UNIVERSITY OF TURKISH AERONAUTICAL ASSOCIATION
INSTITUTE OF SOCIAL SCIENCES

THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN THE
REDUCTION OF ADMINISTRATIVE CORRUPTION

MASTER THESIS

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Department of Management

Master of Business Administration

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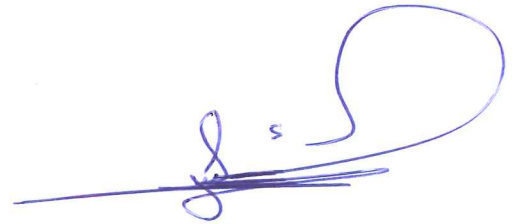
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21/12/2017

Arass Ali HUSSEIN

DEDICATION

I dedicate this work to the souls of martyrs whom they lost their life in the war against terrorists and corrupt in Iraq.

I dedicate this work to (my father - my mother - my wife - my brothers - my children - my friends - my presidents at work).

I would like to sincerely thank Assist. Prof. Dr RUHİ KILIÇ my thesis supervisor who has always attentive and available throughout the completion of this thesis. Thank you for your interest in my research, the support, and the time you devoted to me and the necessary assistance to enable me to carry out this research.

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ABSTRACT

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This study aims to test a correlation between transformational leadership style and reduction of administration corruption in Iraqi Commission of Integrity in Baghdad province. Based on simple random sampling technique, 250 respondents were selected as the study population to collect the primary date. SPSS analysis was used to see potential correlation between the research variables. The data are statistically checked for reliability and normality to ascertain that the items are freed from any statistical problems, and the findings attested the reliability between 0.70 and 0.90 higher to approve such reliability. And the skewness & kurtosis testing showed that all the variables are normally distributed and fit the statistical norm which is between -2.00 and +2.00 (Garson, 2009).

Furthermore, the findings showed that the main research questions "the role of transformational leadership on reducing administrative corruption in Iraqi Commission of Integrity?" is properly and positively answered. As conclusion, the results revealed that there is a meaningful correlation between idealised influence and reduction of administrative corruption in the Commission. It proves also that there is a connection between inspirational motivation and reduction of administrative corruption. The findings attested that intellectual stimulation and individualised consideration are positively impacting the reduction of administrative corruption in the Commission. Based on the findings, this study recommends that

Iraqi Commission of Integrity should maintain the dimensions of transformational leadership style (idealised influence, inspirational motivation, intellectual stimulation, individualised consideration), and strengthen its premises; because they are contributing to achieve the missions for which the Commission is tending: reducing and fighting against administrative corruption in Iraqi public sectors. It recommends as well for future studies application of transformational leadership model in other provinces for Iraqi Commission of Integrity and in other Iraqi public sectors.

Keywords: transformational leadership, idealised influence, inspirational motivation, intellectual stimulation, individualised consideration, administrative corruption, Iraqi Commission of Integrity.

ÖZET

DÖNÜŞÜMCÜ LİDERLİK İDARİ YOLSUZLUĞUN AZALTILMASINDA ROLÜ

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Yüksek Lisans, İşletme Anabilim Dalı

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Bu çalışma, dönüşümcü liderlik tarzı ile idari yolsuzluğun azaltılması arasındaki korelasyonun test edilmesini amaçlıyor Irak'ın Bağdat'taki Dürüstlük Komisyonunda. Basit rasgele örnekleme tekniğine dayanılarak, birincil tarihi toplayacak 250 katılımcı seçilmiştir çalışma popülasyonu olarak. Araştırma değişkenleri arasındaki potansiyel korelasyonu görmek için SPSS analizi kullanılmıştır. Verilerin istatiksel olarak güvenilirlik ve normallik açısından kontrolleri yapılarak kalemlerin herhangi bir istatistiksel problemden kurtulduğunun tespit edildi ve bulgular bu güvenilirliği onaylamak için 0.70 ile 0.90 arasında güvenilirliğe işaret etti. Çarpıklık ve kurtoz testi, tüm değişkenlerin normal dağılım gösterdiğini ve -2.00 ile +2.00 arasında istatistiksel norma uyduğunu gösterdi (Garson, 2009).

Ayrıca, bulgular ana araştırma soruları "Irak Bütünlük Komisyonunda idari yolsuzluğun azaltılmasına yönelik dönüşümcü liderliğin rolü" düzgün ve olumlu bir şekilde cevaplandı. Sonuç olarak, sonuçlar, idealize edilmiş etki ile idari yolsuzluğun azaltılması arasında anlamlı bir korelasyon bulunduğunu ortaya koymuştur. İlham verici motivasyon ile idari yolsuzluğun azaltılması arasında bir bağlantı olduğunu da kanıtlıyor. Bulgular, entelektüel teşvik ve kişiselleştirilmiş değerlendirmenin Komisyon'daki idari yolsuzluğun azaltılmasına olumlu etki ettiğini gösteriyor. Bulgulara dayanarak, bu çalışma, Irak'ın Dürüstlük Komisyonunun dönüşümsel

liderlik tarzının boyutlarını (idealize edilmiş etki, ilham verici motivasyon, entelektüel teşvik, bireyselleştirilmiş düşünceyi) koruması ve tesislerini güçlendirmesi gerektiğini önermektedir; çünkü Komisyon'un eğiliminde olan görevleri yerine getirmeye katkıda bulunuyorlar: Irak kamu sektörlerinde idari yolsuzluklara karşı savaş azaltmak ve bunlarla mücadele etmek. Ayrıca, gelecekteki çalışmalar için Irak Bütünlük Komisyonu ve diğer Irak kamu sektörlerinde diğer illerde dönüşümsel liderlik modelinin uygulanmasını öneriyor.

Anahtar Kelimeler: dönüşümcü liderlik, idealize edilmiş etki, ilham motivasyonu, entelektüel uyarım, bireyselleştirilmiş düşünce, idari yolsuzluk, Irak Bütünlük Komisyonu.

INTRODUCTION

Effective leadership has been advanced by management scholars and its practitioners as a crucial element to achieving organisational objectives. Transformational leadership is illustrated as the effective leadership style that public sector can adapt it to achieve organisational outcomes. Transformational leaders are trustworthy, inspirational, and charismatic role models to lead by example. They are working not only to motivate their team members, but they also inspire them to give their best and to increase the chances of success. They are also working to make other people feel confident and powerful.

Corruption is defined as acts in which the power of public office is used for personal gain in a manner that contravenes the rules of the game (A. K. Jain, 2001: 3) and according to Parliamentary Strengthening Organisation, corruption is the misuse of a public office for personal gain, in which a government official benefits at the expense of ordinary citizens (P. S. Organisation, 2017: 2). In the Iraq, the concept is known as embezzlement, taking profit (Hadiyyat) as compensation for giving services, corruption or using the administrative positions to gain some unlawful advantages are the common practices of corruption in the public sectors.

There is a logical correlation relationship between leadership style and the organisational outputs. Fighting against administrative corruption is among those outcomes can be gaining the effective leadership model. Administrative corruption is more than a crime, is destroys individual destiny, demolish what organisations are fighting for, and ruining completely the sense of public goods. The phenomenon of corruption in Iraq is rising; in many public sectors – particularly the petroleum and gas sectors- are concerned with that corruption; around 7.5 billion US$ dollars were reported lost during the last two years due to the corruption (ICI, 2016). Many things contributed to facilitate such behaviour from the first Gulf crisis during the oil-food project to the recent crisis after American intervention. The administrative corruption

represents a serious challenge to the Iraqi society at the present time. Challenge to catch up the country`s economic recovery after the war. Challenge to lead the necessary change with integrity and know-how. Public sectors are suffering, bribery, extortion, embezzlement, nepotism, clientelism, and sectarianism is pulling the country toward the failed state; the leaders are using intentionally their positions and public goods for their personal interests.

The change is needed, for doing that, the Iraqi government has established many agencies to fight against corruption in the public sectors, and the Iraqi Commission of Integrity is one of those agencies. In order to get these initiatives worked, Iraqi Commission of Integrity needs a good managerial and leadership style to bring the change and make administrative corruption reduced in the public administration.

Literature in the modern managerial science tested that transactional and transformational leadership styles are the most suitable style to lead organisations, but transformational leadership model is the best to bring the change within the organisation.

The Iraqi Commission of Integrity as one of the most important governmental agencies entrusted for fighting against administrative corruption needs to relying on the high level of transformational leadership practice that can create a qualitative shift in the employee behaviours and to adopt appropriate and innovative ways to reduce administrative corruption. Studying the attempts of Iraqi Commission of Integrity to reduce administrative corruption in the public sectors raise several questions: how transformational leadership model works in the Commission? There is a connection between transformational leadership style and the reducing administrative corruption? If yes, how it should be undertaken within the Commission?

From above reality and the importance of the subject, transformational leadership style on the reduction of administrative corruption. This study seeks to analyse and examine the effects of transformational leadership style with its four dimensions: charisma, inspirational motivation, intellectual stimulation, and individualised consideration. And how it is practiced in the Iraqi Commission of Integrity to reduce administrative corruption in the public sectors, and to know as well how far the Commission succeeded or failed in harmonising the two variables in

relation to effects. And what kind of remedies are appropriate to better implementing the concept of transformational leadership model to face the phenomenon of administrative corruption in the public sectors in Iraq.

For answering to the above questions, -and many others-, requires collection of primary reliable data and analysing them on conceptual terms and scientific manners. To do so, first, this study taken the route to tackle the conceptual framework originated from the literature to study the term of administrative corruption and transformational leadership style.

The second method is based on quantitative model based on survey addressed to 250 respondents as the study population to develop a dataset construction. To do that, a questionnaire has been prepared for collecting data based on the literature. The variables of two studies were used to develop the dataset: AMAN (2015) "a Coalition for Integrity and Accountability based on Palestine". They developed a framework for Soft Leadership Practices for the Dissemination of the Culture of Reducing Administrative Corruption in Palestinian Universities and Anes Hebbaz (2015) in his work on the impact of transformational leadership on organisational loyalty. And was obtained permission from them by using the existing search questions after the reformulation and development of questions. Moreover, the primary sources of this study are conducted and analysed through SPSS statistical methods: frequency, simple and multiple correlation, as well as the regression to test a causal relationship between the independent and dependent variables. In other word, it is testing the research hypothesis to see the concrete correlation between transformational leadership model and reducing the administrative corruption in Iraqi Commission of Integrity in Baghdad province.

Debating transformational leadership`s role in reducing administrative corruption in Iraqi public sectors is so important and crucial. Done select this subject for different reasons: transformational leadership style is necessary for Iraq; the country is struggling with deep corruption while it is trying to restore its prestige and building strong institutions. Bringing qualitative shift and change in Iraqi public sectors cannot be gotten by traditional leadership style; transition toward transformational leadership model is the only hope to bring such change in employee behaviour and jobs performance, because transformational leaders possess a high moral behaviour that allowing them to maintain collaborative cultures through which

employees can participate in the decision-making process, and fighting against any behaviour may affect to achieve organisational goals for what they all determined for. Iraqi Commission of Integrity as one of the governmental agencies established to fight against corruption in Iraq needs transformational leadership style to better achieve its objectives. Studying the subject in the context of the Commission may help to understand and know how far the Commission succeeded and failed to implement the transformational leadership model, and what could be a proposal to the staff of the Commission to improve the application of the transformational leadership style in the lights of relevant and modern techniques to the discipline.

Finally, this study is structured into six chapters. The first discusses the corruption in its broad sense and administrative corruption. The second chapter touches the concept of leadership and how transformational leadership model should work and implement. The third chapter is to connect transformational leadership style with the mechanisms to reduce administrative corruption. The fourth chapter highlights some relevant literature review in the discipline. The fifth chapter addresses the research methodology. The sixth chapter provides findings analysis and discussion and provides conclusions and recommendations.

CHAPTER ONE

THE MEANING OF CORRUPTION AND ADMINISTRATIVE CORRUPTION

This chapter tries to draw a general background and a conceptual framework for the subject, which is about corruption in general and administrative corruption in particular. Briefly, it is touching the following points:

1. The Meaning of Corruption.
2. The Meaning of Administrative Corruption.

1.1 The Meaning of Corruption

1.1.1 What is Corruption

Corruption is a global phenomenon, and today international community proceeded to get the universal legally-binding instrument to deal with corrupt behaviour. The state member of the UN adopted in 2003 the global convention for fighting against corruption (UNCAC) which entered into force during December 2005. By January 2007, around eighty-one (81) had ratified the clauses of the convention. In addition, the UN Office on Drugs and Crime (UNODC) puts further legislative procedures to implement the UN conventions of anti-corruption (OECD, 2007: 11). Defining corruption as the behaviour that is opposite to ethical universalism and impartiality in the exercise of public power, or defining corruption as officials turning public goods into private goods for their own benefit can understandable or not in the discipline. But cornerstone is that systemic corruption is deeply rooted in a state's underlying social and historical political structure (Eric M, 2016: 1).

The United Nations Convention against Corruption in its articles from 15 to 25 addresses some practices of corruption to help to understand what is it. And those practices can be summarised as follows: (UN Office on Drug & UNODC, 2004)

1. Bribery of national public officials.
2. Bribery of foreign public officials and employees of public international institutions.
3. The misappropriation, waste or another diversion of property by a public official.
4. Trading influence.
5. Abuse of jobs.
6. Illicit enrichment.
7. Bribery in the private sector.
8. Misappropriation of property in the private sector.
9. Laundering of proceeds of crime.
10. The concealment.
11. Obstruction of justice.

The Iraqi government adopted the universal definition of corruption and ratified as well the UN convention against corruption. Furthermore, the Iraqi Commission of Integrity stated that Corruption is a crime and it needs to be banned under the rules of law and good principles. And commonly used of corruption in the country are (Zayir, 2012: 3-4):

1. Bribery.
2. The embezzlement.
3. Money laundering.
4. Counterfeiting.
5. Trading influence.
6. Obstruction of justice.
7. Discrimination in treatment, cronyism, nepotism and illegal mediation.
8. Exporting public effects, money and goods prohibited from being transported abroad.
9. Tax and customs collusion.
10. Intentional damage to public funds.
11. Illegal gain.

12. Corruption in awarding contracts.

13. Corruption in political elections.

14. Corruption in financial accounts.

15. Corruption of witnesses.

16. Corruption in sports activities.

1.1.2 The History of Corruption

The history of corruption is dating back to our ancient world since the beginning of human civilisation. In the first civilizations in the world, the historical evidence confirms that the first people who settled human first civilization in northern Iraq, have known the phenomenon of corruption as there are references to the crimes of that phenomenon in the laws known by Uruk and Ornamo in the Sumerian tablets, Raka in Syria in the thirteenth century BC. It was reported that a team of scientists raised a Dutchman found in the" Raka "in Syria about 150 cuneiforms found that the site contained the administrative centre of Assyrian civilization dating back to the thirteen century BC, they found a data on the staff who were accepting bribes, and these data include the names of senior officials and the name of the princess of Assyria (Saadiq, 2015: 1). In Mesopotamia, the Uruk agina reforms are one of the first known efforts in all the countries of the ancient world to repair the corrupt social and economic conditions. Several resolutions, including the prevention of bribery and the removal of reprehensible officials, were adopted when the country was corrupt and chaotic. King Hammurabi also took care to combat the scourge of corruption by imposing severe penalties on negligent and unfair employees in the performance of their duties. In article 5 of the Hammurabi law, he referred to the crime of bribery, in particular bribery of judges; King Hammurabi's letters also indicate that he himself was handling cases of bribery of some employees. In addition, Nile Valley, the legislation of Egypt Pharaonic Signs and Promises to reduce the manifestations of corruption, King Hoor Moheb passed legislation on the important aspect, where he issued a law called the law "Hoor Moheb" the law cited certain acts considered illegal acts, including embezzlement of funds received as a result of taxes, exploitation of staff and soldiers by their influence and acceptance of bribery, and the law established punishment for the perpetrators (Saadiq, 2015: 1).

Our modern world continues to suffer from corruption; according to Transparency International, in the 1990s there are tens of thousands of people who are involved in corrupt action very day. Historically, the concept of corruption has been applied to both political attitudes and social abuses. Jean (2004) in ancient China, they were given an allowance called yang-lien, that is to say, to feed the absence of corruption. It seems that this food has often failed its purpose (Jean, 2004: 1). Ibn Khaldun said that at the root of corruption lies the passion for luxury within the ruling group. It was to meet the expenses incurred by their luxurious lives that the group in question engaged in dishonest dealings (Khaldun, 1848). Plato, in the laws, speaks thus of corruption: The servants of the nation must perform their services without receiving the slightest gratuity. To form an opinion and stand is not an easy thing, but it is for a man the best way to obey the law loyally: Do not render any service in exchange for a present (Jean, 2004: 1). In fact, the history of corruption through space and time remains and remains as in the past a perpetual renewal with only new actors where some will be more uneducated, mediocre, greedy, more miserly and also more ignorant than their predecessors. Corruption is a global phenomenon but its severity varies from one country to another. And it continues to being seen around the world as a major threat to the private and to public sectors; because it undermines the confidence to maintain and develop social and economic relations. In Iraq, corruption was a general phenomenon since the independence era, but it took unprecedented dimensions during the Gulf crisis in the 1990s. The oil-for-food program as deterrence sanctions against the country after the intentional aggression over Kuwait. The program facilitated many corrupt actions from foreign companies and industries those were working in the oil-for-food program. Many officials in Iraqi government were implicated as well in such corrupt behaviour. (Khaleed, 2005: 5-9).

1.1.3 Concept and Definition of Corruption

Scholars could not get a consensual concept or definition for the term of corruption, it is defined by The World Bank as "the abuse of public office for private gain" (Hassan, 2004: 2), (Miller, 2016:23). It defined also by The Asian Development Bank (ADB) as " behaviour on the part of officials in the public and private sectors, in which they improperly and unlawfully enrich themselves and/or

those close to them, or induce others to do so, by misusing the position in which they are placed" (Hassan, 2004: 2). It is defined by sociologist Oyedipe as "behaviour which deviated from the formal duties of a public role because of private-regarding (personal, close family, private clique) pecuniary or status gains or violates rules against the exercise of certain types of private-regarding influence."(P. F. Adebayo, 2009: 2). And Vito Tanzi (2005) sees it as "the intentional non-compliance with the arm's length principle aimed at deriving some advantage for oneself or for related individuals from this behaviour." (Begovic, 2005: 2).

These definitions release some variables:

1. Intentional behaviour and unlawful ways.
2. Action of abuse of public or private gains.
3. Corruption for personal uses, relatives, friends, or other close individuals.
4. Induce others to do corruption.
5. Position and influence.

Hassan Shaukat stated some common practices of corruption in the world in order to conceptualise the dynamics of corruption (S. Hassan, 2004: 3):

1. The design and selection of uneconomical projects that create opportunities for financial kickbacks.
2. Illicit payments of 'speed money' to officials to facilitate transactions.
3. Illicit payments to prevent the application of rules and regulations, especially with regard to public safety, law enforcement or revenue collection.
4. Payments to officials to foster monopolistic or oligopolistic access to markets.
5. Misappropriation of confidential information for personal gain.
6. Theft or embezzlement of public property and monies.
7. Sale of official posts or promotions.
8. Obstruction of justice, etc.

1.1.4 Overview of Theories Explaining Corruption

As mentioned earlier, there is no a common definition and consensus to the concept of corruption. But scholars try to advance approaches and theories helping to better understand the phenomenon. Laura S. Underkuffler (2013) cited three basic

theories for corruption: (Shell Theories, Substantive Theories, and Economic Theories). (Underkuffer, 2013: 8):

1.1.4.1 Shell theories

Shell theories define corruption on the basis of specific acts that are deemed to be wrongful on some other, unrelated normative basis (e.g., «corruption as a violation of law," "corruption as a violation of duty," and so on). They do not, themselves, engage in the explication or evaluation of these underlying normative theories.

1.1.4.2 Substantive theories

Substantive theories define corruption on the basis of particulars, substantive evils that the theories, themselves, identify (e.g., corruption as "betrayal," "secrecy," "violation of the public interest," and so on). They make normative judgments—rooted in political or sociological theory—that corruption, in their view, embodies.

1.1.4.3 Economic theories

Economic theories are united in their view of corruption in economic terms. Generally, they combine shell theories (such as "corruption as illegality" and "corruption as the breach of duty") with economic analysis, which provides substantive, normative judgments about the positive or negative nature of corrupt acts. They range from theories that maintain that corruption is a certain kind of economic evil, to those that argue that corruption is an economic good.

1.1.5 What Drives Corruption

There are many elements might drive corruption in public sector. We can summarise those elements in the following lines (Anna, 2015: 16-19):

1) When people do not trust the judiciary organs in the country it may drive to the corruption in the workplace. The dependency of the country`s judicial organs on the decisions of political elites brings the doubts somehow about the level of transparency and accountability of judiciary organs to prosecute the corrupt people.

2) The low salary in the public sector can also drive corruption in the country. The most vulnerable public agencies are tax offices, traffic polices, health system and education. There is the relationship between higher incomes and corruption; high incomes can reduce the corruption, as bribes paid to government officials.

3) When the authority is centralised may drive corruption; accountability and transparency will be limited; decision-making process and funding facilities are centralised. Local authorities and central government are struggling to balance the funding of national and local authorities, especially when the political elites in central government are involved in corruption schemes.

In Iraq, many things can drive corruption; the cultural dimensions which have been inspired in the public sectors since the early times. Corruption in public sector became a general culture. The sectarian and ethnic division drive corruption and raise its dimensions in the country; Muslim, Christian, Saba'i, Wizidi and others are constituted the country. It contributed to raising the phenomenon of corruption and the high officials in the government will try as much as possible to defend and cover up their corrupt members from their sects or ethnics, and protect them from the application of the rules of law when they are implicated in the corrupt actions (H. Hassan, 2010: 10). Furthermore, the lack of internal control and the inefficacity of judiciary system to enforce laws and regulations to any corrupt behaviour. In addition, the lack of modern techniques and the lack of knowledge of the adequate mechanisms for anti-corruption in the governmental agencies helped to drive corruption in public sector in Iraq (Ata, 2009: I-II).

1.1.6 Adverse Effects of Corruption

Discussing the adverse effects of corruption is endless; many academic works have been expressed to examine the adversary impacts of corruption on the society. Corruption has a negative impact on economic growth and development; some analysts see corruption justifiable economically for reason that it help to bypass some inefficient regulations, and it could potentially promote economic growth by removing bureaucratic barriers to entry and lowering companies' transaction costs when trying to comply with excessive regulations. Transparency International stated out the following points as damage and negative impacts may be caused by corruption (TI, 2014: 2-10):

1. Corruption distorts incentives and market forces, leading to misallocation of resources.

2. It diverts talent and resources, including human resources, towards lucrative" rent-seeking activities.

3. It may also decrease the productivity of investments by reducing the quality of resources. For example, by undermining the quality and quantity of health and education services, corruption decreases a country's human capital.

4. It affects as well the quantity, quality, cost and profitability of investment; it discourages investment and acts as an additional cost of doing business, reducing the profitability of investment projects.

Briefly, justifying corruption for some limited benefice cannot be justifiable; the arguments behind its justification are not pertinent. The mediocre positive impacts of corruption to the country`s economic growth when people bypass some inefficient regulations and removing bureaucratic barriers cannot be compared to what corruption may cause to country`s economic and political development. Voskanyan (2000) pointed out that corruption has negative effects on economic and political development. At the political level, on the allocation of resources because it tends to divert resources away from the function to which they would have been allocated in the absence of corruption. the widespread corruption in the investment budget will not only reduce the rate of return on new investment in a country, but will also affect the rate of return the country gets from its existing infrastructure (Voskanyan, 2000: 31).

The phenomenon of corruption in Iraq became daily issues; people are involved in it because everyone is doing it; public officials and ordinary citizen alike run for corruption without moral engagement. Justifying corruption in Iraq as normal behaviour is immoralist, engaging in the common practices of corruption is destroying the country`s economy more than any; embezzlement, giving or receiving "Hadiyyat" as compensation for services, or using the administrative positions to gain some unlawful advantages are the principals causes to slow down the national plan for the country`s economic renaissance. In the last two years as reported by the Iraqi Commission of Integrity 7.5 billion, US$ were recorded as corrupt funds in the public sectors, particularly in the ministers (ICI, 2016).

1.1.7 Scope of Corruption

There are many scopes for corruption; Gay (2013) cited three fundamental scopes: (Gay, 2013: 29).

1. Petty or administration corruption.
2. Grand corruption.
3. Systemic corruption.

Administration or petty corruption is referring to the corruption that takes place every day at bottom levels in the workplace, such as civil servant to the citizen. Civil servants could be paid by citizens for corruption in implementing rules, laws, or regulations or paid to accelerate some procedures unlawfully.

Grand or political corruption is a corruption at top-level of senior officers in public or business services. The dimension of this political corruption is bigger and its consequences may be devastating. For example, some corrupted officers can influence during assessment stage the decision-making process that may result in unnecessary procurement.

Systemic or endemic corruption is referring to systemic ways and organised procedures for facilitating corruption at all social, political and economic domains. In this systemic procedure, citizens are confronted regularly with the phenomenon, and governmental institutions and its facilities are used continually by corruptors. The damage of systemic corruption in politics, social and economic might be bigger and dangerous.

1.1.8 Corruption and Leadership

Leadership and corruption are correlated; effective leadership model is to improve the organisational outcomes, and reducing corruption in the workplace is among those outcomes. Corruption is more than a crime, is for destroying individual destiny, demolish what organisations are fighting for, and ruining completely the sense of public goods. Abah & Nwoba (2016) pointed out that evidence has shown that no nation of the world would enjoy sustainable development in virtually all spheres of its life without experiencing good and selfless leadership. Leadership is a dynamic process in a group whereby one individual influences others to contribute voluntarily to the achievement of a group task in a given situation (Abah & Nwoba,

2016: 2). Pleshko (2013) stated that leaders in high offices have rigorous tasks to fight against corruption; it is a serious phenomenon that threatens the existence of the state, is largely reduced to the problem of forming an honest and incorruptible top of officials guided not by their personal interests, but welfare of the state and society (Pleshko, 2013: 5).

Leadership style is determinant for changing behaviour; it is playing important roles in fighting against corruption in the workplace. Leaders are innovative and their subordinates are working closely to achieve organisational goals. Leaders bring change and motivation to the team. They are motivating their employees by different reward methods; economic and other economic tools to get the work done effectively, including implementation of effective measures to fight against corruption life (MSG Experts, 2016: 1). Leadership is necessary for Iraq; the country is moving to restore its economic renaissance.

The country needs good leaders to handle the necessary change; corruption is dominating all the sectors and something needs to be done. Therefore, fighting against corruption cannot be handled without effective leadership style; it is creating confidence to make employees believe in themselves and feel confident for a change they were trying to draw and create. And it puts everyone a part of the team for achieving the organisational goals including fighting against corruption.

1.1.9 Types of Corruption

Corruption can be categorised by different ways, it depends on how we look at the concept. It can be passive or active, according to whom is acting as corrupted or from who is requested as corrupted. It can be private when the individual is doing it, or it can be collected when many people are involved. Basically, the types of corruption are divided into: (1) political corruption, (2) economic corruption, (3) moral corruption, (4) Individual corruption, (5) financial corruption, (6) administration corruption. (Begovic, 2005:3) (José G. Vargas-Hernandez, 2011:3). But in this study, we are going to focus on administrative corruption. Below a brief description of those types of corruption:

1) Political corruption: is for gaining political power. And abuse of political power or use of common and public gains for private interests. Among it the improper political contributions and corruption at the level of the political party.

2) Economic corruption: is referring to making economic profits, and implication causing deliberately the loss of income.

3) Moral Corruption: it requires that all laws must be precisely stated, leaving no doubts about their meaning and no discretion to the public officials. It is determining what actions should be considered as corruption and banned by laws, and what actions are not prohibited and considered as unethical and abusive (Byrne, 2007: 45).

4) Individual corruption: According to Byrne (2007) individual corruption is different from other types of corruption; it occurs irregularly and therefore it does not threaten the mechanisms of control nor the economy as such. It is not crippling, but it can seriously undermine morale and sap the economy of resources (Byrne, 2007: 43).

5) Financial Corruption: it is the most popular type of corruption, particularly in the public sector, it is more systemic and much deeper; it is resulting from a tremendous loss in the country financial system (Reurink, 2015: 5).

6) Administration corruption: is to transfer public gains to private uses by taking advantage of the entrusted authority from public officials, or patronage, etc. (Liiv, 2004).

In the Iraq case, embezzlement, taking profit (Hadiyyat) as compensation for giving services, corruption through the black market or using the administrative positions to gain some unlawful advantages are the common practices of corruption in the public sectors. This study is focusing on administrative type of corruption because it matches the context of Iraq; the public sector in the country is struggling to deal with it. Many public institutions were established to fight against corruption in Iraq, and Iraqi Commission of Integrity is among those institutions.

1.2 The Meaning of Administrative Corruption

1.2.1 What is Administrative Corruption

Scholars from political sciences, legal academicians, and sociologists, in addition to the practitioners of political life, try to study the phenomenon of corruption in general and administrative corruption in particular. Studying its causes, its effects, and try to get scientific ways to prevent it remain the ongoing process. Administrative corruption is a global phenomenon that is facing all countries of the

globe. Many nations, including Iraq, are suffering from the intense corruption phenomenon. Today, international experience cites that that administrative corruption is diversified, hidden and complex. And sometimes we may believe what Nobel Prize laureate Gary Becker said: "if we abolish the state, we abolish corruption". (Begovic, 2005: 3). Administrative corruption is the multidimensional and complicated phenomenon that challenging many public and private sectors around the world. As a social phenomenon, administrative corruption continues to be percieved as an inevitable issue, and fighting against it remains endless process in many developing countries. Such administrative form of corruption according to Ehasani & Taboli (2013) it threatens governmental and non-governmental institutions as a result of these imbalanced conditions (Ehsani & Taboli, 2013: 4). And Khan pointed out that eradicating corruption should be the nation's number-one priority in view of the ever-increasing horizon of political and administrative corruption and its baneful multifarious effects on the society-at-large (Khan, 2004: 13). Studying the phenomenon of administrative corruption in Iraq is important to subject; finding solutions to the phenomenon is the critical step for the country to get back its national prestige in the reconstruction process of the country after years of war and struggle. And the efforts of the Iraqi Commission of Integrity are dedicated to bringing change and approached solutions to eliminate and reduce the dimensions of administrative corruption or prevent it in the public sector in Iraq.

1.2.2 Concept and Definition of Administrative Corruption

The concept of administrative corruption is complex. It is defined by Taboli (2013) as "a process something either breaks or is violated, which it may be an ethical behaviour, a legal procedure, or often administrative regulations" (Taboli, 2013: 3). Bertrand (2011) defined it as "the abuse of roles, powers, or resources found within public bureaucracies. It may be initiated by line or staff officials, their superiors, or the agency clients.

The latter will usually be private parties (e.g., applicants for licenses), but particularly in large and centralised governments; clients might also be individuals or institutions from elsewhere in the public sector" (Bertrand Badie, 2011: 480). For Sarker (2016) administrative corruption is "the means of abusing of power and it can be explained in two terms: corruption as a noun, such as depravity, decay,

decomposition, debased form of any message, dishonesty. And corruption as a function is to take some facilities breaking official rules for own interest. (Sarker, 2016: 4).

We can recall here the same elements previously cited as the basic components of administrative corruption. The concept of administrative corruption is consisted from:

1. Intentional behaviour and unlawful ways.
2. The action of abuse of public or private gains.
3. Corruption for personal uses, relatives, friends, or other close individuals.
4. Induce others to do corruption.
5. Position and influence.

1.2.3 Methods of Administrative Corruption

There are many methods used for corruption. It usually depends on the types of corruption at the individual or collective levels. We are focusing on the following methods as the most common: (Bribery, Collusion, Embezzlement, Fraud consists of the use of misleading information, Extortion, and Favouritism) (José G. Vargas-Hernández, 2011: 4 - 6).

1) Bribery: is the most common use of corruption. It provides motivation for over-bureaucratisation of procedures or over-regulation. It somehow a corruption of bottom-up approach; public servant can be offered, granted or promised something by citizens.

2) Collusion: is a type of corruption where individuals avoid official sanctions or regulations by giving enticement to officials. It leads also to behaviour for subversion of the flow of information within the societal, economic and political unit (Enrico Bisogno, 2010).

3) Theft or embezzlement: is a category of corruption described by the conversion or taking property, money and other valuables for personal uses. Today it is difficult to estimate how much funds are embezzled by this type of corruption (Amundsen, 1999).

4) Fraud: is referring to misleading information used to persuade someone to turn over the funds voluntarily. It is a fraudulent practice sometimes consisted of the

sales buy between private and public sectors, such as fraud for selling the second hands, or surplus equipment.

5) Extortion: is referring to use of force and threat of violence in order to make others cooperating. This type of corruption might be seen in many politicians, settings, and public officials for making exhortations to weaker and smaller companies.

6) Favouritism, clientelism, or nepotism: is the use of intentional ways to favour or advance some self-interest, family interests, ethnic, religious or political party.

Those methods of corruption practices are universals, and Iraq is not an exception. The country continues to suffer from direct and indirect practices of corruption, especially the corruption in the areas of petroleum and natural resources. The recent political changes did not reduce the phenomenon but dedicating specialised agencies, such as the Iraqi Commission of Integrity are the necessary steps to reduce the dimensions of corruption in the country and to prevent it. Below a summary of the most applied methods of corruption in Iraq (Nazaha, 2010: 15-25):

A. In the field of education:
a) Selling exam test.
b) The manipulation of exam grades for money.
c) The phenomenon of private tutoring programs outside the official study programs.
d) Fraud in the school certificates.
e) Favouritism and nepotism in scholarships and fellowships.
f) Delay in implementing the instructions of scientific promotions and others.
B. In the Agricultural field:
a) Corruption in the procedures of supplying fields with agricultural materials such as seeds, agricultural machinery, pesticides and others.
b) Poor and ineffective recovery`s system of loans from farmers, which leads to waste (loss) of public money.
c) The import of pesticides and vaccines nearly out of validity, as well as there is a significant variation in the prices of the same pesticides.
d) Distribution of fertilizers and pesticides to those are out of needs, such as distribution to owners of land not exploited for agriculture.

C. For environmental protection activity:

a) Poor application of legal procedures to impose fines on infringing environmental conducts.

b) Bribery in return for granting approvals for environmental activities which do not conform to legalistic conditions.

D. Municipality and Public Services:

a) Exaggeration for provision and control of water projects in illegal ways.

b) Low mechanisms for collecting the costs of water provision`s services.

c) Giving projects to inept companies and contractors those are not respecting legal conditions and regulations.

E. In the field of Justice:

a) Forgery of amnesty decisions and the validity of court decisions.

b) Refrain from releasing the no convict person only after payment of money.

c) Registration of vehicles for money without the presence of their owners

d) No payment of the legal fees and stamp duty as required by the law.

F. In the Trade activity:

a) There are no clear importation policies for public companies for food trade.

b) During the transportation, they could replace the good food items with others that are not good.

G. In the Health Services:

a) The poor performance of health institutions for providing medical services to the citizens, and in some case, it is given for bribes.

b) Brides in the procurement and distribution of drugs, and other medical supplies.

c) Lack of control of the stores and medical supplies and the risk of damage.

d) Granting sick leave illegally to employees for bribes.

e) The phenomenon of falsifying medical reports.

f) The negligence in drugs control and its violation in the pharmacies.

g) Poor quality control measures on the entry of medicines and foodstuffs from borders.

H. Financial activity:

a) Delay in completing the works of the auditors or hindering them in the public pension services and the general tax services, which lead the citizen to pay bribes.

İ. Public Activities

a) Existence of fake employees in payrolls

b) Recruiting and selecting in the public sectors on the basis of favouritism and nepotism rather than efficiency.

c) Monopolize opportunities for international positions.

d) The endorsement of cheque by contractors to accountants and treasurers contrary to the law and instructions

1.2.4 What Causes Administrative Corruption

By looking for different reports of Transparency International about corruption in the world, and various literatures in the discipline, we can basically divide the causes of corruption into four:

1) Material or personal causes: it happens with personal desires pushing to get unlawful money, power, or administrative position regardless to moral boundaries. It can be caused when personal ethical sensitivity is declined by negative learning experience or lack of education. Or it can be just by pure selfish interests over public gains. In addition, the lack of courage or bad personal behaviour to denounce corruption for any reasons (Melé, 2014: 1).

2) Cultural causes: There is much behavioural from cultural background –at top, senior or individual levels- that may encourage corruption, such as: "only smart people can evade taxes", "it is public property, get advantage while you are in mandate, it is short, you are not alone, everyone doing it" (Melé, 2014: 1).

3) Institutional levels: such lack of transparency at the institutional level, or inefficient controls and ineffective regulations. It may happen too by slow or unreliable judicial processes (Enrico Bisogno, 2010: 35).

4) Organisational causes: like a lack of moral criteria in job promotions. In the organisation, some corrupt employees are promoted to higher positions with other criteria without taking into consideration the crime of corruption. This could encourage further corruptive behaviour when they are in their new positions. Or it

can encourage too when there are no strong reaction charges against corruption and penalise it at the workplace (Furutan, 2010: 7).

Besides the universal causes of corruption, the corruption in Iraq took unprecedented dimensions as the general phenomenon during the Gulf crisis; after Iraq aggression over Kuwait, the UN Security Council had decided to impose sanctions on the country as a means of deterrence in preventing countries from proliferating weapons and weapons programs. Saddam Hussein refused to cooperate to implement the UN sanctions and it's weapons inspections because he saw that defensive capabilities are the only and appropriate ways to preserve Iraq's integrity and sovereignty against its perceived threats from Iran, Israel, and the United States. The refusal behaviour led to the implementation of the Oil-For-Food program. The Oil-For-Food program allowed for significant corruption of the UN and the companies and industries within the key party states of the UN (Loomis, 2014: VII). Furthermore, there are specific causes that can lead to corruption in Iraqi public sectors, below a brief list of such causes (Khaleed, 2005: 5-9):

1) The cultural dimensions of corruption, this has been inspired in the public sectors since the early times. During the Gulf Crisis, the organised corruption played a negative role to spread this phenomenon; international community claims for oil against food was the basic fundaments in inspiring such cultural dimensions of corruption in the country. The recent occupation of Iraq raised the dimension at the national level; people are allowed to steal public properties, except the oil sector. Political regimes after occupation were implicated in much corrupt behaviour during the last years as previously mentioned in the report in the Iraqi Commission of Integrity.

2) The rapid and large expansions of the organs of the state, especially the military, and other governmental agencies – without adequate mechanisms for enlargement- that gave opportunities to some public servants to behave in the corrupt ways in the workplace.

3) The weakness of the internal control in the public sectors, in addition to the multiplicity of control circles and the conflict between its powers. Led to facilitate corrupt behaviour in many public administrations.

4) The emergence of cases of the social relationship between public and private sectors in the workplace; it conducted to raise a kind of favouritism and advancing personal interests over the public ones.

5) The socio-economic factors, like unemployment, illiteracy, the living costs above the salaries and rewards, and underdevelopment are the crucial factors in the spread of corrupt actions in the country, particularly the bribery.

6) The sectarian and ethnic division played somehow significant role to raise the dimensions of corruption in the country; according to Hamza (2010) Iraqi people are characterized by the diversity of sects and partisans (Muslim, Christian, Saba'i, Wizidi and others), as well as the diversity of ethnicity (Arab and Kurdish), in addition to different religious doctrines (Shiites and Sunnis), which led to the emergence of sectarian, partisan and ethnic claims. This was a critical point to raise the phenomenon of corruption in the country and led many incompetent people to high public positions thanks to their sects and their ethnics (H. Hassan, 2010: 10). Consequently, the high officials in the government will try as much as possible to defend and cover up their corrupt members from their sects or ethnics, and protect them from the application of the rules of law when they are implicated in the corrupt actions which lead to weakness of national loyalty and the contribution of the citizen in combating the phenomenon of corruption.

7) The weakness of procedures and penalties deterrent to corrupters and complacency by the corrupt administrative leaders helped to spread the scourge of corruption in the public sectors in Iraq. In addition, the lack of modern techniques and the lack of knowledge of the adequate mechanisms for anti-corruption in the governmental agencies; as we know there is a perfect relationship between the administrative awareness and the phenomenon of corruption.

Today, corruption became serious challenges; public goods for personal interests to raise economic and social problems. To better study this phenomenon, it is recommended to ask one simple question: what causes corruption? The answer to that question requires examining the different aspects of corruption to public order and economic and political order and draws attention to the legal and cultural aspects.

Therefore, corruption is the disclosure of the appropriate phenomenon and what are the motives to better detect, economic and political factors together. It

should be seen instead of individual action as a morbid disease produced by the organ (Ata, 2009: I-II).

1.2.5 What are the Consequences of Administrative Corruption

Corruption can cause a lot of damage in society, especially when illegal and unlawful behaviours conducted to challenge the public safety. It remains a global challenge to all developing countries and fragile states. We are summarising in the following lines the major impacts and consequences of administrative corruption in society:

1) Economic consequences, according to Ranga (2012), corruption can cause the decrease of in foreign investment, and foreign aids which may contribute negatively to economic development. Corrupt countries can approve importing lower quality products and they will compete with local products and create trade deficits (RangaNr, 2012: 1). And Sane (2012) pointed out that economic consequences can be the "increase the cost of goods and services, increases the debt of the country that may involve the future recurrent costs and leads to the relaxation of standards, which means as to purchase goods that do not meet established standards or inappropriate or unnecessary technology and may be less useful from the standpoint of development" (Sane, 2012: 1).

2) The political consequences are basically about the ways of rule and regime in one country. Like economic factors, political consequences might be so devastating too. The danger of this political consequence may be deferred for several reasons; according to Johnston (1986) in political machinery, relationships may be more specific and obligations more limited: loyal voting may be enough payment for political help for corrupt transactions, in turn, actions will be taken – beyond public and national interests- and employed for disciplined political action, such as winning elections, or for more generalized forms of cooptation (Johnston, 1986: 12).

3) Social consequences, these consequences may be through the marginalisation of some social classes due to political exclusion process. It destroys confidence and professionalism and opens ways for discouraging honest, segregation and the bribe interests (Sane, 2012: 1).

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1.2.6 The Phenomenon of Corruption in Iraq

The phenomenon of corruption in Iraq is so visible; the country continues to be seen as the most corrupt country. In the last two years, it is placed by Transparency International as the third most corrupt countries in the world (TI, 2016). And different reports from various public agencies, those are concerned to study the phenomenon of corruption in the country, such as the Iraqi Commission of Integrity released that Iraq lost due to the corruption around 7.5 billion US dollar during the last two years (ICI, 2016). Iraq petroleum and natural resources are the most corrupt sectors in the country. Corruption became a general culture and popular uses in Iraq; this behaviour had been inspired in the people by the political elites from the Gulf crisis to the recent governmental practices. International community claims for oil against food during the Gulf crisis was the basic fundaments in inspiring such cultural dimensions of corruption in the country. And the recent occupation of Iraq increased such behaviour on the national level; people are allowed to steal public properties -except the oil sector- during a USA intervention in the country in 2003. The popular practices of corruption in Iraqi public sectors are embezzlement, taking profit (Hadiyyat) as compensation for giving services, corruption through the black market or using the administrative positions to gain some unlawful advantages. Many things contributed to facilitate the corrupt behaviour in the country; the post-war policies to re-establish governmental agencies, which were seen critical deficiencies and lack of adequate mechanisms. That gave opportunities to some public servants to behave in the corrupt ways in the workplace. In addition to the socio-economic factors: unemployment, illiteracy, the rise of living costs, and the phenomenon of post-war sectarianism facts get some public servants irreplaceable and untouchable whatever they are doing.

The phenomenon continues, but there is still a hope to find solutions thanks to the establishment of specialised agencies, such as the Iraqi Commission of Integrity to fight against the phenomenon.

1.2.7 Impact of Corruption on Economic and Political Development

Corruption has a real impact on economic and political development; country economy might restraint and slow down by corrupt behaviour. It demotivated as well

foreign investors to invest, or they may take advantage of the phenomenon of corruption in the country to misconduct or exploit the host countries` human and other important resources.

It leads to no accountability and lack of transparency in business life and public income distribution. It might put the country in critical positions to adopt right and appropriate policies for economic development. Iraq possesses real resources of petroleum and natural resources allow the country to catch up the universal standards of development, but due to the phenomenon of corruption, Iraq continues to suffer to restore its international privileges.

Furthermore, the impact of corruption on political development is also crucial; the country will not be under the rules of law, but the rules of those are in power. Amundsen (1999) previously pointed out while comparing two types of state: corrupt and incorrupt: in weak states, in states where the ruling elite exercises little control over who will gain how much from what kind of corruption uncontrolled and unrestricted corruption will have the general effect of undermining state institutions and political legitimacy. Strong states, on the other hand, states with exclusive and undeniable control of the economic policies the level of corruption can, therefore, be stable, predictable and acceptable to businesses and the general public. In strong states, the institutions of the state will not necessarily suffer from corruption" (Amundsen, 1999: 25-26).

Briefly, corruption has negative effects on economic and political development. At the political level, on the allocation of resources because it tends to divert resources away from the function to which they would have been allocated in the absence of corruption. the widespread corruption in the investment budget will not only reduce the rate of return on new investment in a country, but will also affect the rate of return the country gets from its existing infrastructure.(Voskanyan, 2000: 31).

1.2.8 How to Reduce the Administrative Corruption

Researchers and practitioners continue to study the phenomenon of administrative corruption from different angles. And they came to several approaches how to reduce administrative corruption in the workplace. Below a summary of some approaches, Kazemi (2014) advanced five (M. A. Afshar Kazemi, 2014: 2-3):

1. Legal approach.

2. Economic approach.

3. Public-oriented interest approach.

4. Revisionist and ethical approaches.

5. Approaches for reducing administrative corruption.

Legal approach is for having administrative laws and regulations that give general guidelines how to conduct private or public services, and underline as well any legal actions or behaviours those are violating the established rules and regulations in order to reduce administration corruption.

Market-based model or economic approach is drawing actions or behaviours which are managing markets activities through economic-based mechanisms for supply and demand in the marketplace. This may contribute to adjust and control the activities without corruption.

Public-oriented interest approach, it referring to behaviour or action that goes against public gains, and it may be placed under corrupt behaviours and being harmful to public interest. This approach is to discourage taking such behaviours and make corruption unlikely in the workplace.

Revisionist approach and ethical, it is calling for the revision of human evil attitude, it is seeing corruption as an un-moralist and evil behaviour that need to be revised in order to maintain social order and harmony; because moral is the best weapon to fight against any corrupt behaviours at different levels.

And Omid Furutan (2010) cited other points may be helpful to reduce the phenomenon of administrative corruption. But, he highlighted that these measures are not possible to eliminate or to reduce significantly the rate of corruption unless a systematic program of prevention from a long-term point of views. This does not mean that it is not necessary to work on the short-term reduction of corruption with examples of the following measures: (Furutan, 2010: 7-8; Grażyna Czubek, 2010):

1. Eliminating the potential causes of corruption.

2. Maximising the risks connected with acts of corruption.

3. Reform of the judiciary bodies.

4. Informal rules and building public sensitivity to corruption.

A. Elimination of potential causes of corruption

1. Access to information and transparency of public administration.

2. Elimination of administrative barriers to business and subjectivism in the decision-making process.

3. Transparency in managing public funds and administration of public property.

4. Corruption in state-owned enterprises and in enterprises with state or municipality participation.

5. Securing the services in "bottleneck" areas and above-standard services.

6. Transparency of financial transactions.

7. Transparency of the political life.

8. Control mechanisms.

9. Grants from international sources.

B. Maximisation of the risks connected with acts of corruption

1. Property declarations of the public official.

2. The introduction of the institution of a prosecutor on corruption.

3. Investigating or prosecuting authorities.

4. Accountability of legal and natural persons for acts of corruption.

5. Training in the field of combating corruption.

While Taboli (2013) regrouped the approaches to reduce administrative corruption into four conventional methods (Taboli, 2013: 6-7):

1. A Scientific method to deal and undertake the conventional methods concerning how corruption was raised and became the global phenomenon, how to eliminate or reduce it in a scientific manner.

2. The empirical method is taking previous researches and findings as basic to reassess the applied methods to prevent corruption by focusing on ups and downs analytical approaches, and examining the weaknesses and strengths of preceding actions taken to fight against corruption.

3. Moral method, which by referring to religious and national sources, principles of corruption prevention and control are extracted.

4. Comparative method, which takes the experiences of other states, transnational, regional and international bodies into consideration.

International community issued law and regulations to prevent corruption and reduce its dimensions globally; the United Nations Convention against Corruption, in

its articles 15 to 25 designed principles and procedures to reduce the phenomenon of corruption.

For combating corruption, each member states are requested to promote the integrity and responsibility of its public officials in accordance with the fundamental principles of its legal system to reduce and prevent corruption in the workplace. The conventions focused as well on the need to establish the principle of the independence of the judiciary in order to reduce the phenomenon of corruption. According to the convention, the phenomenon of corruption reaches its maximum extent in the absence of independence of the judiciary, which is necessarily linked to the principle of separation of powers (UNODC, 2004). In addition, there is international cooperation on legal issues to ban corruption; Mahdjob (2013) pointed out that the UN Council for economic and social affairs reached international agreement on illegal payments in the 1970s, and in 1989s the UN launched other regulation by initiative of the USA to combat bribery of foreign officials in commercial transactions. In addition, the WTO ministers agreed in 1994s and 1996 on an official recommendation calling the member states to take effective measures to deter bribery of foreign public officials and to review tax policies and abolish provisions for the deduction of bribes as expenses for doing business (Mahdjob, 2013).

To reduce the phenomenon of corruption in the public sectors, Iraqi government adopted different measures and strategic procedures to fight against corruption. Those measures can be divided into two: long-term strategic measures and short-term anti-corruption measures. The as long strategic term, the government within the Iraqi Commission of Integrity, they established an institution called: the Iraqi Academy for Fighting against Corruption. And it aims to achieve the following points in the long-term:

1. Build and develop long-term anti-corruption capabilities.
2. Contribute to the development of national anti-corruption strategies.
3. This Academy seeks to achieve its objectives by the following means:
4. Preparing and implementing training programs and qualifying supervisory cadres (institutions that combat corruption in Iraq).
5. Preparing and implementing continuing educational programs.
6. Conducting empirical researches and studies for anti-corruption in Iraq.

7. Organising seminars and workshops related to anti-corruption measures in Iraq.

8. Graduate studies in the field of anti-corruption through which special high school. programs can be opened for the professional diploma in anti-corruption`s studies.

As the short strategic term, the Iraqi Commission of Integrity is preparing a specialized team to develop the executive plan for civil society institutions within the national anti-corruption plan. And to develop a structural management program, oversee and follow-up the national plan for anti-corruption`s measures. In addition, it is conducting a plan to launch national anti-corruption awareness campaigns for raising public awareness of the seriousness of corruption and advocacy through the following means:

1. Activating laws that deter and prevent corruption. And ensure the implementation of the anti-corruption law without discrimination. And act in accordance with a law that criminalizes corruption and defines penalties. And imposes sanctions to any corrupt behaviour.

2. Intensifying workshops and strengthening the role of citizenship in accountability and transparency.

3. Forming monitoring committees of for anti-corruption in the official departments.

4. Strengthening the relationship between citizen and official through civil society organizations. And building policies that promoting community participation in ensuring transparency and accountability.

5. Elimination of sectarian, ethnicity and the system of patronage and nepotism in the departments.

6. Conduct a periodic assessment of administrative instructions for determining their adequacy to prevent and combat administrative corruption.

7. Imposes some kind of oversight and auditing measures to ensure transparency.

8. Facilitates the use of complaint mechanisms, and it pays particular attention to deal with.

9. Implements an integrated media strategy to raise awareness and share the culture of anti-corruption.

10. Updating the anti-corruption law to fit accordingly the job interests.

11. Non tolerating any exceptionalism for applying penalties for administrative corruption.

12. Rejecting any kind of favouritism.

13. Compensation of employees for fair and transparent performance.

14. Stimulating employees` loyalty and commitment.

15. Promoting the roles of civil society organizations to reduce the administrative corruption.

16. Encourages the roles of syndicates in fighting against administrative corruption.

In addition to those long and short strategic measures, Iraqi government adopted many legal frameworks to ban corruption in general and administrative corruption particularly; Law No (14) in 1991s for regulating the conducts of public officials and to reduce administrative corruption. The law draws the duties of public officials in the following paragraphs:

1. To perform his or her duties honestly and responsibly.

2. To allocate all official working hours for achieving his/her duties.

3. To denounce any violations regarding the general conducts, principles, laws and regulations in the workplace.

4. Treatment of subordinates in a manner that preserves their dignity.

5. Respect citizens and facilitate the completion of their transactions.

6. Preserving the dignity of the public service.

7. Refrain from exploiting his/her position for personal benefit or profit.

And the same law prohibits Iraqi public officials for being involved in the following actions:

1. Combining two functions in the Iraqi government.

2. Doing business, establishing companies and membership in their boards of directors.

3. Participation in tenders.

4. Participating in the auctions carried out by the government departments for selling or buying public property.

5. The use of materials, machinery, means of transport and others belonging to the government departments for special purposes.

6. Borrowing or accepting a reward, gift or benefit from the auditors, contractors or contractors contracted with his department or from any person in connection with his/her job.

The Iraqi government provides sanctions for any corrupt behaviour in public sectors form warning, reprimand, downgrading and to isolation and firing employees. The Iraqi Penal Code No (111) of 1969s is also drawing laws to limit administrative corruption:

1. The perpetrator of the crime of bribery: any employee or public service officer-involved in the bribery shall be punished by imprisonment for a term not exceeding ten years, and fines no exceed five hundred thousand dinars.

2. The perpetrators of the crime of fraud: as a negative social phenomenon, it was criminalized by article 456 of the above law, which states: The following points:

a) To falsify, distort or change records, and documents.

b) Poor distribution of assets.

c) Delete or cancel operations from financial records and documents.

d) Misapplication of accounting policies.

3. The perpetrators of the crime of embezzlement: it defined as the seizure of the person the money in his possession or the use of fraud methods to get other money. The law punishes the embezzlement of any employee or agent of a public service who has embezzled or concealed money or goods or paper affixed to a right or otherwise found in his possession. And the involved person shall be punished.

4. The perpetrators of the crime of damage to the interest of the state to obtain a benefit. The legislator imposed the penalty of imprisonment for every employee or public service officer who entrusted him with maintaining the interest of the party in which he works in a transaction or an issue that harmed bad faith or caused harm to obtain a benefit for him or for others. This is to entrust a tender employee to purchase some tools or tasks.

5. The perpetrator of the crime of forgery: is to change the truth with the intention of fraud in a document or any other by any means, and the forgery process often takes the following types:

a) Forging identity documents.

b) Imitation of signatures and seals.

c) Misrepresentation of data, and amounts or other important information.

1.2.9 Anti-Corruption Measures in Iraq

The recent political regimes in the post-war era adopted new regulations and legislations of anti-corruption. Laws issued to criminalise different forms of corruption; such as law 93 of 2004 to criminalise money laundering, law 30 of 2011 for mandatory financial disclosure measures for top government officials.

In addition, Criminal Code in its articles 315, 316 and 320 to criminalise embezzlement, and others legislative measures to criminalise obstruction of justice and has provisions for granting rewards to whistle-blowers reporting corruption. (Agator, 2013: 6). But implementation of these anti-corruptions' laws remained big challenges in the country; Global Integrity reported and scored Iraq in 2008 for the existence of 75% of anti-corruption law in the country, which is a good score. But, only 25% were implemented that reflects how far the application of anti-corruption laws was critical (G.I., 2008: 1).

The new governments established agencies with a full mandate to enforce those anti-corruption laws. "The Iraqi Commission of Integrity" established with the full mandate to prosecute public officials involved in money-laundering. They adopted different measures to disclose the official's personal assets, and their families when they entering into their office. According to the report of business anti-corruption (2017), the Iraqi Commission of Integrity investigated 13,226 corruption cases, of which 7,088 cases were adjudicated, while 1,891 were referred to the courts. Six ministers and 99 director general-level officials have involved in six of the corruption cases referred to the courts. But, the Commission continues to suffer from a lack of investigatory authority, and in its report of 2016, it did not publish any names of government officials involved in corruption (Gan Integrity, 2017: 1). Briefly, there are many regulations and laws for anti-corruption in the country, but

there is a long way to go for its enforcement, and that remains challenges facing the Iraqi Commission of Integrity in the coming decades.

1.2.10 Institutions That Fight Against Corruption In Iraq

There are many institutions established to re-engineering the anti-corruption measures in Iraqi; the post-war period was a revolutionary movement to rethinking about good mechanisms to prevent and reduce corruption in Iraqi public sectors. Below a list of such institutions with the brief description:

1. The Board of Supreme Audit (BSA): it evolved through four successive stages, each of which is the issuance of a law of financial control. The first stage of the period 1986-1927 Under Law No (17) of 1927, the Public Audit Department was established, which was later known as the Office of the Comptroller General. The functions of the board were changed over times to ensure a good legislative process and to follow-up how far the executive branch is respecting laws and regulations regarding public expenditures.

Many amendments were made to that law; the last one was Law No 6 of 1990 replaced by the law No 77 of 2004. The board continues to execute its duties in cooperation with Iraqi Commission of Integrity, and other governmental agencies for the fight against corruption in the public sectors. The board is for the following objectives:

a) Controlling and auditing accounts of parties subject to control and making sure of applying financial laws regulations and instructions.

b) Controlling and assessing performance.

c) Offering technical support in the audit and control fields.

d) Disseminating accounting & audit systems based on internationally approved standards.

e) Through auditing and performance assessment, uncovering evidence of corruption, fraud, waste, male-tackling, inefficiency in receiving, expanding and dealing with public wealth.

f) Investigating & informing of expanding efficiency and the use of public wealth as it is officially required by the national legislative authority.

g) All claims of corruption, fraud, waste, bad use or inefficiency in expanding or using the public fund are referred to the General Inspector of the relevant Ministries or directly to the Integrity Commission as it is deemed suitable.

h) Imposing systems and procedures to act as a supreme audit body in Iraq.

2. Iraqi Commission of Integrity: is established in 2004 by the Coalition Provisional Authority (CPA) in early 2004 through C.P.A. Order No. 55, the Commission of Integrity is the main anti-corruption body of Iraq. Its mandate was last modified in 2011 with Federal Law 30. Its functions range from investigating cases of corruption to developing a culture of integrity, transparency and accountability in the public and private sectors.

It is also in charge of preparing draft laws to prevent and fight corruption, issuing rules and standards of ethical conduct and overseeing the financial disclosures of public officials. It also produces statistics on corruption cases and bribery. (Agator, 2013: 7). The Commission works to contribute to preventing and combating corruption and to transparency in governance at all levels by the following means:

a) Investigate cases of corruption by the competent investigating judge in accordance with law and the provisions of the Code of Criminal Procedure.

b) Follow-up of corruption cases which are not investigated by the Commission's investigators, through a legal representative of the Commission.

c) Developing a culture for anti-corruption in the public and private sectors for further transparency, and accountability.

d) Drafting laws that contribute to preventing corruption or combating it and submitting it to the competent legislative authority.

e) Enhancing the confidence of the Iraqi people in the government by obliging their officials to disclose their financial liabilities, their foreign activities, investments, assets, donations or significant benefits that may lead to conflicts of interest.

f) Issuing codes of conduct that include rules and standards of ethical conduct to ensure the correct, honourable and proper performance of public duties.

g) To carry out any work that contributes to combating or preventing corruption.

3. Inspectors General: it was established in 2004 by the CPA Order 57, and represents a novelty in the Iraqi institutional framework. Similar to the American example, they are placed within each of the Iraqi Ministries to provide an independent internal oversight. They conduct audits investigation and performance reviews in order to increase accountability and integrity and to prevent and identify fraud, waste and other violations, thus potentially playing a strong role against corruption (Agator, 2013: 7). Below a list of the duties of the Inspector General:

a) To examine and review all the Ministry's records and activities in order to ensure the integrity, transparency and efficiency of its operations and to provide information for decision-making and to make appropriate recommendations regarding the improvement of the Ministry's programs, policies and procedures.

b) Review and audit of the operations of the ministry and its functions from the perspective of good expenditure management and efficiency and effectiveness of performance.

c) Receiving complaints concerning acts of fraud, misuse of power and mismanagement affecting the interests of the Ministry, evaluating its content and taking the usual procedures.

d) Making no - binding recommendations for the purpose of anti-corruption measures. Training the ministry staff on ways to identify, fraud and misconduct.

e) Full cooperation with law enforcement agencies, investigators, courts and the Iraqi Commission on Public Integrity to help them carry out their duties.

4. Joint Anti-Corruption Committee: it was established in 2008 for coordinating the anticorruption framework, sharing information and overseeing the National Anti-Corruption Strategy. It is chaired by the Secretary-General of the Council of Ministers and composed of representatives of the Commission of Integrity, the Financial Audit Board and the Inspectors General (Agator, 2013: 7).

5. Judiciary Bodies: The Judicial power is separated from the Executive in law and is considered independent in practice in a number of areas. The judiciary bodies issued many regulations and laws for biding corruption, and how to prevent corruption from the legal perspective. In addition, the judiciary bodies seem to

benefit from a high reputation for impartiality and professionalism, it contributes to further accountability and transparency in Iraqi public sectors.

6. Media: media under the constitution for protecting freedom of expression, Iraq remains one of the most dangerous places in the world for journalists. The media in Iraq to sensitise Iraqi citizens concerning human rights, and any violations regarding corruptions. As a result, and despite training received in investigative journalism, Iraqi media tries difficultly to play a strong role in keeping the government accountable and transparent. Furthermore, the national and local media, including the press are playing the capital role for anti-corruption measures in Iraqi public sectors and to prevent it. The following points are summarising the most elements that medias play to fight against corruption (Hamoudi, 2013: 1):

a) Detect cases of corruption to help the government for reducing corruption measures and impose sanctions according to general laws.

b) Strengthening the laws that promote accountability and transparency, prosecute corrupt employees and introduce economic reforms on the market that will reduce corruption.

c) Conducting extensive and continuous media and journalistic campaigns explaining the consequences of corruption and identifying the need for administrative, social and financial reforms.

d) The use of various journalistic arts to denounce the cases of corruption and other illegal behaviours in the public sectors, as well as to raise the awareness of citizens to the dangers or complaints of corruption.

7. Civil society: Civil Society is a new feature in Iraq, the Law on Non-Governmental Organisation (12) of 2010 sets the legal framework for such organisations and reaffirms the right of any Iraqi citizen to participate in civil society. The civil society participation in anti-corruption efforts is progressive, crucial role of civil society in the monitoring of anti-corruption efforts, providing non-governmental advice and recommendations, holding the government accountable and raising awareness and advocating for integrity in Iraq.

8. Parliamentary Committee: The parliamentary committee in charge of corruption issues provides monitoring and oversight for the various anti-corruption bodies. It is giving legislative guidance and regulations to bide corruption and prevent it in Iraqi public sectors.

Cooperation and coordination between the institutions responsible for the anti-corruption, according to the article (21) of the Iraqi Commission of Integrity, the legal act has distributed the roles among anti-corruption institutions. The Board of Supreme Audit is considered the supreme body of financial and accounting auditing, where all evidence is deposited, and the competent inspector's generals to perform the financial and administrative investigation, while the Iraqi Commission of Integrity is to take the appropriate criminal procedures.

a) The Commission performs its duties in the field of preventing and combating corruption in cooperation with the Board of Supreme Audit, and the Inspectors General.

b) The Board of Supreme Audit acts as the supreme body of financial and accounting auditing and is concerned with the detection of acts of corruption, fraud, waste and abuse according to general laws and regulations.

c) The Board is for depositing all evidence of fraud, waste and misconduct to the inspector general.

d) The Inspector-General takes the necessary action on the reports of the Court. The necessary administrative investigation and investigation shall be carried out in the case filed by the Court. The results shall be submitted to the Minister concerned or the head of the non-affiliated body to conduct necessary actions according to the laws.

e) The Commission is the competent investigative authority to take the appropriate criminal investigation procedures for investigating corruption cases.
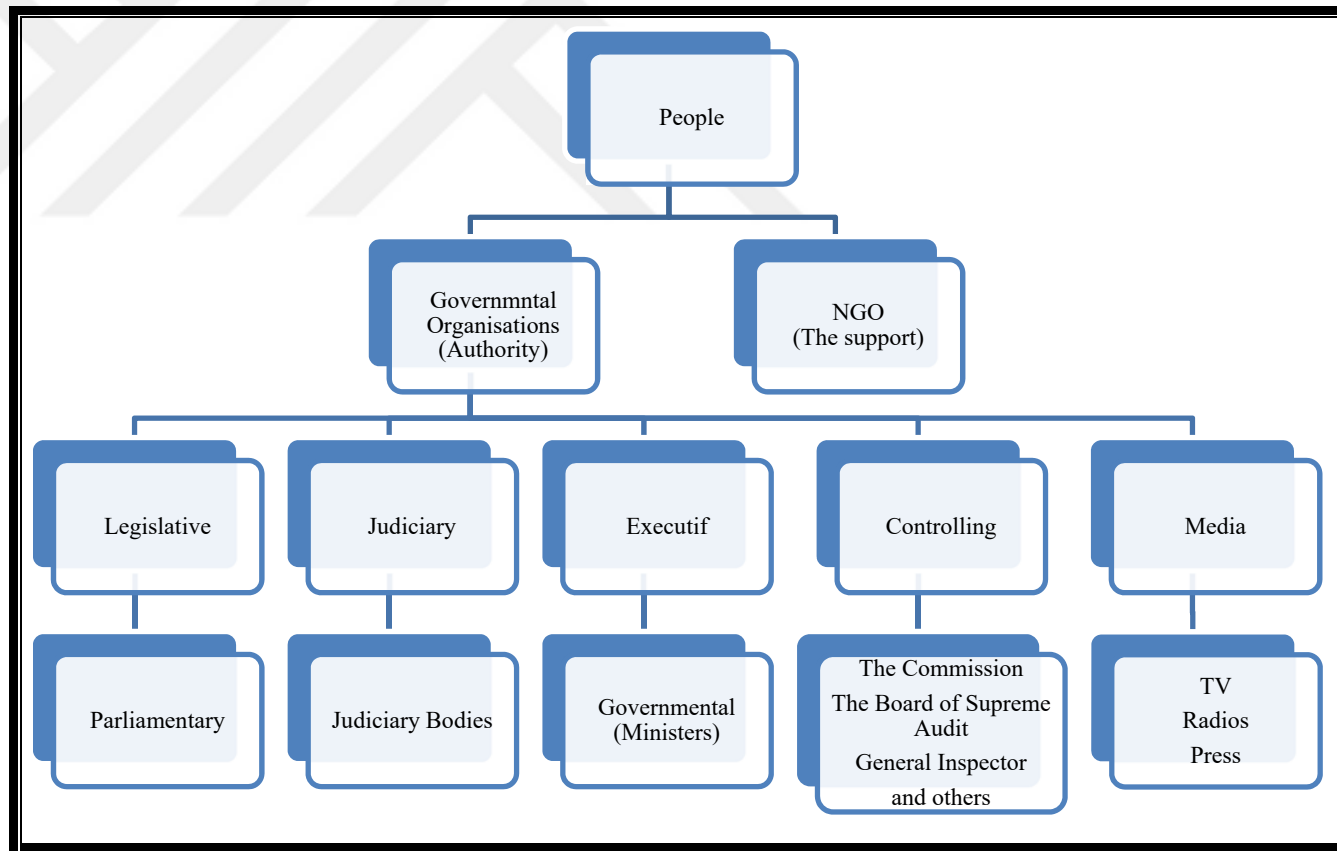
Figure 1.1: diagram illustrating the hierarchy to prevent corruption (Iraqi Commission of Integrity, 2014:11).

In the summary Corruption as the global phenomenon remains the big challenge for academicians and the practitioners of world politics how to deal with corruption, how to prevent it. There are many types of corruption, but this study focuses on administrative corruption because it matches what it needs for Iraq. The country continues to suffer from real administrative corruption in the public sector; it is slowing down the country`s economic renaissance. As a result, the government established many institutions to fight against corruption, and the Iraqi Commission of Integrity was among those institutions. The Commission draws laws and regulations to prevent corruption and to reduce its phenomenon in the public sectors.

CHAPTER TWO

THE MEANING OF TRANSFORMATIONAL LEADERSHIP

This chapter focuses on relevant literature and conceptual framework for the topic that touching what leadership means and why transformational leadership style matters in the contemporary discipline of Management. Therefore, this chapter is studying the following points:

1. The Meaning of Leadership.
2. The Meaning of Transformational Leadership.

2.1 The Meaning of Leadership

2.1.1 What is Leadership

Leadership is an art and a science, the theory that some people are born to be leaders is so controversial in the contemporary literature in the discipline. Agyeman (2015) leadership is the development of vision and strategies; the alignment of relevant people behind these strategies and the empowerment of individuals to make the vision happen despite obstacles (Agyeman, 2015: 4). The jobs of leaders are to inspire employees to top level of performance which need continual study and works. We usually say that "good leaders are continually working and studying to improve their leadership skills; they are not resting on their laurels (Shilpa Jain, 2013: 1). And according to Okpokwu (2016) Leadership is essential to growth and development; therefore, the prevailing condition of a country is majorly determined by the type of leadership in governance. Leadership can influence to produce positive action through vision thereby bringing about a positive change or it can lead to discouragement in followers resulting in inaction (Okpokwu, 2016: 20). Leadership is crucial for Iraq, it needs effective leadership to bring the change and to lead the

economic renaissance. The challenge is how to implement leadership theories into practice. And this study is focusing on how to match leadership style with combating corruption in the workplace.

2.1.2 Concept and Definition of Leadership

To conceptualise and better understand the meaning of leadership we are looking at some common definitions about the concept of leadership. The term is defined as "a process by which a person influences others to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent" (D. M. K. S. a. M. S. Jain, 2013: 2).

And it defined by Jones (2007) as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (Jones, 2007:1). It is defined by Michael (2005) as "a purposeful relationship, which occurs episodically among participants, who use their individual skills in influence, to advocate transforming change" (Michael S. Kearns, 2005: 1). or it is that process in which one person sets the purpose or direction for one or more other persons and gets them to move along together with him or her and with each other in that direction with competence and full commitment (Dasho Karma Ura, 2012: 3). And Ebun (2014) to identify good leader from bad one; some bad traits of a leader such as incompetence, rigid, intemperate, callous, corrupt insular and evil, and the good leader is not forcibly the one who possesses the opposite of these features (Ebun, 2014: 4).

From these definitions we can notice some components and variables:
1. Leadership is a model or process.
2. A leader; should understand who he/she is? What he/she knows and what he/she can do.
3. It is involving the followers, influencing others- individual or groups.
4. A communication channels, a verbal or nonverbal.
5. It is involving a common goal shared by leaders and followers.

While the last definition points out that bad leaders are intended to corrupt insular or corrupt behaviours and good leaders are expected to do the opposite;

therefore, it is connecting good leaders to anti-corruption. Briefly, good leaders are apt to fight against corruption in the workplace.

2.1.3 Importance of Leadership

Leadership is important in managerial functions because it is helping to achieve and maximise organisational goals effectiveness. The following points highlight why leadership is important in organisations daily life (MSG Experts, 2016: 1):

1. Leadership style, especially the transformational leadership style with idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration are playing important roles in fighting against administrative corruption in the workplace.

2. Leadership is initiating innovative actions, leaders and their subordinates are working closely to achieve organisational goals. While doing it, some innovative ideas and actions may come out to boost the company`s success, and contribute to reducing corruption in the workplace.

3. It brings motivation to the team. A leader is concerned to be a cornerstone of a team. He motivates his followers/ employees by different reward methods; economic and other economic tools to get the work done effectively, including implementation of effective measures to fight against corruption.

4. It is providing guidance and become a role model for his employees. A leader is giving instruction to his followers about how they can improve their skills, their know-how at the workplace. This guidance is helping the employees to perform their job by full effectiveness and efficiency. Such inspirational guidance helped employees to be adapted for anti-corruption rules and its regulations.

5. Effective leadership style is creating confidence, leaders are working to make their subordinates believe in themselves and feel confident for a change they were trying to draw and create. And put everyone a part of the team for achieving the organisational goals. The confidence will make

employees believe that corruption is not bad for the organisations, but also for their professional careers.

6. It builds a moral dynamics. Leaders are working by example, and they make their employees being absorbed by such kind of morality, in working by fairness, credibility, and full cooperation to get the common goals done with the best of their abilities.

7. It is building a work environment that can provide a good condition for fair communication between employers and their employees. Or giving a fair condition to employees of being protected by legal rules and regulations. Or making them feel so important in the team and be a part of any decision-making process.

8. It is coordinated and reconciling organisational goals with personal interests.

2.1.4 Distinguishing Between Leadership and Management

There are similarities and divergences between leadership and management; as similarities, they are both requiring working with people, they are both influencing their subordinates, and they are both concerned as well to achieve organisational goals.

But from different kinds of literature, we can notice the following divergences between managers and leaders; managers are less emotional than leaders, they work with their employees to solve their problems with minimal emotional meaning, while the leaders are shaping ideas rather than acting to other's ideas. Leaders expand alternatives came from others to deal with daily tasks in the workplace, while the managers limit the employee`s choice. Another important point is that managers change only people`s behaviour, while leaders change their attitude. Leaders lead by using an insightful face, while managers lead by using a cerebral fuse.

To better manage organisations is recommended to combine management with leadership, management with weak leadership style may be worse, and vice-versa is true. So, it is important for companies to get strong management and strong leadership. According to Gleen (2013), "managers are needed to handle complexity by instituting planning and budgeting, organising and staffing, and controlling and problem-solving. Leaders are needed to handle change through setting a direction,

aligning people, and motivating and inspiring people" (W. Gleen Rowe, 2013: 4). Other distinct is that leaders are determined with collaborative and participative lines, while managers are concerned with rules, regulations, and the organisational goals without taking into consideration the ideas and views of the workers. Below a table to distinguish between the two terms:

Table 2.1: Management vs. leadership (Bohoris, 2006: 2).

Leadership	Management
a) Leaders are the people who do the right thing.	a) Managers are people who do things right.
b) Leadership is about coping with change.	b) Management is about coping with complexity.
c) Leadership is about a kinesthetic feel, a sense of movement	c) Managing is about 'handling ' things about maintaining order about Organisation and control.
d) Leaders are concerned with what things mean to people.	d) Managers are concerned about what and how things get done.
e) Leaders are architect Leadership focuses on the creation of common vision	e) Managers are the builders. Management is the design of work. It is about controlling.
f) Leadership is the responsibility to represent followers 'needs.	f) Management is the accountability to achieve the objectives.
g) A leader climbs the tallest tree in the forest, may be the wrong forest	g) A manager chops his way through the forest.

Warren Bennis gave further distinctions between leaders and managers in twelve points (Bennis, 2009: 33):

1. Managers administer, leaders innovate.
2. Managers ask how and when leaders ask what and why.
3. Managers focus on systems, leaders focus on people.
4. Managers do things right, leaders do the right things.
5. Managers maintain leaders develop.
6. Managers rely on control, leaders inspire trust.
7. Managers have a short-term perspective, leaders have a long-term perspective.

8. Managers accept the status quo; leaders challenge the status-quo.

9. Managers have an eye on the bottom line; leaders have an eye on the horizon.

10. Managers imitate, leaders originate.

11. Managers emulate the classic good soldier, leaders are their own person.

12. Managers copy, leaders show originality.

2.1.5 Characteristics of Leadership

Scholars tried to come to conclusion by examining great leaders throughout history to find out common things they are sharing. For personal abilities: emotional stability, determination, personal integrity, diplomacy, originality, self-confidence and creativity. For intellectual abilities: knowledge, judgmental ability, and verbal communication ability. Leadership style and their behaviour are also countable; autocratic leaders plan up to the organisational goals without taking into consideration the opinions of their followers, while consultative leaders are associating their followers and shared the organisational goals with their followers. And participative or democratic leaders are participating their followers for any decision-making process and making the team to decide.

Michigan University studied leaders and came to the conclusion that there are two types of leadership: employee-centred leadership, and job-centred leadership styles. The first style is giving great concern for employees' personal growth and development, emotional well-being, and achievement. Or it is for creating job environment to get a higher organisational performance. However, the second style is supervising employees to be certain that they do their works according to rules and regulations. And the compensation, rewards or punishment are to influence and determine the employees` behaviours (Blanchard, 2015: 1). An Ohio State University came to the similar conclusion as Michigan and added that combining various styles may lead to success in all circumstances. And added also that there is no single way to lead, and the best model is depending on the situation and the friendship relation between the leaders and their followers. And that may be determined by some factors such as nature of work groups, type of tasks, formal authority system, experience, personality and maturity level of the followers, and their ability (Blanchard, 2015: 1).

Ricke (2015) pointed out the following points as common leadership traits that can be found in each of leader. Those traits are narrowed down into four points: Vision, Passion, Communication, Trustworthy (Ricke, 2015: 2-4). And Larry stated ten points as characteristics of leaders: Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, building community (Spears, 2010: 3-6).

Moreover, transformational leaders are characterised by self-management, transformational leaders are basically apt to manage themselves without relying on others; they are auto-motivated and put the organisations on the stage of high performance. They lead as well with clear vision, they know how to set the organisational vision and know how to communicate with others and direct them in the rightful ways. In addition, transformation can easily get that success is dependent on the collective effort and team works. They know to make the collective jobs by good and right empowerment policies to better boost the organisational objectives (David McGuire, 2007: 7-9).

2.1.6 Types of Leadership Styles

There are many leadership styles; scholars touched different styles of leadership, and it develops over time. In the following lines we are summarising the relevant styles of leadership (Latife Abdourahman, 2011):

A. Autocratic leadership (dictatorship): in this type of leadership, the power is centralised in the hands of the high authority in the workplace; the leader makes the decisions himself and determines the roles of individuals, It outlines the organization's plans and he is the only concerned with ensuring obedience to individuals who do not have the right to choose. In this leadership style, the ability of workers to innovate is also lacking and so limited.

B. Democratic Leadership: the democratic Leader distributes responsibility, involves subordinates in decision-making, and encourages establishing personal relationships and achieving mutual understanding among the members of the organization. The democratic leadership is based on three basic pillars: the establishment of human relations between the leader and his subordinates, engaging the subordinates in some leadership tasks and delegating authority.

C. Free Leadership (Successful): it is a mixture style of leadership between the democratic and the autocratic type and to combine them to direct and conduct the efforts of individuals by influencing their behaviour. While autocratic leadership focuses on production, the democratic leadership focuses its attention on subordinates; the free leadership will focus their attention on the individual working style to improve their performance.

D. Transactional Leaders: this style of leadership builds on the approach that the best way to lead is a direct contact between the leaders and their subordinates. Ricard (2017) pointed out that in transactional perspective, leaders rely mostly on rational incentives and strategies to obtain the desired performance, and the relationship between leaders and other actors are characterized by a clear hierarchy (Lykke Margot Ricard & others, 2017: 5).

E. Transformational Leaders: this type of leadership is to bring change; Ricard (2017) stated that transformational leadership builds on earlier transactional perspectives that emphasize the relationship between leaders and followers but add a supportive style to complement the directive style. So, leaders have to recognize the need for change and innovation, formulate visions and implement changes by motivating people within the organization to achieve the common objectives (Lykke Margot Ricard & others, 2017: 5).

Recent literature testes that these two types of leadership: transactional and transformational leadership styles are successful leadership by referring to their qualities. They are connecting the leaders and their followers to get the top performance by focusing on rational incentives and strategies, while the transformational leaders add charisma, inspirational motivation and other dimensions to make things done effectively. Therefore, this study will be focusing on the transformational leadership style because it is the best and appropriate style that matches the context of Iraq. The country needs change and transformational leadership style is to make it.

2.1.7 Distinguishing Between Transformational Leadership and Transactional Leader

There is some common points and divergence in term of concept and practice between transformational and transactional leadership styles. Both styles are leading through social exchange. But transformational leaders usually "pay attention to the concern and developmental needs of individual followers; they change followers' awareness of issues by helping them to look at old problems in a new way; and they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals" (Odumero James, 2013: 2). And there are four major components for transformational leadership style (Odumero James, 2013: 2):

(1) Idealised influence.

(2) Inspirational motivation.

(3) Intellectual stimulation.

(4) Personal or Individualised consideration

Transactional leadership style is to demonstrate the employees` expectations and promoting their performance to achieve the organisational goals at higher levels. The leaders are displaying corrective and constructive behaviours vis-à-vis their followers. And according to Akar, in constructive ways the working with individuals or groups, setting up and defining agreements or contracts to achieve specific work objectively, discovering individual's capabilities, and specifying the compensation and rewards that can be expected upon successful completion of the tasks. And in corrective form, it focuses on actively setting standards. In its passive form, it involves waiting for mistakes to occur before taking action (Akar, 2010: 30). For transactional leadership style there are three components: (Pan Xiooxia, 2006: 16):

1. Contingent Reward: Contingent reward shows the degree to which leaders tell others what to do in order to be rewarded, emphasise what leaders expect from them, and recognise their accomplishments.

2. Management-by-Exception: Management-by-exception assesses whether leaders tell others the job requirements, are content with standard performance and are a believer in "if it isn't broke, don't fix it.

3. Laissez-faire Leadership: Laissez-faire measures whether leaders require little of others, are content to let things ride, and let others do their own thing.

Components	Transformational	Transactional
Reaction of leadership	Leadership is proactive	Leadership is responsive
Culture of an organisation	Works to change the organisational culture by implementing new ideas	Works within the organisational culture
Employees	Employees achieve objectives through higher ideals and moral values	Employees achieve bjectives through rewards and punishments set by the leader
Motivation	Motivates followers by encouraging them to put group interests first	Motivates followers by appealing to their own self-interest
Relationship	Individualised consideration: Each behaviour is directed to each individual to express consideration and support. Intellectual stimulation: Promote creative and innovative ideas to solve problems.	Management-by-exception: maintain the status quo; stress correct actions to improve performance

2.1.8 Historical Evolution of Leadership Theories and Trends, Modern of Leadership

The theory of leadership has been developed over time from the end of the 19th century to our modern era. Different scholars tried to deal with the topic differently and advanced their arguments accordingly. We sometimes say that leadership "involves the absence of regularised procedures for the transfer of authority, that is, the problem of succession. The failure to effectively institutionalise the charisma of the founding leader usually leads to intensifying factionalism and ultimately to the end of charismatic domination" (Bertrand Badie, 2011:266). To fit this concept and this definition, scholars developed theories to describe the various dimensions of leadership from common traits, to functions of leaders and them charismas. In the following lines I am summarising those theories:

2.1.8.1 Great man theory

It evolved in the mid 18th century, precisely in the 1840s. Thomas Carlyle was who popularised the theory in his book: "On Heroes, Hero-Worship, and the Heroic in History" In that period, scholars could not come to a common conclusion how to identify the characteristic of great leaders. According to the great man theory, the great leaders are born, not made. In another world, the great leaders are those destined by birth to be a leader (David A. Van Seters, 1990). (Maslanka, 2004: 6).

2.1.8.2 Trait theory

It developed after the First World War, during 1930's to 1940's. It is a reaction to the great man theory. Scholars such as Gordon All port, they believe that people are either made or born with certain characteristics and qualities like intelligence, creativity, the sense of responsibility, or others that can make them apt for leadership roles. The theory is analysing physical, mental, and social characteristic to get further knowledge about some common characteristics among leaders. (Maslanka, 2004: 7). Is describing the types of personality and behaviour in connection with effective leadership style. Thomas Carlyle has considered being one of the pioneers of this theory which is dated back to the nineteenth century. It is to identify skills, talents, and physical characteristics of those are leading, those are in the power. The common traits to this theory are motivation, achievement, tenacity, knowledge, self-confident, integrity, cognitive ability, ambition, initiative and energy, and also the desire to lead (leadership motivation). And according to this theory, some people are born to lead for psychological qualities. We just need to identify those qualities, selecting them from others to prepare them for leadership tasks with the training program. (Matthew R. Fairholm 2009: 18) (Thomas Cummings Warren, 2001: 9).

2.1.8.3 Style and behavioural theory

It has developed during 1940's and 1950's as a reaction to the previous leadership theories. It is giving a new dimension and perspective which is focused on behaviour rather than physical, mental, and social characteristics (David A. Van Seters, 1990: 5). It is responding to some critic vis-à-vis the traits theory. David McClelland one of the scholars claimed this theory. He traced that a pattern of

motives in leaders. According to him, successful leaders are in lower need for affiliation and the higher the need for power and activity inhibition (Thomas Cummings Warren, 2001: 9).

In brief, this theory is to get a set of behaviours, examining the successful leaders' behaviours, getting different leadership styles by determining behaviour taxonomy.

2.1.8.4 The managerial grid theory

It is to examine the influence of leadership styles in job performance. In 1939, Kurt Lewin with researchers developed this theory by studying young boys' groups under different working condition. They advanced three leadership styles in their research: (Molloy,1998:3-5).

1. Democratic style: the followers are associated with the decision-making process, animated by group discussion guided by leaders for any tasks accomplishing.

2. Authoritarian style: is the type of leaders who are strict about the orders, they are making decisions alone, and dictating to their followers each step must be taken.

3. Laissez-faire style is a total freedom to the team to determine their ways of the job without direct participation of the leader. This last style has been criticised by many scholars, and according to them, the preferred style is the democratic model.

2.1.8.5 Contingency and situational theory

It has developed during the Post-Second World War, in 1960's. Briefly, it highlights that there is no single way for leadership. Their leadership style must be based on the certain situation (Maslanka, 2004: 11). Is another reaction to the trait leadership theory. The scholars of this theory as Herbert Spencer and Carlyle pointed out that "the times produce the person and not the other way around"(Heifetz, 1994: 7). This theory supposes that leadership style and leaders characteristics depend on the situation they are. There is no a unique psychographic profile for effective leaders. And according to the theory, "what an individual actually does when acting as a leader is in large part dependent upon characteristics of the situation in which he

functions" (Matthew R. Fairholm 2009: 22) So, the leadership style is contingent to the situation, depends on organisational problems. This is based on the leader`s effectiveness to deal with the concerned situation.

2.1.8.6 Functional theory

Is a theory that is focused on the job needs, it is addressing the leader behaviour for contributing to a unit or organisational effectiveness. The scholars of this theory, such as Hackman, Walton, and Morgeson mentioned five functional points that are concerned with leader`s effectiveness: (Ravinder Singh, 2017: 55).

(1) Environmental monitoring.

(2) Organising subordinate activities.

(3) Teaching and coaching subordinates.

(4) Motivating others.

(5) Intervening actively in the group's work.

In this leadership style, the followers are perceiving their leader`s behaviour as initiating structure or considering ones.

2.1.8.7 Transformational and transactional theory

Transactional Leadership Theories, as well as Transformational Leadership Theories, have both developed during 1970's). Transformational theories are the processes through which the leaders influence on their followers by unofficial channels. While in transactional leadership model, rules, regulations are dominating the interaction between the leaders and their followers (David A. Van Seters, 1990: 8-10).

Transformational leaders motivate the team to be efficient and effective. They are focusing on the general picture, not on the details. They are always taking into consideration ideas that can move and boost the organisational goals. So, they motivate for a good communication channel and freedom of expression. While in transactional leadership style, punish, tasks and reward are measured by the team`s performance. Therefore, they use their power to correct, evaluate and train the team when the level of productivity is not desirable, and they provide compensations to

the organisational goal achievement accordingly. (Marshall, 2011:17) (David A. Van Seters, 1990: 8-10).

This study will be focusing on the transformational leadership style; because the researcher argues that it is primordial style and the most effective to handle administrative corruption in general, and in the public sectors in Iraq, particularly through critical analysis of the applied mechanisms of the Iraqi Commission of Integrity for the fight against corruption.

2.2 The Meaning of Transformational Leadership

2.2.1 What is Transformational Leadership

John Kenneth Galbraith said: "All of the great leaders have had one characteristic in common; it was the willingness to confront unequivocally the major anxiety of their people in their time. This and not much else is the essence of leadership" (George R. Goethals, 2004: 1574). Jain (2013) pointed out "To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are not resting on their laurels (S. Jain, 2013: 1). Transformational leadership as effective leadership model is to lead by example, to make the workers a part of organisations general picture, its global plan. A transformational leader is not only managing the ordinary tasks and daily issues, but he also tends to change the course of history.

Today transformational leadership is a new gateway to change and development; it is one of the most famous leadership theories to transform organizations from traditional to modern methods. Given that, the Iraqi case is huge, vast and extended, and also modern to the global standard, the Iraqi regime is one of the systems that face many challenges and obstacles. It suffers from a lack of performance, which highlights the urgent need for radical changes in the system that began to loom the interest in the last decade looking for competent leaders in this critical period of power transition in Iraq. There is a need to take advantage of transformational leadership process because it is sound to be the best solution for the Iraqi case. The transformational leader is the integrative leader who has a

fundamental and holistic role in the organization and is able to build a vision, develop proposed strategies and think about how to implement them in practice as an integrated model. As a result, it is recommended that the leaders of Iraq should be the kind of transformational leaders at all leadership levels; it is an adequate tool to change corrupt behaviours and reduce administrative corruption.

2.2.2 Concept and Definition of Transformational Leadership

Transformational leadership is defined by Orabi (2016) as "a type of leadership that can collectively impact employee behaviour and commitment leading to improvements in the work climate (working dimensions) and knowledge sharing". (Orabi, 2016: 1). The concept got popularity in the 1980s in leadership studies, because it is emphasising on values, and emotions to show how far the leaders could get the necessary abilities motivate and affect the workers to succeed beyond the job expectations. And according to Karaca (2010), "The transformational leadership paradigm concentrates more on what the leader achieves, rather than his or her personal characteristics. In chaotic environments, transformational leaders are likely to be more effective because they look for new ways of working, for opportunities in the face of risk, for effective answers to questions, and are less likely to maintain the status quo. For that reason, they may respond positively to changes in the external environment". (Karaca, 2010: 32). And transformational leaders according to the same source are working to accomplish superior outcomes by using following:

1. Individualised consideration: Diagnoses and promotes the needs of each follower.

2. Idealised influence: Becomes a source of esteem by followers, often functioning as role models, increases follower pride, devotion and confidence.

3. Intellectual stimulation: Stimulates followers to look at the world from new viewpoints, and questions old assumptions, beliefs, and paradigms.

4. Inspirational motivation: Simply articulates an attractive vision and provides meaning and a sense of purpose to what needs to be performed.

This research is touching transformational leadership style and how it can be effective to fight against corruption in Iraqi public sectors; Iraq is suffering from various challenges and problems in the process of its recovery`s post-war. The

country needs real and radical changes in the system and that cannot be gotten by traditional leadership styles. Therefore, the transformational leader is a necessary step and fundamental to lead the change at all administrative levels, including the change for corrupt behaviours and how to prevent it and reduce it in the workplace.

2.2.3 Principles of Transformational Leadership

Transformational leaders possess principles that can create a set of energy within their congregation as highlighted by Humairah (humairah, 2006: 1):

a) The principle of Simplification, transformational leaders brings a vision into reality with simplification. In another word, they have abilities to articulate a practical, clear, and transformational vision that respond to their team destiny. This simplification helps to fight against corruption; it brings the national plan and vision for anti-corruption into reality and gets the full consent of the team to work for.

b) The principle of motivation, the transformational leaders have the ability to get the consensus of employees and their commitment to the common vision. They can bring the means of motivation to the team by associating their followers in creating programs and in any decision-making process. As a result, transformational leaders can get the consensus of the team and their commitment to any programs adopted for anti-corruption in the workplace. The employees listen to them and follow their guidance, which plays a capital role to prevent corruption and fight against it.

c) The principle of Facilitation is the ability of transformational leaders to facilitate effectively the learning programs to their followers and make them in a good position to face the organisational challenges. Corruption in the public and private sectors is real challenges to administration, changing that attitude and behaviour needs transformational leadership mechanisms in the workplace; transformational leaders have the ability to have employees` attitude changed and make them apt to face any administrative challenges, including anti-corruption measures.

d) The principle of Innovation, transformational leaders are preparing the environment and condition for innovation. Successful organisations tend to dispose of best talents could anticipate change with confidence and full professionalism. Transformational leaders play this role, influence their team and build a trust within

the team to go beyond the expectations. Innovation is to bring change in the workplace, not only in term of results but also at the level of individual performance and how they behave to conduct their jobs. Innovation brings accountability and transparency, this is contributing significantly to boost the organisational objectives and to fight against corruption in the workplace.

e) The principle of mobilisation is the ability to equip, enlist, and empower employees to fulfil the organisational objectives. In another word, they adopt simple baby steps to enlist larger participants. Transformational leaders can mobilise the team and run them into the common objectives; they can mobilise staff to fight against corruption in the workplace, and get anti-corruption measures be adopted to prevent and reduce any corrupt behaviours.

f) The principle of Preparation is the ability to prepare themselves to lead by continuous learning programs. As Humairah (2006) said: "Transformational leaders realise that the transformation they pursue in is a reflection of their own spiritual quest–that they must serve the world through their giftedness because that is the only way they truly fulfil their life mission" (Humairah, 2006: 1). Fighting against corruption needs continuous learning and follow-up programs, it is not easier to change attitude and behaviour by the single training program, it needs to follow and be continuous; transformational leaders have the ability to pursue with the employees the continuous learning programs.

g) The principle of Determination, transformational leaders are determined to accomplish their mission. They should develop emotional, spiritual, and physical dimensions to maintain their high devotion to their cause. Therefore, once the transformational leaders are determined to prevent and reduce the phenomenon of corruption in the workplace, they can find out their ways to do it; because their determination goes beyond the classical ways.

2.2.4 Characteristics Transformational Leadership

There is a set of characteristics that could be applied to transformational leaders. Those characteristics are getting the leaders apt to make changes to the organisational growth. And other leadership capabilities can be improved by mentoring, training programs, and skill development programs. The main characteristics are ten as pointed out by Hogg (Hogg, 2015: 1):

1. Self-management and internal motivation: Transformational leaders get auto-motivation and use it to conduct a company`s destiny. And the best form of motivation, according to Bill Hogg is to love what you do and ensure that your values are aligned with the organisation you work with.

2. The ability to make difficult decisions, transformational leaders are seeing the decisions they take as a part of their task to confront challenges facing their companies.

3. Checking their ego, transformational leaders put their ego in check. And the objective for this checking is to ensure that company comes first, and put encourage the followers to do their best because when an employer succeeds, followers and leaders succeed too.

4. Willing to take the right risks, transformational leaders believe that success goes a long risk, and they are always ready to take them. But they calculate the risks before deciding it those risks are appropriate and reasonable in taking them.

5. Organisational consciousness, the transformational leaders match their own objectives with those of the companies they are working for. They share the mutual conscious of their companies, and not seeing their role in the organisation like a job.

6. Adaptability is the ability to adapt to changing conditions in the workplace. Transformational leaders seek to discover new thing and try to adapt it and make their followers also be adapted to the changing work environment. They believe if they did not do that, the competitors will do it and bypass them in the marketplace.

7. Willing to entertain new ideas and listen to their followers, transformational leaders tend to make a team effort a success, and for doing that, they listen to all members of the team and make them a part of the expected success, they are welcoming new ideas and new innovation to make that dream realisable.

8. Inspiration, transformational leaders know that the inspiration of the working team is helping to achieve the organisational goals. So, they work continually to inspire their team, not only by motivating them for the job but by trying to know everyone in the team and understand what can make him/her inspired for the team success.

9. Proactive is a willingness to take innovative ways for doing a job, not to wait for others to act, and then react. Transformational leaders are doing the same; they are proactive with their team.

10. The visionary is about being realistic, setting the company`s vision, mission, and values that should match the organisational culture. Transformational leaders are realistic, and they know how making their team believe in the organisation`s vision and mission and be passionate about being a part of the cause.

In Iraq, there is an urgent national necessity to having the efficient administrative leadership to pursue the post-war reconstruction policies in the country. This necessity and qualities of good leadership style must be fulfilled in order to make a genuine contribution to national integrity, loyalty and determination for building what we called "New Iraq". This is a responsibility of the country decision-makers to rely on national cadres and leaders those are able to get that dream a reality. Having such kind of leaders in Iraqi public sectors will accelerate the development and progress in the country.

Below a brief list of characteristics of the successful transformational leader in Iraq:

1. The powerful personality that can inspire others.
2. High level of sense of national belonging.
3. Ability to manage and lead the institution.
4. High skill in making the right decisions and ensuring that the institution successfully handles crisis and crosses the emergency.
5. Patience and good listening to others and constant thinking and ability to analyse.
6. Having a balanced character, good health, and good appearance, honourable and clean background.
7. Good reputation, high morals, justice and equality among all workers beyond favouritism.
8. Having a vision and a mission, capable of blowing up the energies of the workers in achieving the full tasks assigned to them.
9. Able to adapt and develop the internal and external environment.
10. Having the ability to lead institutions and catch up the revolution and development in our modern information edge.

2.2.5 Challenges Faced by Transformational Leadership

Transformational leadership provides empowerment and transparency. There are challenges that may face application of this requirement. The challenges are big somehow to disconnect where we are and where we want to go. Many people don`t have clear ideas how to behave and think in such condition. The transformational leaders have the capabilities and necessary ability to do it. Among those challenges, compelling for change, they motivate their followers and show them that systemic change is possible to face challenges and save the causes for what they are fighting for. In addition, transformational leadership is to make their employees inspired for the future of their organisations. Moreover, the leadership transition is another challenge may face transformational leaders. They tend to empower their employees to ensure the use of their capacity to deal with resistance to gain the organisational goals. Finally, transformational leaders should work for durable progress by convincing their employees to be part of that durable progress of whole organisational success.

2.2.6 The Dimensions of Transformational Leadership

Transformational leadership is devoted to enriching the relationship between leaders and their followers. This devoted relationship is identified by psychologist Bernard Bass in 1985 to underline four components, basic elements that connect transformational leaders to their followers (Bernard Bass, 1999: 7-9):

a) Idealised Influence: Transformational leaders act as role models and display a charismatic personality that influences others to want to become more like the leader. Idealised influence can be most expressed through a transformational leader's willingness to take risks and follow a core set of values, convictions and ethical principles in the actions he takes. It is through this concept of idealised influence that the leader builds trust with his followers and the followers, in turn, develop confidence in their leader.

In Iraq, transformational leaders have the powerful personality that can influence others, their charisma in term of character and personality get them in the privilege positions to lead by example. They possess a set of values; principles and national awareness, in addition to their honourable and clean backgrounds, build in

them a trust in their leadership style among their followers. The most important idealised Influence practices can be summarized in the transformational leader:

1. Feel proud when working with employees.
2. Goes beyond his own interests for the benefit of the group.
3. He has a high moral character that increases my respect and trust.
4. Showing signs of strength and self-confidence to my boss.
5. Talks about his most important values and beliefs.
6. Stresses the importance of community spirit when performing tasks.

b) Inspirational Motivation: Inspirational motivation refers to the leader's ability to inspire confidence, motivation and a sense of purpose in his followers. The transformational leader must articulate a clear vision for the future, communicate the expectations of the group and demonstrate a commitment to the goals that have been laid out. This aspect of transformational leadership requires superb communication skills as the leader must convey his messages with precision, power and a sense of authority. Other important behaviours of the leader include his continued optimism, enthusiasm and ability to point out the positive.

The Iraqi transformational leaders have a vision and a mission that make them capable of blowing up the energies, motivation and confidence among the employees. They can create positivism in their followers and adequately communicate with them to better orient their efforts in achieving the full tasks assigned to them. The most important inspirational motivation practices can be summarized in the transformational leader:

1. Talks about the future of work optimistically.
2. Speaks passionately about what should be done.
3. Trusts the ability of employees to achieve goals.
4. Motivates employees to realize more.
5. Strengthens my commitment to the organization's goals.
6. Always encourages his employees to lead.

c) Intellectual Stimulation: Transformational leadership values creativity and autonomy among the leader's followers. The leader supports his followers by involving them in the decision-making process and stimulating their efforts to be as creative and innovative as possible to identify solutions. To this end, the

transformational leader challenges assumptions and solicits ideas from followers without criticising.

He/she helps change the way followers think about and frame problems and obstacles. The vision the leader conveys helps followers see the big picture and succeed in their efforts.

In Iraq, the transformational leadership`s attitude is to know and having a good skill in making the right decisions, they are aware that empowering employees is the right policy to get organisational performance beyond the expectation. They know as well how to adapt and develop the internal and external environment to fit the conditions of the jobs, and to ensure that the institution successfully handles crisis and crosses the emergency. The most important intellectual stimulation practices can be summarized in the transformational leader:

1. Encourages me to express thoughts even if I disagree with his ideas.
2. Encourages problem-solving in innovative ways.
3. Helps his employees to bring a success and make a difference in their works.
4. Able to turn vision into reality.
5. Able to deal with ambiguous and complex situations.
6. Trusts the ability of subordinates significantly.

d) Individualised Consideration: Each follower or group member has specific needs and desires. For example, some are motivated by money while others by change and excitement. The individualised consideration element of transformational leadership recognises these needs. The leader must be able to recognise or determine --- through eavesdropping or observation --- what motivates each individual. Through one-on-one coaching and mentoring, the transformational leader provides opportunities for customised training sessions for each team member. These activities allow team members to grow and become fulfilled in their positions.

Transformational leaders in Iraq possess an appropriate ability to lead institution by making individual differentiations and needs in the services of public goods; they have patience and good listening skills to everyone in the workplace. They are continually intended to follow-up their employees` needs to catch up the evolution in their jobs and better manage and further gain the competitive advantage

in the organisations. The most important individualised consideration practices can be summarized in the transformational leader:

1. Spends time directing and training his subordinates.
2. Treats each subordinate according to its circumstances.
3. Views others as individuals with different needs, abilities and aspirations than others.
4. Helps develop the strengths in personality others.
5. Provide all the special information in work.
6. Assigns tasks and responsibilities to his employees according to their abilities and their needs.

2.2.7 The Necessity of the Transformation Leadership For Iraq

There are many leadership styles, but literature witnesses that transactional and transformational leadership styles are successful leadership to lead the organisations; they are connecting the leaders and their followers for higher organisational performance, while the transformational leaders focus on informal ways to bring change and get things done effectively. So, this study will be touching the transformational leadership style because it is the best and appropriate style that matches the context of Iraq. The country needs change and transformational leadership style is to make it.

CHAPTER THREE

THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND ADMINISTRATIVE CORRUPTION

This chapter connects transformational leadership style with administrative corruption. It is trying to know how far transformational leadership can conduct the change and reduce the phenomena of administrative corruption in the workplace through its four dimensions: idealise influence, inspirational motivation, individual consideration, and intellectual stimulation. So, it is touching the following points:

1. Idealise Influence and Administrative Corruption.
2. Inspirational Motivation and Administrative Corruption.
3. Individual Consideration and Administrative Corruption.
4. Intellectual Stimulation and Administrative Corruption.

Transformational, leaders are leading by example. In another world, they are connected with professional and moral foundations. As mentioned earlier, there are four dimensions for transformational leaders: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. In this study, we tend to link between the two variables, leadership style and its rules to reduce administrative corruption by applying those four dimensions for transformational leaders.

3.1 The Relationship Between the Dimension of Transformational Leadership (Idealised Influence) and Reduction of Administrative Corruption

Transformational leaders have a charismatic personality of transformational leader to influence others. Transformational leaders are working to transform and change the course of history. They are different from other leadership styles, and that is determining his/her actions. According to Bernard Bass, transformational leaders

are in general "with their charismatic feel that they honestly know the right answers to problems which need to be sold through effective impression management. And engage in more self-displays to get more attention from their followers (Bernard Bass, 1999).

Moral dimensions are important components for fighting against administrative corruption; transformational leaders possess a high moral behaviour and idealised influence on their followers which are capital for reducing administrative corruption. Bass continues to state that "authentic transformational leaders to promote ethical policies, procedures and processes within their organisations. They need to be committed to a clearly stated, continually-enforced code of ethical conduct which helps establish acceptable standards. They need to foster an organisational culture with high ethical standards by appropriate recruitment, training and rewards to eventuate in the internalisation in all the organisation's members of shared moral standards" (Bernard Bass, 1999; Omer M. Othman Domoro, 2012).

In Iraq, transformational leaders possess set values and principles in term of national awareness and honourable backgrounds which are fare from bribery and favouritism. This gives to the transformational leaders a real privilege to use their powerful personality to influence others. The people trusteeship in them and their charisma in term of character and personality contribute to fight against corruption in the workplace and prevent any corrupt behaviour in the organisations.

3.2 The Relationship Between the Dimension Transformational Leadership (Inspiration Motivation) and Reduction of Administrative Corruption

Transformational leaders have the sense of inspirational motivation, and that provides them to push their followers towards the real meaning of engagement and be ready for challenges to undertake shared goals. They focus on the best talents full of charity, harmony, and a good sense of works, and they empower their followers for reason that empowerment allows employees from any administrative levels to use their abilities and creative thinking to improve the productivity and the performance of the companies. It makes employees confidence and gives them the authority to deliver their best in the favour of an organisation. Employees need to see the real sense of attachment and belongingness to the organisations.

This inspirational motivation will allow the employees to give up pursuing any corruptive behaviour; their attachment and their belongingness to their employer get them to believe that corruption is not only a crime, but it will destroy their future and their causes for what they are so determined to fight for. Destruction of the company by corruption is like a destruction of their future, their destiny.

Only transformational leaders can bring such inspirational motivation to their followers as Odumeru stated "transformational leaders pay attention to the concern and developmental needs of individual followers; they change followers' awareness of issues by helping them to look at old problems in a new way; and they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals" (K. B. G. M. H. Felix Akinwumi Orole, 2014; K. B. G. Felix Akinwumi Orole, and Murray Hunter, 2014; Odumero James, 2013).

Transformational leaders in Iraq can easily create inspirational motivation, energies and confidence among their employees. They know to get employees attached to the national values and the principles of the good citizenship in the workplace. That will remarkably help to fight against corruption in the organisations; because employees will understand that corruption is not only a crime, but it will destroy their future, their country, and the future generations.

3.3 The Relationship Between of the Dimension of Transformational Leadership (Individual Consideration) and Reduction of Administrative Corruption

Transformational leadership pays attention to each member`s specific needs and desires, and give chance for individual consideration through observation and eavesdropping. They provide opportunities to their follower to improve personal differentiations with a customised training program for each team member. And this will make their team in good position to achieve the organisational goals. Bass cited that "true transformational leaders are concerned about developing their followers into leaders; pseudo-transformational leaders are more concerned about maintaining the dependence of their followers. They exploit the feelings of their followers to maintain deference from them" (Bernard Bass, 1999; Omer M. Othman Domoro, 2012).

Individual consideration is helping to reduce administrative corruption in the workplace. Corruption is a crime and bad behaviour, transformational leaders by the

dimension of individual consideration will make the good behaviour of their followers be triumph over their bad behaviour by transforming them to be a leader. Not only to become a classical leader but those lead by example, by full of moral foundation. Once they became such kind of leaders, they will be so determined to fight against administrative corruption.

Transformational leaders in Iraq possess an appropriate ability to get individual needs and differentiations in the benefices of public causes; they have the patience to follow their employees and to understand what should be done to improve employee performance and prevent any corrupt behaviour in the organisations. Classical leadership skills in Iraqi public sectors cannot handle that issue because it lacks the capacity to examine closely all employees while it is relying on the standard mechanisms and regulations in the practices of human resources management and leadership knowledge.

3.4 The Relationship Between the Dimensions of Transformational Leadership (Intellectual Stimulation) and Reduction of Administrative Corruption

Transformational leadership adopts an open-door approach in management. This openness makes them closed to their followers and incorporated them in creative ways to solve their common problems. Bernard Bass pointed out that "Authentic transformational leaders persuade others on the merits of the issues. Pseudo-transformational leaders set and control agenda to manipulate the values of importance to followers often at the expense of others or even harm to them. Authentic transformational leaders openly bring about changes in followers' values by the merit and relevance of the leader's ideas and mission to their followers' ultimate benefit and satisfaction" (Bernard Bass, 1999; K. B. G. M. H. Felix Akinwumi Orole, 2014).

Intellectual stimulation supports the followers to be involved in any decision-making process, and stimulate their efforts to be as innovative and creative to face any administrative challenges and solve the daily problems. Administrative corruption is among those challenges and problems. Thanks to the efforts of transformational leaders, the followers will be part of a solution to fight against corruption in the workplace, instead to be a source of corruption.

Empowering employees in Iraqi public sectors is one of the appropriate tools adopted by transformational leaders to fight against corruption in the governmental agencies; once employees became involved in designing the mission and vision of the organisation, and to participate in decision-making process, they can actively contribute to denounce corruption in the workplace and work for further accountability and transparency in their jobs.

The dimensions of transformational leadership styles: idealise influence, inspirational motivation, individual consideration, and intellectual stimulation have the concrete impact for reducing administrative corruption in the workplace; transformational, leaders are leading by example. The chapter summarises the connection between the two research variables, leadership style and its rules to reduce administrative corruption by applying those four dimensions for transformational leaders.

CHAPTER FOUR

LITERATURE REVIEW

This chapter is briefly introducing some relevant literature and previous studies that are related to the main areas of this study in order to be aware how far this research would contribute to enriching the empirical studies.

Literature Review:

Old Scholars studied different of the research variables and came to distinct conclusions. Here I am summarising some of them to witness our empirical studies. This literature review is divided into three parts as follows:

4.1 Literature on relationship between Transformational Leadership roles to Fight against Corruption

Teresa Okpokwu`s study (2016), the author tries to examine how leadership and corruption in governance affect socioeconomic development. He tried as well to explore the effect of leadership and corruption on development in Liberia and to also identify possible ways to curb corruption in public office. The author employs qualitative analysis of literature to clarify the complexities of the effect of corruption and leadership in development. And the Gemap: the United States Agency for International Development Governance and Economic Management Assistance Program in Liberia is used to develop an understanding of key elements that hinder development and growth. He concluded that his study may be guidance for developers and advocates to better understand some of the reasons for the sustained projects in Africa. It is also hoped that the recommendations will aid decision-makers and legislators in their effort to create more effective development policies and ensure state stability (Okpokwu, 2016).

The study of Naim Nusair, Raed Ababneh, and Yun Kyung Bae (2012) was to examine empirically the connection between transformational leaders and their followers` innovative behaviours in the public sectors in Jordan. They used a sample from 358 employees those are working in different public sectors in the Northern region of Jordan. They came to the conclusion that the work environment has the remarkable impact on the relationship between transformational leaders and their followers` innovative behaviours in public sectors in Jordan.

And for better productivity of public sectors in Jordan, the organizations should invest in transformational leadership training and in the selection of supervisors with this leadership style before initiating the implementation of innovations (Naim Nusair, 2012).

Kwasi Dartey-Baah (2016) `s study, the aims of this study was to analyse the integration process and how transformational leadership impacts the dimensions of corruption in public sector in Ghana and its organisational goals. As results, he argued that dissatisfaction among the employees in the public sectors in Ghana is a major cause for raising the phenomenon of corruption in the country. And the transformational leadership approach is the application to aspirate the employees and get them satisfied with their job, which is contributing to reducing the corruption`s phenomenon in the public sector in Ghana. The author recommends that leaders in Ghana's public-sector (both political and administrative) must exhibit qualities of transformational leaders to foster individual and organisational growth as a means to curb corruption in the sector. And the training programmes need to be organised for leaders to equip them with the needed knowledge and practice of transformational leadership (Dartey-Baah, 2016).

The study of Felix Akinwumi Orole, Kamisan Bin Gadar & Murray Hunter (2014), the authors advanced the connection between leadership style and the perception of corruption. And to examine closely the relationship between transformational leadership and perception of corruption within the police institution, especially in the Nigeria Police Force. Based on a sampling process of cross-sectional approach, the authors collected the data by administering questionnaires on 156 respondents in Alausa police district in Lagos State. As results they concluded that transformational leadership is practised in the Nigeria Police Force, the perceived level of corruption remains high. They advanced a positive correlation

between the attributes of transformational leadership (charisma, individualized consideration and intellectual stimulation) and the dimensions of corruption. While charisma consistently has a positive influence on the facets of corruption, individualized consideration and charisma influence the dimension of transparency within the police force. In addition, individualized consideration influences the facet of crime. According to authors, transformational leadership plays an important and complex role in the reduction of corrupt practices within the police institution (H. Felix Akinwumi Orole, 2014).

Omer M. Othman Domoro, and Side Omar Side bin Agil`s study (2012), the authors tried to investigate the relationship between corruption and leadership styles in the police force. They used 384 samples to investigate the police force's perception of corrupt practices committed by some of their colleagues in Libya. They used quantitative analyses to test the research variables concerning the correlation between transformational leadership and the police corruption. As the conclusion, they found out that three dimensions of leadership styles - idealized influence, inspirational motivation and intellectual stimulation- have a significant relationship with police corruption. Furthermore, charisma, idealistically influencing and stimulated intellect do not contribute to police corruption. Thus, effort should be made to oversee the influence, motivation and intellectual stimulation to prevent corruption in Libyan Police Force (Domoro, 2012; Omer M. Othman Domoro, 2012).

The part shows that there are visible relationships between transformational leadership style and reduction of corruption in the workplace. Those studies touched global context of corruption without emphasising on the dimensions of administrative corrupt. As well as, they are touching Iraqi context, neither for administrative corruption nor for the perception of Iraqi public servants vis-à-vis the application of transformational leadership`s paradigms.

4.2 Literature on Corruption

The study of John Hongxin Zhao, Seung H. Kim and Jianjun Du (2003), according to the authors, corruption and transparency are often perceived to damage the investment environment of a country. The aims of their research were to examine empirically the impacts of both variables: corruption and transparency on foreign

direct investments, and their influences on the level of foreign direct investment (FDI). They used statistical methods in 40 countries in 7 years to test the research data set. As results, they concluded that the presence of high corruption and low transparency significantly hindered the inflow of FDI to host countries while they are entering the foreign market (John Hongxin Zhao, 2003).

The study of Gil Avnimelech, Yaron Zelekha and Eyal Sharabi (2014), the authors focused on the connection between corruption and productive entrepreneurship in general and on countries' specific characteristics in particular. The authors used a unique data set of entrepreneurial activity within 176 countries, collected from the professional networking site LinkedIn.

As the results, the authors advanced the need to fight corruption not only in developing countries and suggests significant gains from anti-corruption efforts even and maybe especially in the western developed world. They believed that their research may contribute to: first, it proposes worldwide empirical evidence that countries with high levels of corruption usually face low levels of productive entrepreneurship. Second, it suggests that the negative effect is much more significant in developed countries than in developing countries. Third, it explores whether the negative effect of corruption depends on country-specific economic characteristics (Gil Avnimelech, 2014).

The study of Amos Oyesoji Aremu, Francis Pakes and Les Johnston (2009), the authors tried to fill the existing research gap by utilising locus of control as a counselling intervention strategy, and to demonstrate the effect of locus of control and how to improve police ethical standards using a counselling approach, locus of control to reduce police corruption in Nigeria. They applied the quasi-experimental approach in the pre-test, post-test and control group from 200 police personnel in Oyo and Lagos State Police Commands- Nigeria. As for finding, the authors attested that locus of control as a counselling technique could significantly reduce police corruption. It showed as well from gender views that female participants and senior police officers demonstrated a stronger reduction on the corruption measure. As the value added, their research estimated to be guidance to police authorities, anti-corruption bodies, researchers, criminal justice, and academics and practitioners (Amos Oyesoji Aremu, 2009).

The study of Sajjad Alavi Aghamolki and others (2013), the authors` attempts were to investigate the impacts of administrative corruption on strategies of solving discrepancies. As one of the important topics, administrative corruption is troubling nearly all the companies in society, the authors tried to discover the relations between administrative corruption and strategies of solving discrepancies, and how the latter can be effective in reducing administrative corruption in the workplace. As the sample, the authors focused 210 employees in Keshavarzi Bank of Ghom Province to test their research variables. They concluded that administrative corruption has the negative impact on all the discrepancy solving strategies of cooperation, competition, prevention, reconciliation and agreement (Seyed Sajjad Alavi Aghamolki, 2013).

The study of Mahdi Esmaili, and others (2013), the authors studied the impact of administrative corruption on Human Resource productivity, and to find out the concrete relationship between administrative corruption and HR productivity. They used 205 samples with Cronbach's alpha rate of 74% to test the research variables. They advanced the following results: their study showed that administrative corruption is one of the components which affect the HR productivity. And it has a negative correlation with all of the productivity components; such as job satisfaction, job security, and accuracy of actions, the speed rate of employees' performance, job knowledge and quality of work-life (Mahdi Esmaili, 2013).

The study of Dr. Ahmad AL-Hussaini, Dr. Naser N. M. AL-Mutairi, and Dr. Shebiab Fahad Thuwaini (2013), the authors tried through their research to answer the main question of e-government limits on administrative corruption, in Kuwaiti society. They concluded that a bias and favouritism for groups and individuals are instrumental in the forefront of the prevalent forms of corruption in government agencies in Kuwait. And the transition to e-government gets limits on the intervention of individuals. And individual emotion is determinant for reducing corruption, particularly, the cases of favouritism, nepotism and bribery. (Dr.Ahmad AL-Hussaini, 2013).

Hu Xinli (2015)`s study, he examined the effectiveness of information technology in reducing corruption in China. He tested his study in Electronic Monitoring Systems (EMS) for evaluating the model of Delone and Mclean Information Systems (IS), and also the model of e-government system to test the

EMS. The author used 387 civil servants as the sample to advance his arguments. The author concluded that the application of EMS has a positive effect on reducing corruption. Information Technology (IT) thus has the potential to reduce corruption, but the institution and the people are more important, and the EMS application in reducing corruption has seldom been addressed (Xinli, 2015).

David Ng`s study (2006) he tried to examine the role of corruption in affecting financial markets, and how corruption can affect the stock and bond markets. He examined the causes of corruption and some empirical evidence of its application and its impact on the organisational performance. He concluded that in international financial markets, corruption is likely associated with higher firm's borrowing cost, lower stock valuation, and worse corporate governance. And he stated that empirical evidence demonstrated that the cost of corruption is highly significant in many different areas of the economy (David Ng, 2006).

Budi Setiyono`s study (2010), the authors tried to investigate how and to what extent civil society organisations can fight corruption during democratic transition in Indonesia. And he documents his thesis and critically examines the contribution of Civil Society Organisations in the country. As results of the unwillingness and ineffectiveness of the state, civil society organisations have undertaken initiatives in fighting and underscoring corruption into the domain of public debate. The author concluded that despite the important role of the CSOs in Indonesia, the activities of CSOs have not been perfect and, accordingly, should not be interpreted as a panacea for all problems of corruption and democratisation. Therefore, it should be a concern for all the stakeholders involved – including the government, donor agencies, and the general public – to enhance the capacity of CSOs (Setiyono, 2010).

To sum up The second part, there are many studies on corruption, but few are focusing on administrative corruption`s model. Through the literature, we came across to the study of Mahdi (2013) dealing with administrative corruption, in addition to the study of Al-Hussaini (2013) applying e-government limits on the dimension of administrative corruption. Furthermore, the empirical evidence is very limited concerning administrative corruption in Iraqi context.

4.3 Literature on Transformational Leadership Style

Study of Priyanka Banerji and Vankat R. Krishnan (2000), they focused their study on the correlation the four dimensions of transformational leaders: (1) charisma, (2) inspirational leadership, (3) intellectual stimulation, (4) individualized consideration, and how those dimensions are affecting the leader's preference for unethical behaviour. Those dimensions are unique for transformational leaders; transactional leadership satisfies the immediate and separate purposes of both leaders and followers whereas transformational leadership goes much beyond that. (Priyanka Banerji, 2000). And they focused on five ethical scenarios that applied by using 100 samples from managers and subordinates in multinational organisations in India. And those five unethical behaviours are (1) bribery, (2) endangering the physical environment, (3) lying, (4) personal gain, (5) favouritism. Thus, they came to the conclusion that inspirational leadership is negatively related to the leader's preference for bribery and favouritism, and intellectual stimulation is negatively related to preference for bribery. Charisma and individualized consideration are not related to the leader's ethical preferences.

Followers' willingness to put in extra effort is also negatively related to the leader's preference for bribery and favouritism. Results also suggest that organizational culture might moderate the relationship between transformational leadership and ethics (Priyanka Banerji, 2000).

Anthea Zacharatos, and others` study (2000), he was motivated to tackle this empirical study because the development of transformational leadership behaviours has rarely been examined and remains little understood. He used 112 students from high school in 11 sports teams, and their team coaches as participants to develop and test his model (Anthea Zacharatos, 2000). This study was according to Anthea the first stage of a continuing research program to develop an understanding of the origin, development, and emergence of adult leadership behaviours and compared that to their parents` leadership skills. The model for controlling for the effects of adolescents' skills, results obtained using structural equation modelling supported the predicted model in which adolescents who perceive their parents exhibiting transformational leadership behaviours would themselves display these behaviours. In turn, adolescents who used transformational leadership behaviours in a team context (as rated by themselves, their peers, and their coach) would be rated as more

effective, satisfying, and effort-evoking leaders by their peers and coaches (Anthea Zacharatos, 2000).

For Nurdan Ozeralli`s study (2002), he tried to connect the factor of the transformational leader and the team effectiveness. He defined transformational leadership as "the ability of a leader to influence the values, attitudes, beliefs, and behaviours of others by working with and through them in order to accomplish the organisation's mission and purpose (Ozaralli, 2003). He used a total of 152 samples from different industries in connection with their positions, and analyse the impacts or the effects of empowering of employees on their job satisfaction. In another word, how far the employees felt when they are empowered by their managers. He defined empowering as "actions of the power-holders who transfer power to the less powerful. In the sense, empowerment is understood as the granting of power and decision-making authority down the organisational hierarchy and granting employees the ability to significantly affect organisational outcomes. It is concerning as well how transformational leaders are evaluating their team members` effectiveness, communication styles, and the whole team performance. As the conclusion, he advanced that transformational leaders contribute to the prediction of subordinates` self-reported empowerment and that the more a team`s members experience team empowerment, the more effective the team will be (Ozaralli, 2003).

Vıctor J. Garcıa-Morales and others (2008)`s study, the aims of their research were to study the influence of transformational leadership on organizational innovation, and its performance in technological firms. They used 164 pharmaceutical firms as the sample to formulate their research hypnotises and test their research variables. They concluded that there is a positive relationship between transformational leaders and organisational innovation, the connection between transformational leaders and organisational performance, as well as between organisational innovation and organisational performance. Their study showed that these triangular relationships are reinforced and well advanced in the organisations with high-organizational learning compared to those with the lower level of organizational learning (Vıctor J. Garcıa-Morales, 2008).

Cailing Feng, Xiaoyu Huang, and Lihua Zhang (2016) `s study are touching the correlation of transformational leadership and innovative behaviour in groups. Their study focused on the groups and how transformational leadership style is affecting

the group`s behaviours. The analysed two kinds of organizational changes: radical change and incremental change and both effects on the group innovative behaviour. They applied their study on full-time employees from middle and senior level those are working in groups in 43 companies with 112 groups from financing, manufacturing, geological exploration, and information technology in five cities in China: Yantai, Beijing, Xi`an, Chengdu, and Chengde. The authors advanced their conclusion that the correlation was positive between transformational leadership and group innovative behaviour, and that correlation is moderated by radical change, but not incremental change. They focused on adopting appropriate leadership style to motivate innovative behaviour, promoting dual organizational change to boost innovative behaviour, and generating greater innovative behaviour for transformational leaders in times of radical change (Cailing Feng, 2016).

Study of A. Srinivasa Rao Waheed Kareem Abdul (2015), the aims of this study was to investigate the correlation between transformational leadership style and its impacts on the team performance in the United Arab Emirates. As for finding, he attested that empirical evidence showed that transformational leadership and team performance in UAE region are well connected. And the need for the conceptual model of team performance that facilitates and integrates both leadership influences and team processes. However, he showed some limitations to his study as the empirical analysis from other industries/sectors (e.g., Manufacturing, Trading etc.).

Can also be taken up in future research, and to demonstrate how transformational leaders can enhance high levels of potency which can also be considered for further research in this region (Abdul, 2015).

Emerson K. Keung and Amanda J. Rockinson-Szapkiw (2013) s study, they tested the connection between transformational leadership style in international schools leaders and the factors of cultural intelligence. They focused their study on 193 international school leaders to examine the research variables. As results they indicated that there is a remarkable positive connection between transformational leadership styles in international school leaders and cultural intelligence; leaders who have a higher level of cultural intelligence exhibit a higher level of transformational leadership style, are able to lead and to manage more effectively in multicultural environments. Behavioural cultural intelligence and cognitive cultural intelligence

were found to be the best predictors of transformational leadership (Emerson K. Keung, 2013).

Helen Mekonnen Gobena`S study (2014) the aims of this study were to identify the correlation between transformational leadership with organizational innovation at Ethiopian Electric Power Utility and to highlight how leaders practice transformational leadership. He used interview and questionnaire to gather the data from 113 employees. He focused on qualitative data analysis with the support of interviews and theoretical frameworks to test his research variables. As well as the author used quantitative simple linear regression model for the further data set. As results, he showed that there is a positive correlation between Transformational Leadership and the three dimensions namely individualized considerations, inspirational motivation and intellectual stimulation, in Ethiopian Electric Utility. And he recommended that the Ethiopian Electric Utility should work on the idealized influence which is not actually practised on the organization, in order to benefit more of the adopted leadership style and focusing on transformational change demands both structural and contently (GOBENA, 2014).

Eva-Ellen Weiß and Stefan Süß`s work (2016), the author is investigating the connection between transformational leadership and effort-reward imbalance as well as the moderating role of over commitment and subjective well-being. He focuses on the transformational leadership dimension: individualized consideration and its relationship with effort-reward imbalance. The author used 229 employees as the sample to and linear hierarchical regression analyses to test his research hypotheses.

The results of this study confirm that the expected relationship between transformational leadership and effort-reward imbalance and that the strongest relationship exists with individualized consideration. However, there is no support for the hypothesized moderating effects. He pointed out as well that the most effective leadership behaviours are those encompassed by the transformational leadership component individualized consideration when it comes to reducing negative health effects of adverse working conditions. Furthermore, the results of his study suggested that over commitment plays a major role for employees' effort-reward imbalance and should thus be addressed by specific training measures (Süß, 2016).

From the part three of the literature review, we can observe that transformational leadership style has significantly studied by business scholars at different ankles; whether studying the four dimensions of transformational leaders: charisma, inspirational leadership, intellectual stimulation, and individualized consideration. Or studies tried to correlate transformational leadership behaviours in the workplace, and its impacts on the employees` behaviours for any innovative projects. Nevertheless, studies are limited on how transformational leadership models are applied in Iraqi public sectors; particularly we may observe limited resources on the perception of employees in Iraqi governmental agencies about the theories and practices of transformational leadership styles in their workplace.

As a summary this study is different from the previous ones, it is touching empirically three important components, namely the dimensions of transformational leadership style, the measures adopted to reduce the phenomenon of administrative corruption in public sector in Iraqi Commission of Integrity, and finally to connect managers` leadership behaviours to the application of anti-corruption measures in Iraqi Commission of Integrity. The commission adopted different policies for anti-corruption, first by relying on competent investigators and judge in accordance with law and the Code of Criminal Procedure to investigate the cases of corruption in the public sectors in Iraq. Second, the Commission is developing a culture for anti-corruption in the public and private sectors for further transparency, and accountability. Third, to carry out any work that contributes to combating or preventing corruption. That literature and policies of the Commission make this study, new to its kind. In addition, few researchers have been developed regarding the impact of transformational leadership in anti-corruption in Iraq; therefore, this study will narrow down the gaps in empirical studies.

CHAPTER FIVE

RESEARCH METHODOLOGY

This chapter will explain the methodological ways used to address the research questions and testing its variables.

5.1 Problem Statement

The phenomenon of administrative corruption represents a serious challenge to the Iraqi society at the present time. The country started to recover from the Post-war conditions, but it is continuing to struggle to catch up due to the lack of good leaders occupying managerial positions in many public sectors in Iraq. The leaders have taken their positions in high administrative level as opportunities to do things which are contrary to the values of Iraqi society, attitudes and laws.

The phenomenon of administrative corruption in Iraq, such as bribery, extortion, embezzlement, nepotism and clientelism, etc. These actions have led the country to be among the most corrupt countries in the world according to the Transparency International Report in 2016 for ranking world states corruption level. Therefore, the risk of corruption involves a serious breach of human rights and inflicted severe damage to the family and community as well for the moral implications in the long-term and the short.

Thus, modern organisation, public and private sectors alike, try to move toward a good leadership style as the last sort abilities to face complexity, challenges and rapid change within the organisation. Literature tested that many leadership styles failed to address wrong behaviours in the workplace, promoting information sharing among the company`s personnel, building a working environment for trusteeship and confidence that gain employees fully engagement to renounce and condemn any unlawful behaviours, including administrative corruption.

Modern life, with its rapidly changing dimensions and great challenges, has increased the responsibilities of the audits and control agencies, especially the Iraqi Commission for Integrity. Those agencies cannot achieve their objectives without relying on the qualified leaders apt to inspire motivation and to exert their maximum efforts to achieve the regulatory objectives in reducing administrative corruption in all ministries.

The Iraqi Commission of Integrity is one of the most important governmental agencies entrusted for fighting against administrative corruption. Its main tasks are to eliminate or reduce administrative corruption in the Iraqi government departments. Furthermore, the employees of the Iraqi Commission of Integrity should get a high level of transformational leadership practice that can create a qualitative shift in the behaviours of employees in accordance with the tasks they are working for in order to adopt appropriate and innovative ways to reduce administrative corruption.

The researcher as one of the employees of the Iraqi Commission of Integrity, he noted the strong interaction between leaders and employees in the workplace where effective leadership is an example for its employees to promote positive behaviours and to contribute effectively to achieving the desired audit objectives in reducing administrative corruption. Therefore, this study will demonstrate the practice of transformational leadership on reducing administrative corruption in the Iraqi Commission of Integrity, so the research problem can be illustrated as follows:

1. What is the degree of the practice of the dimensions of transformational leadership style by managers in the Iraqi Integrity Commission?

2. What is the degree of measures set by the Iraqi Integrity Commission to reduce administrative corruption?

3. What is the relationship between transformational leadership style and reducing administrative corruption in the Integrity Commission of Iraq?

5.2 Research Objectives

From the above framework, studying the role of transformational leadership style for reducing administrative corruption in the Iraqi Commission of Integrity is certainly a grey area that solicits a real investigation to better understanding its concrete phenomenon at all dimensions. Thus, the main goal of this study is to analyse and examine the role of transformational leadership on reducing

administrative corruption within the Iraqi Commission of Integrity. Briefly, this study attempts to address these specific objectives:

1. Recognition of the practices of transformational leadership style by managers with its four dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration) in Iraqi Commission of Integrity.

2. Recognition of the degree of measures set by the Iraqi Integrity Commission to reduce administrative corruption.

3. To test the relationship between transformational leadership style and reducing administrative corruption in the Integrity Commission of Iraq.

4. Submit proposals for the organization (Study population) to consider the findings of the study results.

5.3 Significance of the Study

This study has special significance because it linked to a series of important issues. for instance, then what is administrative corruption, what causes and consequences administrative corruption, how to reduce the administrative corruption, what is transformational leadership, characteristics transformational leadership, the dimensions of transformational leadership and other issues related to the success of the Iraqi integrity commission.

Also, The important of this study due to the importance of researched variables as a modern managerial method, especially the study focuses on the link between the important variables which have positive and critical impact on the performance of organization and its ability for provide services that the results may reflect to the economic, social, and political development in the society. And organizations should study and analyses the effectiveness of the transformational leadership to take advantage of the intellectual legibility and its impact on the formation of organizations rely on integrity and transparency and subordination of general interests to individual interests.

Hence, this study is perceived be an important contribution to the literature wherein empirical evidence and findings can be created for academic and management inference purposes. It is hoped the present study may provide the basis

for further exploration on other areas of transformational leadership and administrative corruption.

5.4 Research Hypothesis

By looking to previous studies, the literature review, and rising of administrative corruption in public sector in Iraq as tested in the research questions, the researcher through this empirical study about the impacts of transformational leadership style on reducing administrative corruption`s phenomenon in public sector in Iraq, the researcher is advancing the main research hypothesis to set the orientation of our dataset: there is a significant relationship between the dimensions of transformational leadership and reduction of administrative corruption in the Iraqi Commission of Integrity. As sup-hypotheses, we are providing the following points:

Sup-hypotheses 1. There is a significant relationship between idealised influence and Reduction of administrative corruption.

Sup-hypotheses 2. There is a significant relationship between inspiration motivation and Reduction of administrative corruption.

Sup-hypotheses 3. There is a significant relationship between intellectual stimulation and Reduction of administrative corruption.

Sup-hypotheses 4. There is a significant relationship between individual consideration and Reduction of administrative corruption.
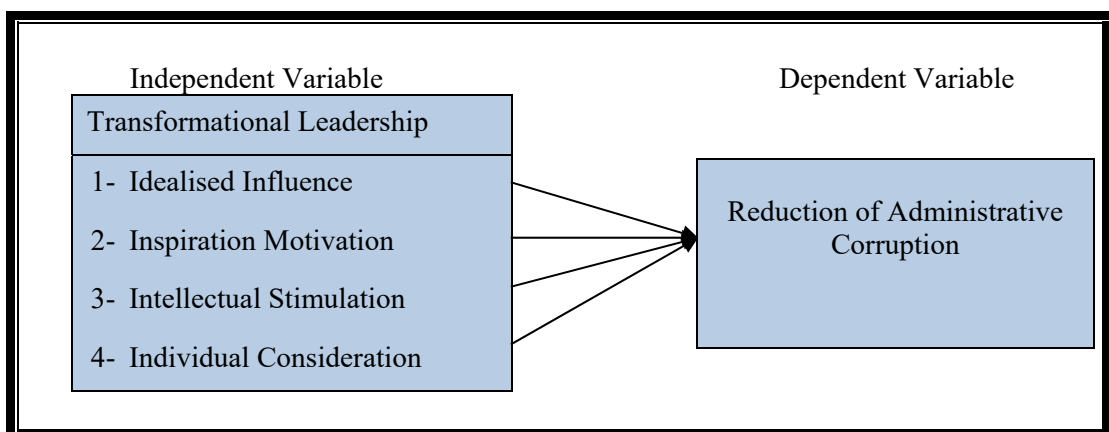
Figure 5.1: Research model.

From the above figure, we may see that the research model -which represents the research hypotheses-, contains two main variables with four sub-variables; the

first variable is Transformational Leadership which is set from Idealised Influence, Inspiration Motivation, Individual Consideration and Intellectual Stimulation. And the second variable is Reduction of Administrative Corruption. In the model we have seen the direct correlation between the variables. Those relationships have been tested from the conclusion of literature review and from the theoretical framework. The analysis of this study begins with Transformational Leadership and ends by Reduction of Administrative Corruption to test the research main hypothesis.

5.5 Methodology of Data Collection

In examining the correlation between transformational leadership and reducing administrative corruption in the Iraqi Commission, this study adopted the descriptive and analytical methods science to assess the link between the research variables.

5.6 Scope and Limitation

In assessing the effects of transformational leadership on reduction administrative corruption, the scope of this study is limited to the Iraqi Commission of Integrity. So the data has been gathered from the staff working in the directorates of the Iraqi Integrity Commission in the province of Baghdad only.

5.7 Procedures for Data Collection

5.7.1 Design and Sampling

This research has applied quantitative methods by using a questionnaire to investigate the correlation between the roles of transformational leadership style and the anti-corruption measures adopted by the Iraqi Commission of Integrity. The stratified simple random technique was used to design the study population. From Baghdad province of the Commission, 20% of the total employees (1400), around 280 respondents were selected to conduct the survey. The researcher received 250 responses out of 280, and that represents 89% which is valid to test and to conduct the research analysis.

5.7.2 The Research Variables

a) Independent Variable:

The independent variable for this study is the views from the staff working in the directorates of the Iraqi Integrity Commission in the province of Baghdad only, located about the practices of transformational leadership style in Iraqi Commission of Integrity. By using the Multifactor Leadership Questionnaire (MLQ), a total of 24 questions In other words, six (6) questions for each dimension of transformational leadership: idealised influence, inspirational motivation, intellectual stimulation and individual consideration was used and distributed to 250 employees to assess the independent variable. The questionnaire questions of the study were used from the study Anes Hebbaz (2015) in his work on the impact of transformational leadership on organisational loyalty and the coefficient was reliability and validity to study (0.980 - 0.961) a high degree. And was obtained permission from him by using the existing search questions. Various items on the questionnaire were grouped based on research questions, and all these items were ranked on a five-point Likert scale of (strongly agree, agree, neutral, disagree, and strongly disagree) to assess the respondents' perception about the practices of transformational leadership style in Iraqi Commission of Integrity in order to test its possible generality for other public sectors in Iraq.

b) Dependent Variable:

The dependent variable for this study is the views from the staff working in the directorates of the Iraqi Integrity Commission in the province of Baghdad only, located about of measures set by the Iraqi Integrity Commission to reduce administrative corruption. By using the Multifactor Questionnaire (MLQ), a total of 16 questions was used and distributed to 250 employees to assess the independent variable. The questionnaire questions of the study were used from the study AMAN (2015) "a Coalition for Integrity and Accountability based on Palestine". They developed a framework for Soft Leadership Practices for the Dissemination of the Culture of Reducing Administrative Corruption in Palestinian Universities. And was obtained permission from him by using the existing search questions. And the coefficient was reliability and validity to study (0.904 - 0.957) a high degree. And was obtained permission from him by using the existing search questions. Various items on the questionnaire were grouped based on research questions, and all these

items were ranked on a five-point Likert scale of (strongly agree, agree, neutral, disagree, and strongly disagree) to assess the respondents' perception about the measures set by the Iraqi Integrity Commission to reduce administrative corruption in order to test its possible generality for other public sectors in Iraq.

5.7.3 Statistical Analysis Tools

The researcher adopted for data analysis and hypothesis testing a number of statistical tools that fit the nature of this research:

1. Frequency, the average of percentages and standard deviations for describing the research variables.
2. Simple and multiple correlations to determine the nature of the relationship between the two variables
3. Regression analysis to see the impact of independent variables on dependent variables by focusing on F, R2 or Ran correlation coefficientslts.

5.7.4 Description of Sample Individuals

Table 5.1: Respondents according to the age.

Proprieties	Number	Percentage	Cumulative %
Age			
25-30	111	44.4	44.4
31-40	84	33.6	78.0
41-50	45	18.0	96.0
More than 50	10	4.0	100.0
Total	250	100.0	

The table 5.1 shows that the majority of the respondents are 40-year old or under. We can see 111 out of 250 for the ages between 25-30 with 44.4% of the respondents, and 84 out of 250 for the ages between 31-40, and it represents around 33.6% of the respondents. As a result, the cumulative for those are 40-year or under are 78% of the respondents. And the ages above 40-year: 41-year to 50-year or more than 50-year are representing only 22% of the respondents with 55 out of 250.

Table 5.2: Respondents according to the gender.

Proprieties	Number	Percentage	Cumulative %
Gender			
Male	235	94.0	94.0
Female	15	6.0	100.0
Total	250	100.0	

The table 5.2 indicates that the majority of the respondents are males; they are 235 out of 250 with 94% of the respondents. And the females are only 15 out of 250 which is equal to 6% of the respondents. In this finding we may observe that the number of female employees in Iraqi Commission of Integrity is very limited.

Table 5.3: Respondents according to the level of education.

Proprieties	Number	Percentage	Cumulative %
Level of education			
High School & below	89	35.6	35.6
Bachelors	60	24.0	59.6
Diploma	41	16.4	76.0
Master degrees & above	60	24.0	100.0
Total	250	100.0	

The table 5.3 resumes that the high school & below are the majority; they are 89 out of 250 with 35.6% of the respondents. The bachelors and the masters or above are the second with 24% for each, while the holders of diploma degree are 41 out of 250, and that represents 16.4% of the respondents. As results, we can observe that the levels of education in Iraqi Commission of Integrity are diversified and that may reflect the diversity of positions in the Commission according to the jobs requirements and its natures.

Table 5.4: Respondents according to the job experience.

Proprieties	Number	Percentage	Cumulative %
Job Experience			
Less than 5 years	163	65.2	65.2
5- less than 10	41	16.4	81.6
10- less than 15	36	14.4	96.0
15 and above	10	4.0	100.0
Total	250	100,0	

The table 5.4 reveals that the employees who their job experience is less than 5 years are more than half of the respondents. They are 165 out of 250 which is equal to 65.2% of the total. The employees with 5 year to less than 10 years experience are 16.4% of the respondents, while those are between 10-less than 15, and those are 15 or above are 14.4% and 4% respectively. To sum up, the job experience of the respondents is matching somehow their age's indicators; the majority of the employees are young and the finding of job experience is reflecting their ages.

CHAPTER SIX

FINDING ANALYSIS AND DISCUSSION

This chapter advances the research findings and simulation of the data results to test the research questions and validity of the hypotheses. Therefore, the chapter is touching the study variables to find out how far they are connected by focusing on the following techniques:

1. Cronbach Alpha Coefficient to verify the reliability of the study variables.
2. Testing normality of the study variables.
3. Mean, and standard deviations for describing the research variables.
4. Simple, multiple correlations and regression to determine the nature of the relationship between the two variables and to test the research questions and hypotheses.

6.1 Reliability and Validity

Two scientific sources were the basic sources to develop the variables of this study and to ascertain its reliability. First was AMAN (2015) a Coalition for Integrity and Accountability based on Palestine. They developed a framework for Soft Leadership Practices for the Dissemination of the Culture of Reducing Administrative Corruption in Palestinian Universities. And the second was from Anes Hebbaz (2015) in his work on the impact of transformational leadership on organisational loyalty.

After getting permission from AMAN & Hebass, the variables of the two references were set and developed to fit the nature of the items for our study. So, based on the two kinds of literature, forty (40) items were prepared to conduct the reliability testing in the following details: 24 items for the independent variables. In other words, six (6) items for each dimension of transformational leadership:

idealised influence, inspirational motivation, intellectual stimulation and individual consideration. And sixteen (16) items were prepared for the dependent variables: reducing administrative corruption.

Notwithstanding, the Cronbach`s alpha testing was conducted to see the reliability of the research variables.

The questionnaire was given to 45 individuals outside the study population to see their views about the research subject and to be sure that the items are appropriateness for simulation and analysis. And in the literature, the model was developed by Cronbach Lee in 1951 to measure the reliability testing for internal consistency (Cho et E. C. e. al., 2015: 1). And according to How2Statsa (2015), it basically indicates a number between.00 and 1.0 and a coefficient.00 means there is no consistency in the scale measurement, and a coefficient 1.0 expresses a good consistency. Furthermore, the good consistency in social sciences is between 0.70 and 0.90 (Cho et E. C. e. al., 2015; how2stats, 2015). The following tables are illustrating the findings of Cronbach Alpha testing.

Table 6.1: Cronbach`s Alpha for idealised influence of transformational leadership.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.816	0.833	6

Table 6.1 shows the finding for Cronbach`s Coefficient Alpha. As mentioned in the literature, the perfect coefficient for Cronbach`s Alpha is 0.70 to 0.90, and we can see that all coefficients of idealised influence are significant, and there is a perfect consistency. The general coefficient alpha for the idealised influence is 0.816.

Table 6.2: Cronbach`s Alpha for inspirational motivation of transformational leadership.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.874	0.877	6

Table 6.2 expresses the finding for Cronbach`s Coefficient Alpha of the Inspirational Motivation. Based on the literature mentioned above, all coefficients of inspirational motivation are perfect and there is a strong consistency for the reliability. The general coefficient alpha for inspirational motivation is 0.874.

Table 6.3: Cronbach`s Alpha for intellectual stimulation of transformational leadership.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.888	0.891	6

Table 6.3 indicates the finding for Cronbach`s Coefficient Alpha of the intellectual stimulation. As the case of the previous variables, all coefficients of intellectual stimulation are quite perfect and a good consistency or reliability is also expressed. The general coefficient alpha for intellectual stimulation is 0.888 and the literature for perfect consistency and reliability is (0.70-0.90) as previously indicated.

Table 6.4: Cronbach`s Alpha for individualised consideration of transformational leadership.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.832	0.835	6

Table 6.4 reveals the result for Cronbach`s Coefficient Alpha of the individualised consideration. The coefficients for this variable are also significant and internal consistency perfectly exists. The general coefficient alpha for inspirational motivation is 0.832 which is statistically perfect.

Table 6.5: Cronbach`s Alpha for reducing administrative corruption.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.804	0.791	16

Table 6.5 resumes the finding for Cronbach`s Coefficient Alpha of the reducing the administrative corruption in Iraqi Commission of Integrity. The coefficients for the dependent variables are also significant and the internal consistencies are perfect. The general coefficient alpha for the dependent variable: reducing the administrative corruption is 0.804 which is perfect as previously indicated in the literature.

Table 6.6: Cronbach alpha coefficient.

Variable	N	Coefficient
Idealised Influence (1-6 questions)	250	0.816
Inspirational Motivation (7-12 questions)	250	0.874
Intellectual Simulation (13-18 questions)	250	0.888
Individualized Consideration (19-24 questions)	250	0.832
General of transformational leadership	250	0.852
Reducing Administrative Corruption(25-40 questions)	250	0.804
General Coefficient transformational leadership and Reducing Administrative Corruption	250	0.828

Table 6.6 indicates the finding for Cronbach Alpha Coefficient generally so these coefficients: 0,852 for independent variable (transformational leadership) and 0,804 for dependent variable (Reducing Administrative Corruption) with general coefficient of 0,828 have shown strong values and the literature for perfect consistency and reliability is (0.70-0.90) as previously indicated.

6.2 Normality Testing for the Research Variable

The normality testing is to find out if the research data are appropriate for statistical analysis, and free as well from the bias that may affect negatively the study hypothesis and findings. And that requires the availability of normal distribution between the research variables. Garson (2009) suggested that for a distribution to be considered normal, both skewness and kurtosis of the distribution should fall between-2.00 to +2.00.

Table 6.7: Normality testing for the research variable.

Variable	N	Skewness	Kurtosis
Idealized Influence	250	0.607	-0.372
Inspirational Motivation	250	0.528	-0.666
Intellectual Simulation	250	0.560	-0.611
Individualized Consideration	250	0.774	0.119
Dependent	250	0.497	-0.294

The table 6.7 shows that the skewness and kurtosis values of this research are all statistically perfect and freed from bias. The finding indicates that there is a normal distribution of the research variables:

The transformation leadership model with its four dimensions, and the dependent variable which is about reducing administrative corruption. The skewness coefficients for independent variables are 0.607, 0.528, 0.560, and 0.774 respectively. And the kurtosis coefficients are -0.372, -0.666, -0.611, and 0.119 continually. While the skywness and kurtosis of the dependent variables is 0.497 and -0.294 respectively. To sum up, the coefficients of skywness are between 0.497 and 0.774, and the kurtoisi coefficients are between -0.666 and 0.119.

6.3 Testing Descriptive Statistics and Answering to the Research Questions

This testing is to illustrate the views of the respondents regarding the research variables in Iraqi Commission of Integrity and to answer the research questions. To do that, the Means and std. deviations were illustrated below to express the respondents` views to the practices of transformational leadership model in the Commission and how that plays a role in reducing administrative corruption. The Means are the focal point to express such views (Aman, 2015; Hebbaz, 2015). The following equation was adapted to see the level of impact of each item on the specific variable (Fawzi, 2009: 60):

$$\text{Length} = \frac{\text{High Level - Minimum Level}}{\text{Number of Levels}}$$

$$\text{Length} = \frac{5\text{-}1}{3} = 1.33 \text{ which will be added to each level}$$

So, the lower level will be 1 to 2.33.

And medium level will be 2.33 to 3.66.

And high level will be 3.67 and above.

The first main question "What is the degree of the practice of the dimensions of transformational leadership style by managers in the Iraqi Integrity Commission?" To answer to that question, the researcher divided it into four sub-questions according to the dimensions of transformational leadership (idealised influence, inspirational motivation, intellectual stimulation and individualised consideration). And the Means, std. deviations are expressed to conduct this analysis as given in the detail below:

Table 6.8: Descriptive statistics (Mean & standard deviation) for idealised influence.

Descriptive Statistics for Idealized Influence						
Variable	N	Mean	SE	SD	Class	Level
I feel proud when working with my boss.	250	3.48	0.039	0.616	4	Medium
My boss goes beyond his own interests for the benefit of the group.	250	3.63	0.044	0.695	1	Medium
He has a high moral character that increases my respect and trust.	250	3.63	0.042	0.666	1	Medium
Showing signs of strength and self-confidence to my boss.	250	3.54	0.060	0.945	2	Medium
My boss talks about his most important values and beliefs.	250	3.46	0.039	0.621	5	Medium
My boss stresses the importance of community spirit when performing tasks.	250	3.50	0.041	0.654	3	Medium
Idealised Influence	250	3.5393	0.0314	0.4973		Medium

Table 6.8 shows the findings for Means and standard deviations for the idealised influence of transformational leadership. The first item "I feel proud when working with my boss "gets 3.48 and 0.616 for its Mean and standard deviation respectively. And the second item "my boss goes beyond..." has 3.63 as the Mean, and 0.695 as the standard deviation. The Mean and standard deviation of the third item "he has a high moral..." are 3.63 and 0.666 respectively. While the Mean and std. deviation of the item "showing signs of....." are 3.54 and 0.945 accordingly. The

item "my boss talks about...." gives 3.46 for the Mean and 0.621 for the std. deviation. Finally, the Mean and std. deviation of the item "my boss stresses the importance of....." are 3.50 and 0.654 respectively.

As a result, the second and the third items "my boss goes beyond..." and "he has a high moral..." have got the first place with 3.63 for each according to the respondents` views. They are followed by the fourth item "showing signs of....." And the "I feel proud when working with my boss" gets the last place in the respondents` views, which may be interpreted that the employees in the Commission are quite influenced by the idealised aspiration of their managers, but they are not feeling so proud of their leaders as long as they are so respectful to their leadership style. Briefly, the views of the respondents of for the idealised influence of the idealised influence of transformational leaders in Iraqi Commission of Integrity are medium. This can be understandable; because the practices of modern technique for transformational leadership are still in the process while fighting against corruption remains so challenge in the country. And this level is a good record for the Commission.

As a summary, the findings for the Mean and std. deviation reveal that the first sub-question "What is the degree of the practice of idealised influence of transformational leadership style by managers in the Iraqi Integrity Commission"? ls properly answered (which shows that the degree of practice was medium).

Table 6.9: Descriptive statistics (Mean & standard deviation) for inspirational motivation.

Descriptive Statistics for Inspirational Motivation						
Varıable	N	Mean	SE	SD	Class	Level
My boss talks about the future of work optimistically.	250	3.61	0.041	0.644	3	Medium
My boss speaks passionately about what should be done.	250	3.63	0.044	0.695	2	Medium
My boss trusts the ability of employees to achieve goals.	250	3.63	0.042	0.666	2	Medium
My boss motivates me to realize more than I expect to personally.	250	3.73	0.047	0.736	1	High
My boss strengthens my commitment to the organization's goals.	250	3.48	0.039	0.616	4	Medium
My boss always encourages his employees to lead	250	3.63	0.044	0.695	2	Medium
Inspirational Motivation	250	3.6187	0.0320	0.5071		Medium

Table 6.9 shows the findings for the Means and standard deviations for the inspirational motivation of transformational leadership. The first item "my boss talks about..." has got 3.61 for the Mean and 0.644 as the std. deviation. And the second item "my boss speaks passionately..." gets 3.63 and 0.695 for the Mean and std. deviation respectively. The Mean and standard deviation of the third item "my boss trust the ability..." are 3.63 and 0.666 continually. The Mean and std. deviation of the item "my boss motives me to realise...." are 3.73 and 0.736 accordingly. The item "my boss strengthens my....." expresses 3.48 for the Mean and 0.616 for the std. deviation. While the Mean and std. deviation of the item "my boss always encourages.....are 3.63 and 0.695 respectively.

Therefore, the item "my boss motives me to...." got the first place with high Mean of 3.73 according to the respondents` views. It is reflecting the good practice of motivation mechanisms in the Commission. The level of impacts of other items is medium. The items: "my boss speaks passionately...", "my boss trusts the ability..." and "my boss always encourages..." get the second place with 3.63 for each. While the item "my boss strengthens my...." has got the last place with 3.48. And that may be seen that the leaders are inspirationally motivating the employees in the Commission, but the technique to commit the employees toward the organisational goals is less strengthened compared to other techniques as shown in the table.

However, the views of the respondents of for the inspirational motivation of transformational leaders in Iraqi Commission of Integrity positive; the level of impact for items is medium, accept the item "my boss motives me to...." which it has high impact.

To sum up, the findings for the Mean and std. deviation indicates that the second sub-question "What is the degree of the practice of Inspirational Motivation of transformational leadership style by managers in the Iraqi Integrity Commission"? Is properly answered (which shows that the degree of practice was medium).

Table 6.10.: Descriptive statistics (Mean & standard deviation) for intellectual stimulation.

Descriptive Statistics for Intellectual Simulation						
Variable	N	Mean	SE	SD	Class	Level
My boss encourages me to express thoughts even if I disagree with his ideas.	250	3.63	0.042	0.666	2	Medium
My boss encourages problem-solving in innovative ways.	250	3.69	0.047	0.748	1	High
He helps his employees to bring a success and make a difference in their works.	250	3.46	0.039	0.621	3	Medium
My boss is able to turn vision into reality.	250	3.63	0.044	0.695	2	Medium
My boss is able to deal with ambiguous and complex situations.	250	3.63	0.044	0.695	2	Medium
Trusts the ability of subordinates significantly.	250	3.63	0.042	0.666	2	Medium
Intellectual Stimulation	250	3.6127	0.0332	0.5254		Medium

Table 6.10 expresses the findings for the Means and standard deviations for the intellectual stimulation of transformational leadership. The items "my boss encourages me to express...." and "trusts the ability..." have 3.63 for each as the Means and 0.666 as their std. deviations. And the items "my boss is able to turn..." and "my boss is able to deal..." have each 3.63 for the Means and 0.695 for the std. deviations. And the item "my boss encourages problem-solving..." has 3.69 for the Mean, and 0.748 for the std. deviation. Finally, the Mean and the std. deviation of the item "he helps his employees... are 3.46 and 0.621 respectively.

Moreover, the item "my boss encourages problem-solving......" has the high level of impact with 3.69 according to the respondents` views. It is followed by other items except the item "he helps his employees..." which takes the last place according to views of the respondents. Generally, the intellectual stimulation of transformational leaders in the Commission is well established, its general level of impact is medium.

But, involving the leaders to help their employees to bring a success in the workplace needs further improvement in the Commission.

In conclusion, the findings for the Mean and std. deviation indicate that the third sub-question "What is the degree of the practice of Intellectual Stimulation of transformational leadership style by managers in the Iraqi Integrity Commission"? Is properly answered (which shows that the degree of practice was medium).

Table 6.11.: Descriptive statistics (Mean & standard deviation) for individualised consideration.

Descriptive Statistics for Individualized Consideration						
Variable	N	Mean	SE	SD	Class	Level
My boss spends time directing and training his subordinates.	250	3.72	0.047	0.740	1	High
My boss treats each subordinate according to its circumstances.	250	3.46	0.039	0.621	4	Medium
My boss views me as an individual with different needs, abilities and aspirations than others.	250	3.50	0.041	0.654	3	Medium
My boss helps me develop the strengths of my personality.	250	3.61	0.041	0.644	2	Medium
My boss makes sure to provide me with all the special information in my work.	250	3.50	0.041	0.654	3	Medium
My boss assigns tasks and responsibilities to his employees according to their abilities and their needs.	250	3.61	0.041	0.644	2	Medium
Individualized Consideration	250	3.5687	0.02968	0.46934		Medium

The table 6.11 shows the findings for the Means and standard deviations for the individualised consideration of transformational leadership. The item "my boss spends time...." has got 3.72 for the Mean and 0.740 as the std. deviation. And the items "my boss views me as..." and "my boss makes sure to..." have got each 3.50 for the Means, and 0.654 for the std. deviations. The items "my boss helps me develop...." and "my boss assigns tasks..." mark each 3.61 for the Means and 0.644 for the std. deviations. While the Mean and std. deviation of the item "my boss treats each subordinate...." are 3.46 and 0.621 respectively.

And so, the item "my boss spends time...." has the high level of impact with 3.72 according to the respondents` views. It is followed by the items "my boss helps me develop...." and "my boss assigns tasks..." with 3.61 for each. And the items "my boss views me as..." and "my boss makes sure to..." got the third place with 3.50 according to the views of the respondents. While the item "my boss treats each subordinate...." got the last place with 3.46.

Regardless of the lower coefficient of the last item, the general perceptions of the respondents regarding individualised consideration in the Commission are quite good, and its general level of impact is medium.

As a result, the findings for the Mean and std. deviation reveal that the fourth sub-question "what is the degree of the practice of individualised consideration of transformational leadership style in Iraqi Commission of Integrity" is properly answered (which shows that the degree of practice was medium).

Table 6.12.: General descriptive statistics (Mean & standard deviation) for transformational leadership.

Variable	N	Mean	Std. Error	SD	Class	Level
Idealised Influence	250	3.5393	0.03145	0.49732	4	Medium
Inspirational Motivation	250	3.6187	0.03207	0.50712	1	Medium
Intellectual Simulation	250	3.6127	0.03323	0.52543	2	Medium
Individualized Consideration	250	3.5687	0.02968	0.46934	3	Medium
Transformation leadership	250	3.5848	0.03099	0.49000		Medium

The table 6.12 sum up the general findings of transformational leadership. The first dimension "idealised influence gets 3.53 and 0.497 for its Mean and standard deviation respectively. And the second dimension "inspirational motivation" has 3.61 as the Mean, and 0.0.507 as the standard deviation. The Mean and standard deviation of the third dimension "intellectual stimulation" are 3.612 and 0.525 respectively. While the Mean and std. deviation of the last dimension "individualised consideration" are 3.56 and 0.469 accordingly.

As findings, inspirational motivation and intellectual stimulation are quite high than the other variables. But in general, the levels of impact of all variables are medium. It means that application of transformational leadership in Iraqi Commission of Integrity is in the progress. Reducing administrative corruption in the third most corrupt country is a significant challenge. This medium level is a good illustration of such progress in the Commission. To conclude, the findings for the Mean, and std. deviation reveal that the first main question "What is the degree of the practice of the dimensions of transformational leadership style by managers in the Iraqi Integrity Commission of Integrity" is properly answered) Which shows that the degree of practice was medium).

To answer the second main question " What is the degree of measures set by the Iraqi Integrity Commission to reduce administrative corruption ?" the researcher used the Means and std. deviations to see the perception of respondents and to resumes the level of impact of each on the research variable as given in the detail below:

Table 6.13: General descriptive statistics (Mean & standard deviation) for reduction of administrative corruption.

Descriptive Statistics for Dependent Variables: Reducing Administrative Corruption in Iraqi Commission of Integrity.						
Variable	N	Mean	SE	SD	Class	Level
The Iraqi Commission of Integrity builds policies that promoting community participation in ensuring transparency and accountability.	250	4.00	0.004	0.,063	2	High
The commission undertakes a periodic assessment of administrative instructions for determining their adequacy to prevent and combat administrative corruption.	250	4.00	0.006	0.090	2	High
The commission imposes some kind of oversight and auditing measures to ensure transparency.	250	4.00	0.004	0.063	2	High
The commission facilitates the use of complaint mechanisms, and it pays particular attention to deal with.	250	4.00	0.006	0.090	2	High
The commission implements an integrated media strategy to raise awareness and share the culture of anti-corruption.	250	4.00	0.004	0.063	2	High
The commission operates according to a law that criminalizes corruption and defines punishments.	250	4.00	0.007	0.110	2	High
The commission is so careful in implementing the law of anti-corruption without discrimination.	250	4.00	0.004	0.063	2	High
The commission imposes sanctions to any corrupt behaviour.	250	3.50	0.041	0.654	6	Medium
The commission is updating the anti-corruption law to fit accordingly the job interests.	250	3.61	0.041	0.644	5	Medium
The commission is not tolerating any exceptionalism for applying penalties for administrative corruption.	250	4.11	0.036	0.574	1	High
The commission is rejecting any kind of favouritism.	250	3.50	0.041	0.654	6	Medium
The commission is compensating for fair and transparent performance.	250	3.61	0.041	0.644	5	Medium
The commission is stimulating employees` loyalty and commitment.	250	3.50	0.041	0.654	6	Medium
The commission performs the roles of media for promoting anti-corruption measures.	250	3.61	0.041	0.644	5	Medium
The commission is promoting the roles of civil society organizations to reduce the administrative corruption.	250	3.98	0.029	0.456	3	High
The commission encourages the roles of syndicates in fighting against administrative corruption.	250	3.63	0.042	0.666	4	Medium
General Means and Std. Deviations	250	4.041	0.026	0.426		Hight

The table 6.13 shows the findings for reduction of administrative corruption in the Commission. The no exceptionalism in applying penalties gets the first place

with 4.11 for the Mean, and 0.574 for the std. deviation. And the seventh first items are getting the second place with 4.00 for each. They are followed by the role of civil society with 3.98. In addition, the general Mean of table perfect and the levels of impact are high, which means that Iraqi Commission of Integrity has undertaken appropriate policies for reducing administrative corruption. Therefore, the findings for the Mean, and std. deviation reveal that the second main question "What is the degree of measures set by the Iraqi Integrity Commission to reduce administrative corruption" is properly answered (which shows that the degree of practice was hight).

For answers to the third main question "is there a positive relationship between transformational leadership and reducing administrative corruption in Iraqi Commission of Integrity? The regression testing was conducted to see such relations and examine the validity of the research hypotheses.

6.4 Testing the Research Hypotheses

The regression was conducted to test the research hypotheses and to see how far transformational leadership model is contributing to reducing administrative corruption in Iraqi Commission of Integrity. The main research hypothesis is "there is a significant correlation statistically between transformational leadership and reduction of administrative corruption in the Iraqi Commission of Integrity". To test the main hypothesis, the researcher divided it into four sub-hypotheses to examine the impact of each dimension of transformational leadership on the reduction of administrative corruption. The validity of the sub-hypotheses will give the general picture to test the validity of the main hypothesis. The findings are given below:

Table 6.14: Model summary (Predictors-Constant of correlation between transformational model and reducing administrative corruption).

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df 1	df 2	Sig.
0.989	0.978	0.978	0.03282	0.978	2778.970	4	245	0.000

The table 6.14 sum up the model for the regression. It indicates that R coefficient is 0.989, R Square= 0.978, and F change = 2778.970 and from the

findings, we can observe that the sig of the model is 0.000 significant to express that any change in independent variables will conduct to the same change in the dependent variable. The statistical norm for the sig is (-, or=0.05). These coefficients are expressing the high level of connection between transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity.

Table 6.15.: Coefficients of Predictors-Constant of correlation between idealised influence of transformational model and reducing administrative corruption.

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.247	0.017		133.196	0.000
	Idealised influence	0.094	0.018	0.211	5.128	0.000
a. Dependent Variable: reducing administrative corruption						

The table 6.15 shows the findings of regression for testing the first sub-hypothesis of this study "There is a significant relationship between the idealised influence of transformational leadership and Reduction of administrative corruption in Iraqi Commission of Integrity". From the table, we may observe that the sig of idealised influence is 0.000, and the statistical norm is (-, < or = 0.05). All the coefficients are significant too: Y (constant) 2.247 and its t are 133.196, while Beta for idealised influence is 0.211, and t is 5.128. All the coefficients are positively significant, which means any change in the dimension of the idealised influence of transformational leadership will positively bring change to the parameters of reduction of administrative corruption in Iraqi Commission of Integrity. In other words, the leaders in Iraqi Commission should maintain the dimension of idealised influence keep it going in the positive ways because it is contributing to reducing administrative corruption.

This finding is confirming what Bass (1999), Domoro (2012) came across, and according to them: charismatic feel or characters in leaders enable them to solve managerial problems through effective impression management that attract their followers. And engage in more self-displays to get more attention from their followers (Bass, 1999; domoro, 2012). And this basically came from working

environment created in mutual understanding between the transformational leaders and their followers.

In conclusion, the finding revealed that idealised influence of transformational leadership has a real and positive impact on the reduction of administrative corruption. Therefore, the first sub-hypothesis "There is a significant relationship between the idealised influence of transformational leadership and Reduction of administrative corruption in Iraqi Commission of Integrity" is valid and positively tested.

Table 6.16.: Coefficients of Predictors-Constant of correlation between inspirational motivation of transformational model and reducing administrative corruption.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.247	0.017		133.196	0.000
	Inspirational motivation	0.129	0.037	0.295	3.465	0.001
a. Dependent Variable: reducing administrative corruption						

The table 6.16 assumes the findings of regression for testing the second sub-hypothesis of this study "There is a significant relationship between the inspirational motivation of transformational leadership and Reduction of administrative corruption in Iraqi Commission of Integrity". The table shows that the sig of inspirational motivation is significant, the result is 0.001, and the statistical norm is (-, < or = 0.05). All other coefficients are significant too: Y (constant) 2.247 and its T is 133.196, while Beta for inspirational motivation is 0.295, and t is 3.465. All the coefficients are positively significant, which means any change in the dimension of the inspirational motivation of transformational leadership will positively bring change to the parameters of reduction of administrative corruption in Iraqi Commission of Integrity. As the case of idealised influence, the leaders in Iraqi Commission should maintain the dimension of inspirational motivation for reason that it is contributing positively to reduce administrative corruption.

Orole (2014), James (2013) came to such conclusion in their research. Their findings are touching the same results of this study. The connection between transformational leaders and employees' engaging in reducing administrative

corruption came thanks to the attention paid by the leaders to change followers' awareness of issues by helping them to look at old problems in a new way; and they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals (Orole, 2014; James, 2013).

To sum up, the finding expresses that inspirational motivation of transformational leadership has a real impact on the reduction of administrative corruption. Therefore, the second sub-hypothesis "There is a significant relationship between the inspirational motivation of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity" can be tested and positively valid.

Table 6.17: Coefficients of Predictors-Constant of correlation between intellectual stimulation of transformational model and reducing administrative corruption.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.247	0.017		133.196	0.000
Intellectual stimulation	0.171	0.038	0.406	4.541	0.000
a. Dependent Variable: reducing administrative corruption					

Table 6.17 highlights the finding of the regression testing the third sub-hypothesis of this study "There is a significant relationship between intellectual stimulation of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity". We can see from the table that the sig of intellectual stimulation is significant too, the result is 0.000, and the statistical norm is (-, < or = 0.05). All other coefficients are significant as well: Y (constant) 2.247 and its t are 133.196, while Beta for intellectual stimulation is 0.406, and t is 4.541. All the coefficients are positively significant and as the case of the idealised and inspirational previously tested; the finding of intellectual stimulation tests that any change in the dimension will positively brings change to the parameters of reduction of administrative corruption in Iraqi Commission of Integrity. So, the leaders in Iraqi Commission should maintain the dimension of intellectual stimulation for reason that it is contributing positively to reduce administrative corruption.

The findings of Okpokwu (2016), Kyung Bae (2012) & Baah (2016) are advancing the same argument that there is a positive correlation between the dimension of intellectual stimulation of transformational leaders and reduction of corruption in the workplace. The transformational leaders stimulate on their followers a mutual engagement in the problem-solving process any managerial problems, including administrative corruption (Okpokwu, 2016; Kyung Bae, 2012; Baah, 2016).

The finding of regression resumes that intellectual stimulation of transformational leadership has a significant impact on the reduction of administrative corruption. Therefore, the third sub-hypothesis "There is a significant relationship between intellectual stimulation of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity" can be tested and positively valid.

Table 6.18: Coefficients of Predictors-Constant of correlation between individualised consideration of transformational model and reducing administrative corruption.

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.247	0.017		133.196	0.000
Individualized consideration	0.042	0.011	0.089	3.691	0.000
a. Dependent Variable: reducing administrative corruption					

The table 6.18 shows the finding of the regression testing of the fourth sub-hypothesis of this study "There is a significant relationship between individualised consideration of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity". The table revealed that the sig of individualised consideration is also significant its sig is 0.000, and the statistical norm is (-, < or = 0.05). The table revealed as well that all other coefficients are significant: Y (constant) 2.247 and its T are 133.196, while Beta for individualised consideration is 0.089, and t is 3.691. All the coefficients of the dimension are positively significant and that means statistically that any change in the individualised consideration will positively bring change to the parameters of reduction of administrative corruption in Iraqi Commission of Integrity. As a result,

the leaders in Iraqi Commission should maintain also the dimension of individualised consideration and strengthen its parameters because it is contributing positively to reduce administrative corruption.

Ozeralli (2002), J. Garcia (2008) & Zhang (2016) came to the same conclusion in their studies. The transformational leaders have an ability to bring horizontal and vertical change in the workplace by following up specific needs and desires of their followers, to recognise or determine what motivates each individual through one-on-one coaching and mentoring, and that plays a remarkable role for reducing administrative corruption (Ozeralli, 2002; Garcia, 2008; & Zhang, 2016).

The finding of regression resumes that individualised consideration of transformational leadership has a significant impact on the reduction of administrative corruption. As a result, the fourth sub-hypothesis "There is a significant relationship between individualised consideration of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity" is positively valid.

To sum up, the validity testing of the four sub-hypotheses of transformational leadership model asserts that the main hypothesis of this study can be tested as well "There is a significant relationship between transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity".

Table 6.19: Coefficients of Predictors-Constant of correlation between transformational model and reducing administrative corruption.

Vırabals	Unstandardize Coefficients		St andardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations		
	B	Std.Erro	Beta			Lower Bound	Upper Bound	Zero order	Partial	Part
(Constant)	2.247	0.017		133.19	0.000	2.213	2.280			
Idealized	0.094	0.018	0.211	5.128	0.000	0.058	0.130	0.973	0.311	0.048
Inspirational	0.129	0.037	0.295	3.465	0.001	0.056	0.203	0.985	0.216	0.033
Intellectual	0.171	0.038	0.406	4.541	0.000	0.097	0.245	0.986	0.279	0.043
Individualized	0.042	0.011	0.089	3.691	0.000	0.020	0.065	0.924	0.230	0.035
Total Average	0.109	0.026	0.250	4.206	0.000	0.057	0.160	0.967	0.259	0.039

Table 6.19 is, to sum up the regression finding for the main hypothesis of this study.

The table summarises that total average of the sub-hypotheses, and as findings, we can see that average sig 0.000, and the statistical norm is (-, < or = 0.05). For other coefficients we may observe that Y (constant) 2.247 and its T is 133.196, while average Beta is 0.250, and t is 4.206: all the coefficients are positively significant to mean briefly that any change in transformational leadership style will positively bring change to the parameters of reduction of administrative corruption in Iraqi Commission of Integrity. As a conclusion, we can confirm that the main hypothesis "there is a meaningful and a positive relationship between transformational leadership model and reduction of administrative corruption in Iraqi Commission of Integrity" can be tested and positively valid as the case of the sub-hypotheses.

Table 6.20: summarising the finding for hypotheses testing.

N	Sub-Hypothesis	Validity
H1.	There is a significant relationship between the idealised influence of transformational leadership and Reduction of administrative corruption in Iraqi Commission of Integrity.	Valid
H2.	There is a significant relationship between inspirational motivation of transformational leadership and Reduction of administrative corruption in Iraqi Commission of Integrity	Valid
H3.	There is a significant relationship between intellectual stimulation of transformational leadership and Reduction of administrative corruption in Iraqi Commission of Integrity	Valid
H4.	There is a significant relationship between individualised consideration of transformational leadership and Reduction of administrative corruption in Iraqi Commission of Integrity	Valid

In this chapter we tested the reliability of the research variables, and based on Cronbach Alpha coefficient, all the variables of this study are between 0.70 and 0.90 the statistical norm to test the reliability (Cho et al, 2015). The normality testing is also conducted to ascertain that the variables are freed from any bias that may affect the findings. The skewness & kurtosis testing showed that all the variables are normally distributed and fit the statistical norm which is between -2.00 and +2.00 (Garson, 2009). In addition, the research questions of this study are properly answered, and the main hypothesis which is divided into four sub-hypotheses are positively tested and valid as well.

GENERAL CONCLUSION AND RECOMMENDATIONS

This part is briefly introducing the outcome of what we concluded based on the results of the description and diagnosis of the research variables and the nature of the relationship, as well as what we find appropriate recommendations and recommendations in the light of the conclusions, so this part will include four sections:

1. Research Summary
2. Conclusion
3. Recommendations
4. Future Researchers

Research Summary:

The summary of the research chapters, which contained the following:

The first chapter included drawing a general background and a conceptual framework for the subject, which is about corruption in general and administrative corruption in particular. Briefly, touches the following points:

1. The Meaning of Corruption.
2. The Meaning of Administrative Corruption.

The second chapter included focuses on relevant literature and conceptual framework for the topic that touching what leadership means and why transformational leadership style matters in the contemporary discipline of Management. Therefore, this chapter stud the following points:

1. The Meaning of Leadership.
2. The Meaning of Transformational Leadership.

The third chapter Include connects transformational leadership style with administrative corruption. It was discussed know how far transformational leadership can conduct the change and reduce the phenomena of administrative corruption in

the workplace through its four dimensions: idealize influence, inspirational motivation, individual consideration, and intellectual stimulation. So, it is touching the following points:

1. Idealize Influence and Administrative Corruption.

2. Inspirational Motivation and Administrative Corruption.

3. Individual Consideration and Administrative Corruption.

4. Intellectual Stimulation and Administrative Corruption.

The fourth Chapter included is briefly introducing some relevant literature and previous studies that are related to the main areas of this study in order to be aware how far this research would contribute to enriching the empirical studies.

The fifth chapter dealt with explains the methodological ways used and included explain the problem of the study, its questions and its importance. The objectives of its study were to identify the extent to which the leadership of the Iraqi Integrity Commission exercised leadership behavior in its four dimensions (idealize influence, inspiration motivation, individual consideration and intellectual stimulation) By the Iraqi Integrity Commission for the Reduction of Administrative Corruption. It also aims to identify the correlation between transformational leadership behavior in its four dimensions (idealize influence, inspiration motivation, individual consideration and intellectual stimulation) and levels of administrative corruption reduction in the Iraqi Integrity Commission.

The researcher explained in this chapter how to prepare the study tool (questionnaire). The researcher then explained the procedures for the validity and stability of the study tool (questionnaire) and the researcher applied his study tool and identified the statistical methods used in the analysis of the study data.

The sixth Chapter included the research findings and simulation of the data results to test the research questions and validity of the hypotheses. Therefore, the chapter is touching the study variables to find out how far they are connected by focusing on the following techniques:

1. Cronbach Alpha Coefficient to verify the reliability of the study variables.

2. Testing normality of the study variables.

3. Mean, and standard deviations for describing the research variables.

4. Simple, multiple correlations and regression to determine the nature of the relationship between the two variables and to test the research questions and hypotheses.

And included is briefly introducing the outcome of what we concluded based on the results of the description and diagnosis of the research variables and the nature of the relationship, as well as what we find appropriate recommendations and recommendations in the light of the conclusions, Briefly, touches the following points: (Research Summary conclusion, recommendations, future researchers).

Conclusion:

The general conclusion is to summary the major results and of this research. To do that, the following lines will revise the research objectives, the research questions, and finding hypothesis testing.

First of all, the Cronbach`s alpha testing revealed that the variables of this study are reliable, 0.00 coefficient means there is no consistency, 1.00 indicates there is a good consistency, and in social sciences the coefficient between 0.70 and 0.90 are seen as perfect for reliability (Cho et E. C. e. al., 2015; how2stats, 2015). In this study, the entire research variables were between 0.70 and 0.90 to mean that all items were appropriateness for simulation and analysis. In addition, the skewness and kurtosis testing were conducted to see the normality and to be sure that the research variables are free from statistical bias. Garson (2009) suggested that for a distribution to be considered normal, both skewness and kurtosis should be between -2.00 to +2.00. The findings showed that the skewness and kurtosis values of this research are all statistically perfect and freed from bias; the coefficients of skywness are between 0.497 and 0.774, and the kurtoisi coefficients are between -0.666 and 0.119.

Revising the objectives of this study; the main goal was to examine the role of transformational leadership on reducing administrative corruption in Iraqi Commission of Integrity. Based on the research findings, the respondents' views were all significant. The Means and the standard deviations were reasonably good. It asserts that transformational leadership style is well established within the Commission, and it is impacting remarkable the reduction of administrative corruption. So, the main research questions "What is the degree of the practice of the dimensions of transformational leadership style by managers in the Iraqi Integrity

Commission? What are the measures set by Iraqi Commission of Integrity to reduce the administrative corruption in the public sectors in Iraq? What is the relationship between style transformational leadership and reducing administrative corruption in the Integrity Commission of Iraq?" are properly and positively answered.

Which means that this study attended the objective were previously fixed. It was found that the degree of practice of the transformation leadership style of leaders in the Iraqi Integrity Commission as a medium degree.

And the degree of measures set by the Iraqi Integrity Commission to reduce administrative corruption as degree high. There is also a positive relationship a significant relationship between transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity by testing the hypotheses as shown below.

To revise the research hypotheses, the regression was conducted to test the research hypotheses and to see how far transformational leadership model is contributing to reducing administrative corruption in Iraqi Commission of Integrity. The main research hypothesis was "there is a significant correlation statistically between transformational leadership and reduction of administrative corruption in the Iraqi Commission of Integrity". The main hypothesis was divided into four sub-hypotheses according to dimensions of transformational leadership model. The findings showed that all coefficients are significant; the Sigs were 0.000 below to the statistical norm (-, < or = 0.05), R=0.989, R Square= 0.978, and F change = 2778.970 and that means the level of connection between the research variables is so high. In statistics, it expresses that any change in transformational leadership parameters will bring the same change to the reduction of administrative corruption.

By touching the hypotheses individually, the first sub-hypothesis "there is a significant relationship between the idealised influence of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity". The Sig was 0.000 below to the statistical norm (-, < or = 0.05), and Beta was 0.211, and T =5.128. In other words, all the coefficients were positively significant, which means that the hypothesis is valid, and any change in the dimension of idealised influence will positively bring change to the parameters of reduction of administrative corruption in Iraqi Commission of Integrity. This finding can be asserted by studies of Bass (1999), and Domoro (2012) in the literature. The

second sub-hypothesis "there is a significant relationship between the inspirational motivation of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity". The Sig was 0.001 below to the statistical norm (-, < or = 0.05), and Beta was 0.295, and T =3.465 and that means all the coefficients were positively significant, and the hypothesis is valid.

Therefore, any change in the dimension of inspirational motivation will positively bring change to the parameters of reduction of administrative corruption in Iraqi Commission of Integrity as previously stated in the literature by Orole (2014 and James (2013).

The third and the fourth hypotheses were positively tested and valid; "there is a significant relationship between intellectual stimulation of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity" and "there is a significant relationship between individualised consideration of transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity". The Sigs were 0.000 respectively which are below to the statistical norm (-, < or = 0.05), and Beta and the T for the third hypothesis were 0.089 and 3.691. While the Beta and the T for the fourth hypothesis was 0.250 and 4.206. Briefly, all the coefficients were positively significant, which means that the hypotheses are valid too, and any change in the dimension of intellectual stimulation or the individualised consideration will positively bring change to the parameters of reduction of administrative corruption in Iraqi Commission of Integrity. Okpokwu (2016), Kyung Bae (2012), Garcia (2008) & Zhang (2016) are asserting the findings of this study.

To sum up, the findings revealed that idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration have a meaningful and positive impact on the reduction of administrative corruption in Iraqi Commission of Integrity. As a result, the main hypothesis "there is a significant relationship between transformational leadership and reduction of administrative corruption in Iraqi Commission of Integrity" is accordingly tested and valid.

Recommendations:

Based on findings, the researcher recommends the following:

1. Operating on adopting a transformational leadership style by the leaders in the Integrity Commission of Iraq by preparing and implementing training

programs to provide the leaders with skills in order to motivate the subordinates and generate a sense of the importance of their job, toward reducing of administrative corruption.

2. Acting of the Iraqi Integrity Commission leaders should achieve the objectives of the staff, through attention, and determine their needs of the functional and personal, with getting into account the individual differences in abilities and skills at the distribution of duties.

3. To require leaders in the Iraqi Integrity Commission to support and encourage the style of collective action in solving the problems in the workplace, through spread the culture of positive conversation in exchange of ideas and theories, and accept different opinions.

4. Emphasize activation of the concept of human relations between the leaders and staff in the Iraqi Integrity Commission; this has the effect of strengthening the reduction of administrative corruption.

5. Operate on development ability, skills, and increased the knowledge for the leaders in the Iraqi Integrity Commission, through training and education, to know how practice transformative leadership behaviour. Where the finding of this study presented it has a role in reducing administrative corruption.

6. The Iraqi Integrity Commission should be taken care to spread the culture of reducing administrative corruption through its multiple commitments, its fair follow-up and activation of its role media and community.

7. Operate for compensating employees in the Integrity Commission on their performance of the job in a fair and transparent manner.

8. Attention to motivate the loyalty of staff and commitment and toward the practice of reducing administrative corruption.

9. Operate on imposition punishments to any corrupt behaviour without favouritism.

10. Attention the role of the media in promoting the reduction of administrative corruption.

11. Operate on promoting the role of civil society organizations to reduce the administrative corruption.

12. Simplification use the complaint mechanisms and making great attention to deal with.

Finally, the researcher recommends in general that the leaders in Iraqi Commission should maintain all the dimensions of transformational leadership, from idealised influence, inspirational motivation, intellectual stimulation and individualised consideration, and work closely to strengthen its parameters; because they are contributing positively to reduce administrative corruption. It recommends as well expansion applying the dimensions of transformational leadership model not only in the Commission but in all Iraqi public sectors. Iraq is suffering from corruption and application of transformational leadership model is the last hope to fight and to reduce the phenomenon in Iraqi public sectors.

Future Researchers:

This study touched the impacts of transformational leadership style on the reduction of administrative corruption in Iraqi Commission of Integrity in Baghdad province, and the findings were positive. Therefore, this study recommends further studies in other provinces. It recommends as well conducting more studies in different public sectors in Iraq.

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APPENDIXES

Appendix-A: **Questionnaire Form**

UNIVERSITY OF TURKISH AERONAUTICAL ASSOCIATION

INSTITUTE OF SOCIAL SCIENCES

Department of Management

Master of Management Program

Field Research Survey

Dear Sir and Madams,

This survey is a part of my Master research program in Business Administration, entitled: "The Role of Transformational Leadership in the Reduction of Administrative Corruption - Case of Iraq Commission of Integrity". Please kindly take a moment to answer the questionnaire giving blow. Kindly be aware that this survey will be used exclusively for scientific purposes, which it is not requesting from you to oppose your name, nor your signature on the survey.

Note Regarding some terminologies in the Survey:

1. Idealized influence: a charismatic personality of transformational leader to influence others.

2. Inspirational motivation: the leader's ability to inspire confidence, and motivation in his followers.

3. Intellectual stimulation: the ability of transformational leaders to involve their followers in the decision-making process and stimulating their efforts to be creative.

4. Individualized consideration: the ability of transformational leaders to recognize or determine through eavesdropping or observation what motivates each individual.

    Researcher   Supervisor

Arass Ali Hussein   Assist. Prof. Dr. RUHİ KILIÇ

First- Demographic variables:

(1) Age:

☐ Less than 25 years

☐ 25 - Less than 35 years

☐ 35- Less than 45 years

☐ More than 45 years

(2) Gender:

☐ Male

☐ Female

(3) Level of Education:

☐ High School& *below*

☐ Bachelors

☐ Diploma/ Master

☐ Doctorate & above

(4) Job Experience:

☐ Less than 5 years

☐ 5 to Less than 10,

☐ 10 to Less than 15

☐ 15 and above

Second- Study variables:

Part I: Independent Variables: Dimensions of Transformational Leadership

Please answer to the questions reflecting the practice of transformational leadership by your managers by putting mark X in the column you agree with.

Table A.1: Second study variables.

	Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	Idealized Influence					
1.	I feel proud when working with my boss.					
2.	My boss goes beyond his own interests for the benefit of the group.					
3.	He has a high moral character that increases my respect and trust.					
4.	Showing signs of strength and self-confidence to my boss.					
5.	My boss talks about his most important values and beliefs.					
6.	My boss stresses the importance of community spirit when performing tasks.					
	Inspirational Motivation					
7.	My boss talks about the future of work optimistically.					
8.	My boss speaks passionately about what should be done.					
9.	My boss trusts the ability of employees to achieve goals.					
10.	My boss motivates me to realize more than I expect to personally.					
11.	My boss strengthens my commitment to the organization's goals.					
12.	My boss always encourages his employees to lead.					

Variables		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Intellectual Stimulation						
13.	My boss encourages me to express thoughts even if I disagree with his ideas.					
14.	My boss encourages problem-solving in innovative ways.					
15.	He helps his employees to bring a success and make a difference in their works.					
16.	My boss is able to turn vision into reality.					
17.	My boss is able to deal with ambiguous and complex situations.					
18.	Trusts the ability of subordinates significantly.					
Individualized Consideration						
19.	My boss spends time directing and training his subordinates.					
20.	My boss treats each subordinate according to its circumstances.					
21.	My boss views me as an individual with different needs, abilities and aspirations than others.					
22.	My boss helps me develop the strengths in my personality.					
23.	My boss makes sure to provide me with all the special information in my work.					
24.	My boss assigns tasks and responsibilities to his employees according to their abilities and their needs.					

Part II: Dependent Variables: Reducing Administrative Corruption in Iraqi Commission of Integrity.

Please answer to the questions reflecting the practice of anti-administrative corruption measures in your workplace by putting mark X in the column you agree with.

Table A.2: Variables

	Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
25.	The Iraqi Commission of Integrity builds policies that promoting community participation in ensuring transparency and accountability.					
26.	The commission undertakes a periodic assessment of administrative instructions for determining their adequacy to prevent and combat administrative corruption.					
27.	The commission imposes some kind of oversight and auditing measures to ensure transparency.					
28.	The commission facilitates the use of complaint mechanisms, and it pays particular attention to deal with.					
29.	The commission implements an integrated media strategy to raise awareness and share the culture of anti-corruption.					
30.	The commission operates according to a law that criminalizes corruption and defines punishments.					
31.	The commission is so careful in implementing the law of anti-corruption without discrimination.					
32.	The commission imposes sanctions to any corrupt behaviour.					
33.	The commission is updating the anti-corruption law to fit accordingly the job interests.					
34.	The commission is not tolerating any exceptionalism for applying penalties for administrative corruption.					

	Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
35.	The commission is rejecting any kind of favouritism.					
36.	The commission is compensating for fair and transparent performance.					
37.	The commission is stimulating employees` loyalty and commitment.					
38.	The commission performs the roles of media for promoting anti-corruption measures.					
39.	The commission is promoting the roles of civil society organizations to reduce the administrative corruption.					
40.	The commission encourages the roles of syndicates in fighting against administrative corruption.					

Appendix-B: Permission

Correspondences (Between Me And Aman)

The form of my application to AMAN (Coalition for Integrity and Accountability).

Source of (the Proposed Framework for the Development of Soft Leadership Practices for the Dissemination of the Culture of Reducing Administrative Corruption in Palestinian Universities) by their website on Face book

Hi

First, I apologize for your answer to your letter without any prior knowledge, but let me know another way to contact your council.

I'm Arass Ali

I am a student a Master of Business Administration at the University of the Turk Hava Kurumu University. Currently, I am writing a research paper titled "The Role of Transformational Leadership in Reducing Administrative Corruption". I have benefited from one of your publications, entitled (Proposed Framework for the Development of Soft Leadership Practices for the Dissemination of the Culture of Reducing Administrative Corruption in Palestinian Universities) as well as the questionnaire questions that were put in it and because your studies are close to a research title. I ask you for permission and approval to use the questionnaire for your issue so that I can reformulate it and develop it in a way that matches my research title so that I can complete my research.

The scientific orientation is currently in the use of a study must inform the owner of the study and request approval to use and quote from their source.

So please accept my application using the questionnaire questions in your study above.

Answer AMAN Response (Coalition for Integrity and Accountability). Sent to me via Face book

There is no problem with the use of AMAN sources, and their questionnaires, in feeding studies and research, but with the emphasis on correct scientific documentation.

Source page on Facebook. Aman Organization (Coalition for Integrity and Accountability)

My message to request permission from the owner of the source, the Organization of Aman (the Coalition for Integrity and Accountability).

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A message from the source owner, AMAN (Coalition for Integrity and Accountability), which includes permission to use the questionnaire.

Correspondences (Between Me And Anes Hebbaz)

The form of my application to Anes Hebbaz.

Source of researcher entitled (The impact of transformational leadership on organizational loyalty). By their website on Face book

Hi, First, Are you the author of the research (the impact of transformational leadership on organizational loyalty)

I'm Arass Ali

I am a student a Master of Business Administration at the University of the Turk Hava Kurumu University.

Currently, I am writing a research paper titled "The Role of Transformational Leadership in Reducing Administrative Corruption".

I have benefited from your research (the impact of transformational leadership on organizational loyalty) as well as the questionnaire questions that were put in it and because your studies are close to a research title. I ask you for permission and approval to use the questionnaire for your issue so that I can reformulate it and develop it in a way that matches my research title so that I can complete my research. The scientific orientation is currently in the use of a study must inform the owner of the study and request approval to use and quote from their source.

So please accept my application using the questionnaire questions in your study above.

Answer Anes Hebbaz

The answer of the researcher entitled (The impact of transformational leadership on organizational loyalty). Sent to me via Face book

Hello Aarss Ali.

Yes, I am the author of the thesis entitled "The Impact of Transformational Leadership on Organizational Loyalty".

(There is no problem that you can use anything from my research that could benefit you in your search).

Source page on Facebook For the author of the research (the effect of transformational leadership on organizational loyalty), Anes Hebbaz

My message to request permission for the author of the research (the effect of transformational leadership on organizational loyalty), Anes Hebbaz**.**

السلام عليكم .

انا اراس علي طالب ماجستير (ادارة اعمال) في جامعة مؤسسة الطيران التركية وحاليا في مرحلة كتابة الاطروحة الموسومة باسم (دور القيادة التحويلية في الحد من الفساد الاداري) .

قد استفدت من دراستكم بعنوان (اثر القيادة التحويلية على الولاء التنظيمي)

وكذلك اسئلة الاستبيان التي كانت موضوعة فيها (القيادة التحويلية) ولكون دراستكم مقاربة لعنوان بحثي . اطلب منكم الموافقة على ان استخدم بعض اسئلة الاستبيان الخاصة ببحثه , لكي اقوم باعادة صياغتها وتطويرها بشكل يتلائم مع عنوان بحثي لكي استطيع اكمال بحثي .

كون التوجه العلمي حالياً عند الاستعانة بمصدر يجب اعلام صاحب المصدر وطلب الموافقة على الاستعانة والاقتباس من مصدره .

لذا يرجى الموافقة على طلبي بالاستعانة بالاسئلة الموضوعة في دراسته اعلاه .

A message from the author of the research (the effect of transformational leadership on organizational loyalty), Anes Hebbaz.

دراسته اعلاه .

السبت 03:48 م

تم قبول طلبك بواسطة Anes Hebbaz.

السلام عليكم ورحمة الله تعالى وبركاته

مرحبا استاد اراس علي نعم أنا صاحب الأطروحة ما في مشكل يمكن أن تستعين بأي شئ يمكن أن يفيدك في بحثك مشكور جدا على المشورة

لم يكن في علمك أنا الأن أكمل دكتورة في ماليزيا هد الفصل بدأت ممكن أوصل في نفس موضوعي السابق

أنا أيضا ممكن أحتاجك لي بحثك لو تفضلت

بعد أن تنهي

الله يحفظك اخي العزيز وان شاء الله التخرج والحصول على الدكتوراة

21/09/2017

I am writing this letter to Arass Ali ,student of Master Business Administration at the University of the Turk Hava Kurumu university to allow him using my questionnaire or publications under the title (The impact of transformational leadership on organizational loyalty).

 I hope my publications can help you in your research

Mr Hebbaz Anes

Signature

RESUME

PERSONAL INFORMATION

Name, Surname	: ARASS ALI HUSSEIN
Nationality	: Iraqi
Place and Data of Birth	: Baghdad, 1983
Marital status	: Married
E-mail address	: aa.bc36@yahoo.com

EDUCAYION

University	: Technical College of management, Baghdad-2005
	: AL-Rafidain University College, Baghdad Law – 2012
Master Degree	: Türk Hava Kurumu Üniversitesi
Occupation	: Employee of the Integrity Commission of Iraq.