics of a Transformational Leader

There is a set of characteristics that characterize a transformational leader, including respect, which is a feeling of admiration or showing respect for all work cadres, that they are treated fairly and on an equal footing, and that no member of staff is underestimated (Boell & Goss-Turner, 2013) and he must be kind and merciful, as (compassionate) is showing empathy and concern for employees by following up on them, or through employees sharing many of their experiences through which leaders show sympathy with their employees (Buil & Matute, 2019), and another characteristic of effective communication is that the transformational leader is to communicate with employees on a permanent and continuous basis, and this leads to reducing employee resentment and turnover (Howell, 2017), and it gives them a positive appreciation for their hard work instead of focusing on mistakes, and this makes them highly satisfied and happy in their positions and work (Putra & Cho, 2019), in addition to that flexibility in dealing is also another characteristic of the transformational leader, as one of his qualities is that he is social in dealing with others and that many subordinates consider their transformational leader a friend and companion instead of a functional leader (Khuong & Nhu, 2015).

D. Transformational Leadership Jobs

One of the functions of the transformational leader is that he works to define the goals of the organization in a clear and simplified way while motivating subordinates to encourage, inspire and reward individuals when the goals are achieved, as the process of setting goals is an important function of the transformational leader which helps to enhance the learning behavior of the employees (Jiang & Chen, 2018), and the functions of the transformational leader can be summarized according to the opinion of (Jyoti & Dev, 2015), (Hitt & Tucker, 2016) as follows;

1. Work to develop a specific vision for the organization.
2. Transfer and implementation of the new vision, by defining goals and performance expectations and allocating the necessary resources to support this vision and its objectives.

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3. Communicate on a large scale with the authorities related to this vision.
4. Work on building professional capacities, and this is done through initiative, commitment and creativity.
5. Building trust with the work cadres in the organization, and this will have positive results for the organization.

E. Dimensions of Transformational Leadership

In order to accurately determine the dimensions of transformational leadership, we can refer to previous studies that enriched this field and identified its dimensions, such as (Avolio & Jung, 1999), (Gong & Farh, 2009), (Top & Tarcan, 2015), Which confirmed that transformational leadership depends on four essential dimensions, which all begin with the letter (I) in English, and these dimensions are as follows.

1. The Perfect Influence (Charisma)

The ideal effect is represented by the talent of the transformational leader as a symbol of admiration and appreciation, which means (charisima) in the Greek language talent, and this talent means the ability and ability of the transformational leader to predict the future in a time of crisis that the organization may go through during its lifespan (Warrick, 2011) and the ideal influence is the emotional engine that gives energy and motivation to subordinates, and helps transform them into leaders, as it is seen from two angles: first the leader's achievements, which will leave an impact on the hearts of subordinates and they will admire him, and their confidence in him will increase and thus be a model for them. and they have a role model, as for the second angle: it is the way in which this effect is achieved by the leader (Jyoti & Dev, 2015), as this is done by prioritizing the needs of subordinates over his personal needs, and be in harmony with subordinates, and having a high degree of equality, and that he does not use force except at the appropriate time, as the transformational leader must cultivate discipline and commitment to values and principles in the hearts of subordinates and increase their skills in work and communication (Warrick, 2011).

2. Inspirational Motivation

Through this dimension, the leader encourages subordinates and increases their enthusiasm in order to contribute more to the achievement of the work and goals of the organization and collectively in order to make the feasible vision to implement in practice. Through this dimension, the leader can liberate the latent energies of the employees in order to achieve the goals of the organization. Encouraging subordinates is by examining the behavior and actions of the leader, so that the subordinates become willing and ready for the challenge (Al-Ghazali, 2012), so the transformational leader through this dimension works to encourage those around him and to work in the spirit of the group through motivation, enthusiasm and optimism about the future It is successful, and it shows them that it expects effective performance from them, and gives them the opportunity to participate in achieving the goals of the organization, and inspirational motivation is one of the important elements in transformational leadership (Goodwin et al, 2011).

3. Intellectual Arousal

It is one of the important dimensions of the transformational leader, through which work is done to make subordinates creative and innovative and to provide the appropriate environment for them to learn and develop within the organization in order to encourage them to think positively and creatively, in addition to the ability to find innovative solutions to the problems facing the flow of work, and in general the arousal is the ability of the transformational leader to search for new ideas and methods to increase the ability of subordinates to find ways and solutions to problems in an innovative and new way in the field of the organization's business, by reusing the solutions of old events in modern and developed ways, thus subordinates will be innately creative, as this development closely related to the transformational leader's orientation and style (Al-Masoudi, 2007).

4. Individual Consideration

It is one of the important dimensions in this field, through which the transformational leader shows interest in his subordinates and works to direct them in the appropriate manner, as well as providing them with comfort and luxury within the organization and making them feel and giving them great appreciation and value in the work environment and that this will be reflected in the increase in the loyalty of subordinates as well as motivating them to work and achieve the goals that the organization seeks to achieve, and this dimension also represents one of the methods through which the leader shows the subordinates all respect, appreciation and kindness, and this in turn increases the

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subordinates' self-confidence and makes them prefer work, good commitment and achieving the general goals of the organization (Diaz, 2011).

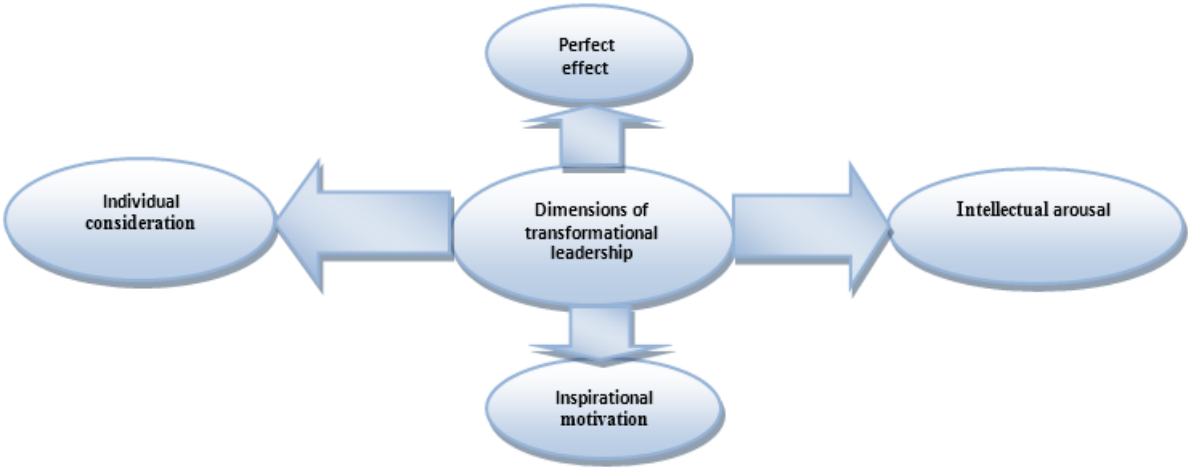


Figure 2: Dimensions of Transformational Leadership

Source: The researcher's reliance on the above literature

2. Sustainable Marketing

A. Sustainable Marketing Concept

Sustainable marketing derives from the sustainability and social responsibility of organizations, which in turn focus on achieving a balance between long-term environmental, economic and social goals and developing them in order to attract customers, sustainable marketing helps and provides marketers to become wiser, more informed, and more innovative regarding environmental, economic and social issues (Garcia, 2013). Sustainable marketing works on communicating with customers and building and providing valuable relationships with them in the way that both natural and human capital are preserved and strengthened over time. And work to strengthen them over time, and sustainable marketing requires that all marketing processes and procedures be benign and satisfactory environmentally, economically and socially, while striving to establish a society that aims to achieve sustainability, and sustainable marketing aims to create value for customers as well, by focusing on sustainability in all marketing activities and efforts and work to make all the organizations' marketing operations sustainable for a long period of time by dealing positively with the external environment (Pomering, 2017).

B. The Importance of Sustainable Marketing

Sustainable marketing has a common importance that has increased widely in recent years within the practices of the academic and scientific community that works to provide the market philosophy for the sustainable development of organizations (Pogrebova et al., 2017), as sustainable marketing works to take environmentally, economically and socially responsible actions in order to meet and maintain the current and expected needs and desires of customers, as well as enhancing the marketing ability to meet their needs for future generations, and that these needs that sustainable marketing works to meet provide competitive opportunities for organizations in order to be distinguished and determine their orientation to achieve economic success and gain a competitive marketing advantage at the same time, It has achieved a benefit that benefits society and the market (Lii et al., 2013), and sustainable marketing represents an approach that is ideally aligned with internal organizational processes and works to organize the resources and needs that create value for stakeholders (owners, shareholders, employees), which Through it, the external environments are enriched by the activities and practices of the organization, which provides an increase in flexibility and prosperity as a developmental economic entity. Sustainable marketing reduces all kinds of organizational costs, addresses external and environmental concerns, and provides a balanced and acceptable price to customers, which also achieves profitability at the same time for the organization (Chebeň et al., 2015).

C. Elements of Sustainable Marketing

According to the researchers, the sustainable marketing mix consists of four elements, namely sustainable product, sustainable promotion, sustainable pricing, and sustainable distribution (Pomering, 2017), as shown in the following figure (3).

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Figure 3

Source: Prepared by the researcher

Elements of a Sustainable Marketing Mix

1. Sustainable Product

A sustainable product is a product that is designed in a safe and sustainable way that takes into account all environmental conditions, as organizations rely on many environmentally friendly activities in the development and design of their products along the product life cycle, as some of these organizations are currently trying to implement environmental design processes to produce products and services environmentally friendly in order to achieve sustainable marketing.

2. Sustainable Promotion

This process has a variety of goals, as shown below (Abdul-Dahir et al., 2017).

a. Increasing awareness of customers about sustainable products through advertising.
b. Introduce customers to the organization's sustainable programs and products in a clear and transparent manner.
c. Demonstrate the positive benefits to customers about sustainable products.
d. Rewarding customers for using sustainable products, which helps to build strong relationships with them.

3. Sustainable Pricing

The sustainable price explains and interprets the environmental, economic and social costs of product manufacturing and marketing while providing value to customers and profitability for the organization. The sustainable price must take into account the cost of the external factors of the production process, and the prices of sustainable products are often high due to the organization’s commitment to environmental issues in order to maintain the integrity of the environment and meet the needs of customers, which increases costs and leads to higher prices for products, which are called environmental costs Pomering, 2017).

4. Sustainable Distribution

Distribution is a group of independent institutions that work to participate in the form of channels in the process of providing a product or service to customers, as these channels aim to provide products or services to customers in a way that reduces the negative effects of the environment, and sustainable distribution channels differ from traditional channels in terms of distribution systems consist of two directions, not one, by relying on feedback and recycling of production waste for the purpose of using it again in designing new products, as well as creating value for the customer as well (Pomering, 2017).

5. Dimensions of Sustainable Marketing

Some researchers and writers, such as Calvo-Porral, 2019), (Sun et al., 2018), (Sun et al., 2016), agreed on three dimensions of sustainable marketing that were adopted in the current research, and as Shown in Figure (4).

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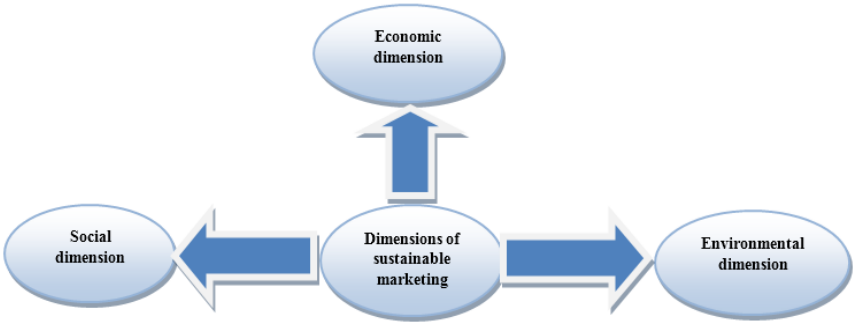


Figure 4: Dimensions of Sustainable Marketing

Source: Prepared by the researcher

1. Environmental Dimension

Organizations that seek to achieve the environmental dimension are usually interested in marketing activities related to the management and care of environmental systems and natural resources through environmental management programs and internal and external auditing of green operations and activities (Reutlinger, 2012), as well as through environmental awareness and guidance programs for water and air pollution and degradation land and mining operations, how to preserve natural resources, try to reduce waste, reduce emissions and pollutants, and provide green power plants, through this dimension, organizations put an environmentally friendly image and emphasize all green concepts of the environment in all their advertisements and work to make every effort to provide protection for the environment and reduce from the spread of negative effects (Abdul Dahir et al., 2017).

2. Economic Dimension

This dimension requires organizations to work to achieve short and long-term economic goals and work to develop them for their competitive advantage in the market and create value for their customers in the long term as well as improve financial performance and work on distributing profits fairly, the economic dimension is linked to the process of generating short and long-term value for organizations as well as Its relationship with shareholders and in order to achieve long-term sustainability (Sun et al., 2014), and that achieving this dimension stems from the traditional environment due to its awareness of the importance of providing safe and long-term economic stability without endangering the integrity of environmental systems (Bridges & Wilhelm, 2008).

3. The Social Dimension

This dimension works for organizations to enhance the level of social welfare by improving the welfare of working individuals, caring for charities and establishing good relations with society and stakeholders, as well-being is achieved by meeting human needs and increasing employment and development opportunities on an equal basis for all members of society (Sun & Kim, 2014) from an organizational point of view, the social dimension relates to the effects on social systems that operate within the organization or stakeholders, i.e. groups and people affected by the organization, such as employees, society, shareholders, suppliers, customers and government, as they have a prominent and contributing role in influencing the organization's long-term sustainability (Reutlinger, 2012).

Practical Framework for Research

1. The Study Measuring Instrument Test

For the importance that the measurement tool occupies in any research, the following tests must be conducted to ensure the accuracy and validity of the obtained data.

A. Test for the Normal Distribution of the Data

The test of the normal distribution of the data is one of the important statistical conditions that precede the selection of the type of statistics used in the analysis, as this test allows the researcher to determine the nature of the distribution of the data, if it is following the normal distribution or that the data are not distributed naturally, and knowing this gives the researcher the freedom to choose the appropriate statistics for the data, as the researcher can use parametric statistics in the case of the data being distributed naturally, and in the event that the data is not distributed normally, the nonparametric statistics must be used, and to achieve this test, the researcher relied on the statistics of torsion and flatness.

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B. Structural Reliability of the Measuring Instrument

The researcher made sure of the structural reliability of the measurement tool of the current research by using the Cronbach's alpha test, the reliability coefficient of the tool was calculated using the Cronbach's alpha correlation coefficient shown in Table (2).

Table 2: Reliability Coefficients for the Study Measurement Tool

Variable	Cronbach's Alpha Variable	The dimension	Cronbach's alpha coefficient for each dimension
Transformational Leadership	**0.92**	**1-Perfect effect**	**0.76**
		2-Intellectual arousal	**0.82**
		3-Inspirational motivation	**0.88**
		4-individual consideration	**0.84**
Sustainable marketing	**0.94**	**1-Environmental dimension**	**0.91**
		2-Economic dimension	**0.85**
		3-The social dimension	**0.84**

Source: Prepared by the researcher using program outputs. V.23 SPSS.

It is noted from Table (2) that the values of Cronbach's alpha coefficient ranged between (0.91-0.76), and it is statistically acceptable in administrative and behavioral research because its value is greater (0.70), which indicates that the tool is characterized by consistency and internal reliability.

C. The Assertive Construct Validity

In the process of verifying the confirmatory structural validity of the measures, the researcher relied on the confirmatory factor analysis method, which is the applications of the Structural Equation Modeling.

In this test, the hypothetical model, which consists of the latent variables, is determined.

Latent Variable or unmeasured variables, and these variables represent the assumed dimensions of the scale, from which arrows are directed to the second type of variables, which are known as dependent variables, measured variables, or internal variables, which represent the paragraphs of each dimension or the dimensions of each factor, and here it is assumed that the phrases are indicators of the latent variables, and the researcher relied in applying this method on the statistical program (Amos. V.20), and that the researcher conducted this type of test for the purpose of knowing that the obtained data from the questionnaires fit the hypothetical model of measurement by means of a group of the indicators called quality indicators of conformity shown in Table (3), and through these indicators, the assumed model of the data is accepted or rejected, and then it is known whether the used measurement model for the research variables (transformational leadership, sustainable marketing) is actually formed from the specified dimensions in its measures, and are its paragraphs of structural validity and statistically acceptable through the previous indicators as well, in addition to verifying the values of the standard regression weights that appear on the arrows that connect the latent variables (variables that are not measurable) with each paragraph of the scale, which are called the validity coefficients, as it is greater than (0.40), this indicates the validity of the statement. Holtzman & Sailesh, 2011).

Table 3: Indicators and Quality of Conformance Rule for Structural Modeling Equation

S/N	Indicators	Match Quality Ratio
1	The ratio between the values of ***X2*** and the degrees of freedom *df*	Less than 5
2	Goodness of Fit Index (GFI)	Greater than 0.90
3	Tucker-Lewis Index (TLI	Greater than 0.90
4	Incremental Fit indices (IFI)	Greater than 0.90
5	Comparative Fit Index (CFI)	Greater than 0.95
6	Root Mean Square Error of Approximation (RMSEA)	Between 0.08-0.05

Source: Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). Canonical correlation: A supplement to multivariate data analysis. Multivariate Data Analysis: A Global Perspective, 7th ed.; Pearson Prentice Hall Publishing: Upper Saddle River, NJ, USA.

D. Data Moderation Test (Parametric Test of Data)

The selection of the type of statistics in the analysis process of the research data depends mainly on its psychometric suitability for the required measurement, and in order for those statistics to be determined, a test must be passed that

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determines the nature and distribution of those data, as the data is divided into two types, the first is known as data with a normal distribution and the second type is known as data with an abnormal distribution, and to determine which party the data of this research belongs to, it means determining the type and method of statistics that will be used, because when the data is distributed a normal distribution means the researcher must use parameter statistics And when it is distributed abnormally, determining which party the data of this research belongs to, means defining the type and method of statistics that will be used, as when the data is distributed a normal distribution means the researcher must use parametric statistics, and when it is distributed unnaturally, it means the researcher must use nonparametric statistics, and often it is preferred to use parametric statistics in hypothesis testing, the reason for this is due to the fact that these statistics include distinctive characteristics over nonparametric statistics, especially in the range of statistical power, guesswork, and ease of implementation for the purpose of making sure that the sample is drawn from a population whose data follow a normal distribution, there is a reliable test which is the Kolmogorov test -Smirnov) in this research, as the researcher relied on this test to prove the validity of the normal distribution of the drawn data of society and according to each of the dimensions of this research.

The current research assumes that the sample data is drawn from a population whose data do not follow the normal distribution, as it is clear through the statistical analysis of the test shown in Table (4) and (5) that the value of morality is greater than (%5) (Test Statistics), and therefore we reject the hypothesis that It was assumed that the data did not follow the normal distribution and we accept the opposite assumption, which means that the data follow the normal distribution and the two research variables, transformational leadership (ideal influence, inspirational motivation, intellectual arousal, and individual consideration), sustainable marketing (environmental dimension, economic dimension, social dimension), This test allows the researcher to use parametric statistics.

Table 4: The Results of the Probability Distribution Moderation Test of the Transformational Leadership Variable

One-Sample Kolmogorov-Smirnov Test						
Transformational Leadership	**Individual consideration**	**intellectual arousal**	**inspirational motivation**	**Perfect effect**		
175	**175**	**175**	**175**	**175**		**N**
3.4587	**3.4410**	**3.3063**	**3.5429**	**3.5448**	**Mean**	**Normal**
>76132	**.84324**	**.93681**	**.95001**	**.79674**	**Std. deviation**	**Parameters. ab**
.101	**.101**	**.128**	**.125**	**.132**	**Absolute**	**Most extreme**
.066	**.054**	**.064**	**.071**	**.075**	**Positive**	**Differences**
-101-	**-101-**	**-128-**	**-125-**	**-132-**	**Negative**	
.101	**.101**	**.128**	**.125**	**.132**		**Test statistic**
0.068	**0.075**	**0.069**	**0.089**	**0.196**		**Asymp.sig (2-tailed)**
a. Test distribution is Normal.						

Source: SPSS.V.23 results

Table 5: The Results of the Moderation Test of the Probability Distribution of the Sustainable Marketing Variable

One-Sample Kolmogorov-Smirnov Test					
Sustainable Marketing	**Social dimension**	**Economic dimension**	**Environmental dimension**		
175	**175**	**175**	**175**		**N**
3.3373	**3.2248**	**3.6400**	**3.2686**	**Mean**	**Parameters. ab**
.76577	**1.011849**	**.72683**	**.91602**	**Std. deviation**	
.087	**.142**	**.129**	**.129**	**Absolute**	**Most extreme Differences**
.055	**.074**	**.082**	**.068**	**Positive**	
-.87-	**-.142-**	**-.129-**	**-.129-**	**Negative**	
.087	**.142**				**Test statistic**
.087	**.081**	**.062**	**.093**		**Asymp.sig (2-tailed)**
a. Test distribution is Normal.					

Source: SPSS results. V. 23

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Presentation, Analysis and Interpretation of the Results of the Study

For the purpose of determining the level of availability of research variables and dimensions in more detail, the level of responses was determined in light of the arithmetic averages by defining their affiliation to any category, and because the search questionnaire depends on the five-point Likert scale (strongly agree - strongly disagree), there are five categories to which the arithmetic averages belong, the category is determined by finding the length of the range ((4 = 1-5) and then dividing the range by the number of categories (5) (0.80 = 5 / 4), and then adding (0.80) to the lower limit of the scale (1) or subtracting from the upper limit For scale (5), the categories are as in Table (6).

Table 6: Classification of the Arithmetic Mean Categories for the Answers of the Research Sample

Category Sequence	Categories	The level
1	1.80 – 1	Very low
2	2.60 – 1.81	Low
3	3.40 – 2.61	Moderate
4	4.20 – 3.41	High
5	5.00 – 4.21	Very high

Source: Prepared by the researcher based on the literature

In light of the presentation that came above regarding the statistical description, it can be said that all dimensional levels were high except after intellectual arousal was at a moderate level, and this result is considered good at the dimensional level. The levels of these sub-dimensions can be summarized in the following table (7).

Table 7: Arithmetic Averages, Standard Deviations, Answer Level, and Order of Dimensions for the Transformational Leadership Variable (N=175)

S/N	The dimension	Arithmetic average	Standard deviation	Answer level	Dimensions order
1	Perfect effect	3.54	1.068	High	First
2	Inspirational motivation	3.54	1.163	High	Second
3	Intellectual arousal	3.30	1.165	Moderate	Fourth
4	Individual consideration	3.44	1.135	High	Third
Rate		3.46	1.133	High	

It is noted from the data in the above table that the ideal influence dimension got the highest rank in the order of dimensions and according to the answers of the research sample, while the lowest dimension was the share of intellectual arousal, and in general, the general arithmetic mean of the transformational leadership variable was high (3.46) and with a general standard deviation of (1.133).

As for the statistical description of sustainable marketing, through the above presentation of the tables, it can be said that all dimensional levels were moderate, except for the environmental dimension, which was at a high level, and this result is good at the dimensional level. The levels of these sub-dimensions can be summarized in the light of the following table (8).

Table 8: Arithmetic Averages, Standard Deviations, Answer Level, and Order of Dimensions for the Sustainable Marketing Variable (N=175)

S/N	The dimension	Arithmetic average	Standard deviation	Answer level	Dimensional order
1	environmental dimension	3.64	1.045	High	First
2	Economic dimension	3.17	1.119	Moderate	Third
3	Social dimension	3.27	1.114	Moderate	Second
Rate		3.34	1.107	Moderate	

It is noted from the data in Table (8) that the environmental dimension ranked first in the order of dimensions according to the answers of the research sample, while the lowest dimension was the share of the economic dimension, and in general the general arithmetic mean of the sustainable marketing variable was moderate (3.34) with a general standard deviation of (1.107).

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3. Study Hypotheses Test

1. Correlation Test

The first main hypothesis: States that (there is a statistically significant correlation in the company between transformational leadership with its dimensions and sustainable marketing with its dimensions.

In this aspect, the researcher relied on the simple correlation coefficient to test the first main hypothesis, which is the correlation between the dimensions of transformational leadership, and the dimensions of the variable adopted for sustainable marketing, as well as the researcher's dependence in order to test the significance of the correlation coefficient at the expense of the value (Z) because the sample size greater than (30) (Al-Nuaimi and Tuhma, 2008: 198), and in Table (9) the matrix of simple correlation coefficients between transformational leadership and sustainable marketing dimensions appears.

Table 9: Correlations Values between Transformational Leadership and the Dimensions of Sustainable Marketing with (Z) Values

The adopted variable(y) Independent variable(x)	Individual consideration	intellectual arousal	inspirational motivation	Perfect effect	Transformational Leadership	Tubular value of Z with significant level%1
Sustainable marketing	0.49	0.61	0.59	0.51	0.66	±2.575
Calculated value of z	7.90	9.83	9.51	8.22	10.64	
Type of relation	Positive Middle	Positive Strong	Positive Strong	Positive Strong	Positive Strong	

n=175 Source: prepared by the researcher based on the results of the statistical program SPSS Var.25

In the table above, the correlation matrix shows that there are medium-strength correlations, because their value is greater than (0.30), positive and significant at the level (%1) between transformational leadership and each of sustainable marketing with its (environmental, economic and social) dimensions, as the values of the simple correlation coefficients, respectively. (0.47, 0.49), and the correlation relationship between transformational leadership and each of (ideal influence, inspirational motivation, intellectual arousal, individual legality) was strong because its value is greater than (0.50), as it was positive and significant at the level (%1). As the value of the correlation between them was 0.61, 0.59, 0.51), respectively, and (Z) calculated value for all correlations was greater than its tabular values, which amounted to (±2.575), and in general, the correlation between transformational leadership and sustainable marketing was a strong relationship (Because its value is greater than 0.50) and also because it is positive and significant, as its value reached (0.66) at the previously mentioned level, and at the level of dimensions, the strongest correlation was between transformational leadership and intellectual arousal, as the value of their correlation coefficient was (0.61), while the weakest correlation is between the transformational leadership and the individual legal entity, as the value of their correlation was (0.47), for this the researcher infers in general the possibility of benefiting from transformational leadership by the company under discussion in the field of providing products at the local and global levels, and thus the possibility of achieving sustainable excellence, from the above, the null hypothesis (H0) can be rejected, and the existence hypothesis (H1) accepted, meaning that (there is a statistically significant correlation between transformational leadership and sustainable marketing in its dimensions).

2. Impact Relationships Test

The Second Main Hypothesis: There is a significant influence relationship of transformational leadership and its dimensions in the sustainable marketing of the company with its dimensions.

After testing the first main hypothesis of the correlation, the researcher will test the second main hypothesis of the effect in general, as shown below.

(H0) (There is no significant effect of effective leadership with its dimensions in the sustainable marketing of the company with its dimensions).

(H1) (There is a significant impact relationship of effective leadership with its dimensions in the sustainable marketing of the company with its dimensions), and by observing the results contained in Table (10) it becomes clear the following.

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Table 10: Analyzing Multiple Regression Relationships by the Method of Regressive Elimination to Remove Effective Leadership in Sustainable Marketing with its Dimensions for the Company in Question

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.303	.297		1.021	.308
	Perfect effect	.127	.073	.098	1.743	.083
	Inspirational motivation	.240	.060	.234	3.966	.000
	Intellectual arousal	.197	.058	.218	3.404	.001
	Individual consideration	.303	.066	.281	4.573	.000
2	(Constant)	.356	.270		1.317	.189
	Perfect effect	.131	.073	.101	1.803	5.0
	Inspirational motivation	.243	.060	.238	4.071	.000
	Intellectual arousal	.202	.057	.224	3.560	.000
	Individual consideration	.309	.064	.288	4.813	.000
a. Dependent Variable: sustainable marketing						
R^2=0.46						

Source: Prepared by the researcher based on the results of the statistical program SPSS Var.25

From the above table the following appears.

In the first model, all dimensions of the independent variable included active leadership, from which it is clear that the regression coefficients of all dimensions of active leadership were significant at the level of %1 within the limits of the current research.

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