

# **Transformational leadership and Community Peacebuilding - Security leadership as a Model - a Field Study in the City of Baghdad**

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## **Abstracts**

Leadership is an important and vital element for the success of institutions in achieving their goals, including security institutions that are responsible for providing security and internal peace for individuals in society, which depends on the applied leadership style. The research problem crystallizes in the nature and size of the challenges facing societal peace and what the network of social relations is exposed to. In light of the state of political and institutional instability, with the lack of leaders who can manage crises, especially in light of the weakness of the conditions and specifications that should be met in the leadership personality, with the presence of a problem in introducing modern patterns and renewed methods in the management of activities and events and Iraq after 2003 and the accompanying change in the regime. Political and the emergence of political, social and institutional problems that were reflected in stability and security, specifically after the emergence of terrorist organizations and internal disputes and conflicts, which is reflected in the nature of stability and development, the realization of rights and the building of a welfare society, which weakens the quality of life and reduces the connection and sense of responsibility towards the other, with the emergence of disintegration in the structure of society and then By fragmenting its components, which has an impact on the present and future of society and its institutions, the essence of the problem of the current research can be crystallized with the following main question: What is the relationship between leadership

Transformational transformation in security institutions and building community peace. The study aims to evaluate the security environment and the possibility of activating the role of security leaders in promoting community peacebuilding and studying ways and mechanisms to achieve it. And the extent of the impact of transformational leadership in building societal peace

As a modern leadership style and style. The security institutions, the Ministry of Defense, the Ministry of Interior, and the National Security Service were chosen as a population for the study. The study included standards. The study sample of managers, leaders, and experts, amounting to (200). A questionnaire was adopted as a tool in collecting information, which was designed and judged, and honesty and reliability were conducted, and the answers were analyzed by relying on On the statistical program. (24.SPSS Ver).

**Keywords:** transformational leadership, societal peace, peacebuilding, societal security, security institutions.

## 1. Introduction

### Study Elements

1. Research Problem: The problem concerns the lack of security and societal stability, which inevitably impacts the construction of social peace and, consequently, comprehensive development. Additionally, some institutions, particularly security institutions, continue to operate under traditional leadership patterns and administrative methods. There is also a noticeable weakness in the capabilities and skills of certain personnel responsible for achieving peace and social security.

Therefore, the research problem can be formulated in the following main question: Is there a relationship between transformational leadership skills in security institutions and the construction of social peace?

### 2. Research Importance:

The significance of this research lies in the crucial role of security and peace in ensuring societal stability and well-being. There is a dialectical relationship between security stability and achieving sustainable development, which necessitates directing institutional efforts toward peacebuilding and developing leadership skills to sustain peace efforts.

Additionally, the research aims to highlight the importance of contemporary leadership roles and styles in enhancing capabilities and potential for creating a safe and cohesive environment. It also seeks to activate social responsibility, explore the means of its development, and contribute to achieving societal development.

### 3. Research Objectives

The key objectives of this research can be summarized as follows:

- a. Examining the current performance and nature of security institutions and their impact on societal peace.
- b. Analyzing the reality of transformational leadership and the extent of its application in Iraq.
- c. Identifying strengths and weaknesses in societal peacebuilding mechanisms and transformational leadership's role in shaping a practical strategy.
- d. Developing findings and mechanisms to enhance the effectiveness and efficiency of transformational leadership in establishing and strengthening societal security.

### 4. Research Hypotheses

The research is based on the following two hypotheses:

- First Main Hypothesis (H1): There is a statistically significant correlation (0.05) between the effectiveness of transformational leadership and the process of building and achieving societal peace.

- Second Main Hypothesis (H2): There is a statistically significant impact (0.05) between the elements of transformational leadership in the security institution and the process of supporting mechanisms for societal peacebuilding within the security institution.

### Analysis and Review of Previous Studies

No doubt accumulated efforts have yielded findings that can be utilized in future research. Despite the existence of several studies on societal peace and transformational leadership, it is noticeable that some studies have focused on only one of these variables. A selection of studies was reviewed based on their relevance to specific aspects of the current study.

### 5. Study Population

The security institutions in Iraq were selected as the study population, with the chosen sample drawn from the Ministries of Defense, Interior, and the National Security Service. The total number of participants included 200 personnel of different ranks, administrative positions, service durations, and appropriate educational qualifications, ranging from undergraduate to postgraduate degrees. Through the personal information section and data gathered from the study sample responses, it was observed that despite being randomly selected, most participants possessed suitable academic qualifications and service experience. These factors align with their level of awareness and the nature of their positions, in addition to relevant training courses they have attended. This indicates that the study sample is well-informed and understands the subject, its variables, and objectives. The study also found that the sample was predominantly male, representing 71.5%, while female participants accounted for approximately 28.5%. Regarding age distribution, the majority of participants were within the 31–40 age group (37.8%) and the 41–50 age group (40%). This suggests that most of the sample consists of individuals in their youth or prime working years, who are suitable for service in security institutions.

Regarding educational qualifications, most of the sample holds a bachelor's degree (42.5%), followed by diploma holders (25%) and higher diploma holders (11.5%). This indicates a strong knowledge base among the participants, enabling them to effectively respond to the questionnaire due to their awareness and skill level. Regarding years of service, the distribution varied but remained within expected and acceptable age ranges. In terms of job positions, approximately 65% of the sample consists of department heads, division managers, experts, advisors, and individuals in leadership or supervisory roles. As for training programs, skill development largely depends on work experience, academic qualifications, and specialization. However, in terms of leadership development training, more than two-thirds of the sample had undergone various types of leadership training, highlighting the importance of professional development in their roles.

- Dr. Maher Sabri Darwish's Study (2009)
- Ahmed Karim Al-Habarneh's Study (2018), titled "Transformational Leadership and Its Impact on Strategic Performance: The Moderating Role of Work-Life Quality – An Applied Study in the Jordanian Customs Administration".

- Mohammed Ahmed Al-Ghamdi's Study (2022), titled "The Impact of Transformational Leadership on Decision-Making in Security Institutions: An Applied Study on the Makkah Region Police".
- Fatima Atta Jabbar's Study (2019), titled "Obstacles to Achieving Community Peace in Iraq After 2018".
- Safaa Jassim Mohammed & Dr. Faleh Khalaf Kazem's Study (2020), titled "Challenges of Community Peacebuilding in Iraq After 2003".

#### Comparison of Previous Studies:

- Most previous studies have focused on the independent variable (transformational leadership).
- The current study focuses on community peacebuilding and examines security aspects in general, while Fatima Atta Jabbar's study focused on obstacles to achieving community peace in Iraq.
- The previous studies differ in terms of timeframe, location, and sample population.

## 2. Concepts and Theoretical Framework

The transformational leadership theory is one of the modern theories essential for managing change in leadership styles and approaches, particularly in light of rapid transformations. This requires managing situations and circumstances, especially in some activities that are known as transformational leadership, a term introduced by (Burns) in his book titled *Leadership*. However, there is no agreement among researchers on a unified definition of transformational leadership (Jaskyte, K. 2004, p. 87). The research is based on two main variables: transformational leadership and community peacebuilding, as well as the security institution as a field for activating and applying these variables.

### 1. Transformational Leadership:

The concept of transformational leadership is derived from the essence of leadership philosophy and its objectives as a core function of the administrative process (Al-Shama'a, 2015: 214). It is considered one of the contemporary leadership styles that emerged as a result of changes in the business environment, the nature of challenges faced, and the desired goals.

- Transformational leadership is a process through which the leader and followers seek to elevate each other, reaching higher levels of achievement through motivation and ethical values. It aims to enhance the feelings of subordinates by adhering to standards and ethical values such as freedom, justice, equality, and humanity. Therefore, transformational leadership behavior stems from the personal values and beliefs of the leader, rather than exchanging interests with subordinates (James, S. P., 2003, p. 232).

- Transformational leadership is the pursuit of positive change in work methods, where the transformational leader does not intervene in the work as long as it is naturally fulfilling its

objectives, without extraordinary or exceptional actions, to develop performance and correct deviations during the work (Mohammed, 2017: 168).

From another perspective, Al-Ta'i believes that leadership is not limited to just one style but rather combines more than one modern direction. It is a composite of (visionary, leadership, transformational, collaborative, and creative) elements, which stimulates efforts (Al-Ta'i, 2018: 165). From this, the researcher develops an operational definition of transformational leadership: It is a social process that includes three key elements: a defined goal (community peacebuilding), motivation and stimulation, and a leader possessing traits and characteristics that enable them to influence and gain the response of others.

Transformational leadership is a process that blends transformational leadership theories with behavioral theories, incorporating a touch of trait theory. The transformational leader guides followers towards a direction that enables them to set goals by clarifying the roles they need to play and the task requirements (Daim, 2017, p. 138).

1. The transformational leader is characterized by paternal leadership and visionary leadership, inspiring followers to transcend self-interest in order to enhance the greater good.
2. The transformational leader works on instilling values and principles in followers, encouraging them to think about problems in new or different ways.

#### Second: Dimensions and Behaviors of Transformational Leadership

1. There are three dimensions of transformational leadership. First, charisma, where the leader instills pride in employees, organizes priorities, determines the most important duties, and spreads the sense of the organization's mission. The charismatic leader focuses on the needs of the followers and seeks to satisfy them, while also setting a clear vision and goals for the future, along with preparing all the necessary resources to achieve this vision. The following dimensions include (Liza Sherk, 2013: 34):

A. Idealized Influence: The leader focuses on motivating and inspiring followers by emphasizing the importance of achieving goals and earning their trust, as the leader serves as a role model for the tasks they perform within the organization.

B. Inspirational Motivation: The leader's behavior involves motivating and making followers aware of the challenges they face in their work, while also enhancing their capabilities to understand the future vision.

C. Intellectual Stimulation: The leader's behavior stimulates followers and enhances their capabilities to implement the future vision, while also raising awareness about the key challenges they may encounter in their work.

D. Individual Consideration: The leader focuses on addressing the individual needs of the followers and helps them develop their capabilities to accomplish the tasks assigned to them.

#### Third: Concept and Components of Building Community Peace

Community peace is an essential human necessity and a fundamental pillar for the progress and development of society and its individuals. It refers to achieving peace within the societal

environment, enhancing the social network of relationships, and ensuring the requirements of a civilized, stable, and prosperous life (Hassan Ali, 2019: 37). Community peace is also defined as "the existence of a strong and positive relationship between the people, the state, and various community groups when the people trust that the state's decisions are just and made based on sound principles, even if those decisions do not directly benefit them" (Qour, 2010, p. 34).

From a social responsibility perspective, the process of building community peace is a joint process that requires comprehensive management, awareness, and recognition of the importance of stability, cohesion, coexistence, and addressing all human needs. Peace building primarily addresses the underlying causes of conflict between people, alongside supporting communities in managing their disputes and conflicts without resorting to violence. It is considered a long-term and cooperative process because it involves changes in attitudes, behaviors, norms, and institutions (Al-Qaisi, 2017: 67).

Community peacebuilding is defined as a clear set of efforts undertaken by various actors in the government and civil society to address the root causes of violence before, during, and after conflict. The term "peacebuilding" can have two broad meanings. It can refer to direct actions that intentionally emphasize addressing the driving and mitigating factors of conflict. (Lisa Cherk, 2013: 167). Additionally, peacebuilding can refer to efforts aimed at coordinating comprehensive, multi-level, and multi-sectoral strategies, including humanitarian aid, governance development, security, justice, and other sectors that may not explicitly use the term "peacebuilding" in their descriptions. (Abboud, 2022: 45).

The importance of community peace is highlighted by the reality humanity faces, which is marked by conflicts and disputes, whether between nations or within the components of a single country. The focus has not only been on the concept as a cultural idea but also as an applied reality, garnering attention across various fields of knowledge, including institutions, scholars, and researchers in political affairs, sociology, and community security (Hassan Al-Saffar, 2000: 63). Its significance can be further articulated through the following points: (Mohammed, Kazem: 2022: 31).

1. It has become a reality and a necessity for any society, otherwise, neither development nor a dignified life will be achieved.
2. There is a connection between community peace and its realization, and the commitment to the Universal Declaration of Human Rights, international agreements, and regulations.
3. Community peace relates to society as a whole, to individuals, and to the various conditions and levels of civilization in any country. Therefore, achieving community peace has multiple dimensions, including cognitive, behavioral, and social. The interplay of these dimensions makes community peace one of the acquired subjects that individuals learn through their interactions with others.

The four main dimensions of community peace are: (intellectual openness, tolerance, respect for the freedoms of others, and national belonging) (Harald Muller, 2001: 143).

The operational definition of community peace: It is a long-term process characterized by mutual recognition and communication between all parties involved—individual, institutional, and community-oriented—to achieve sustainable peace among the components of a single society.

Thus, the philosophy of community or civil peace can be summarized as follows: (Amara, 2014: 5)

1. Community peace means creating a state of reassurance, comfort, trust, security, cooperation, and solidarity within society, ensuring the essential needs of human beings. It is an urgent and essential need for humanity.
2. Guaranteeing political rights and public freedoms is one of the most important factors in consolidating community peace and security.
3. Key components of community peace include understanding the principle of diversity, guaranteeing freedoms and rights for all components of society, involving everyone in political life, implementing human values, and eliminating absolute power.
4. Community peace is considered a factor in the advancement of civilization, progress, development, and prosperity. Its absence, however, leads to conflict, backwardness, and injustice, in addition to being a cause for external interference in the internal security of the country. Therefore, the relationship between community peace and civilizational progress is direct.

#### Fourth: The Dialectical Relationship Between Transformational Leadership and Community Peace

It is natural for any organization to undergo performance evaluation and measurement, especially regarding efficiency and effectiveness, as these are the key indicators for any institution regardless of its area of work. However, when it comes to organizations related to national security and the resulting community peace and sovereignty, certain elements are essential and foundational for success. These include the availability of resources, the organizational structure, the nature and capabilities of the workforce, the technical skills, and the organizational environment and climate. Additionally, the importance of having competent leadership with the ability and skills to manage situations is crucial. This is where the importance of transformational leadership styles and methods emerges. (Mandell, B., & Pherwani, 2003: 231)

There is an inherent relationship between transformational leadership and the process of establishing and strengthening social networks, which contribute to building community peace and security. This relationship stems from the importance of value-based security in the perceptions and behaviors of the leader, as it serves as a guiding framework for achieving community peace. Hence, the necessity arises to develop robust concepts for understanding the role of values in the behavior and performance of a transformational leader and the significance of value-based security in community peace. This also involves defining the responsibilities of social institutions in fostering value-based security and achieving community peace. Achieving this requires a realistic vision from the transformational leader to translate values into actionable plans and methods. This highlights the importance of activating the role of value-based security in achieving community peace (Al-Tamimi, Al-Bassiouni, 2022: 3).

Here, it is essential to highlight the role of national reconciliation and the extent to which it is needed as a fundamental pillar and entry point for achieving security and community peace. National reconciliation serves as an active element in supporting transformational leadership to strengthen the requirements of community peace. This raises the question: Is reconciliation limited to individuals, components, or leaders and key figures in the political process, or does everyone need such reconciliation? If so, what is the leader's role in this process, and who is behind instability and unrest? Is it due to a lack of resources, the nature of the political system, poor state management, or fundamentally the flaws in the structure of the political process, which may have been established haphazardly? (Al-Baghdadi, 2020: 11).

Here, the question arises regarding the extent to which security institutions need transformational leadership through the development of a strategic leader. Given that security institutions operate in an unstable environment with multifaceted challenges, the process of security planning and the use of methods and tools to identify opportunities and challenges highlight the need for strategic leadership in security operations (Al-Harbi, 2010: 95). To address potential issues in the roles of security institutions concerning the achievement of community peace, the following steps are necessary (Jaskyte, K., 2004: 311):

1. Closing the gaps and addressing violations in the security institution's work.
2. The necessity for the security institution to be subject to the civilian political level and its adherence to the law.
3. The need to remove the ambiguity surrounding the security institution's dependency on the political level.
4. Weakness in the integrity of governance regarding the transfer of power, contrary to the provisions of the law.
5. Implementing recommendations from official investigation committees to prevent impunity and accountability.
6. The need to update the legislative system to protect public rights and freedoms by the security institution.
7. Completing the regulations and instructions that would activate the role of the security institution.
8. Focusing on the workforce by providing them with specialized energy loyal to the country, working on training them, developing their capabilities, and benefiting from expert houses and consulting offices inside and outside the country, especially universities, institutes, and related centers (Al-Badawi, 2014: 48)

### **3. Field Study**

#### **Description of the Questionnaire, Validity, and Reliability**

1. Study Tool



The questionnaire form was used as the tool of the study, as it is the most common source in descriptive specialized studies. It was presented to several experts and judges, and their suggestions were taken into account. The researcher made necessary modifications to ensure the validity and reliability of the tool. The researcher used the five-point Likert scale, which consists of five weights, starting from weight (1) indicating a strong negative relationship, to weight (5) indicating a strong positive relationship. The weights are (5, 4, 3, 2, 1). To ensure that the research requirements were met, the researcher distributed (218) questionnaires to a sample from the personnel of security institutions, and (208) were returned, with (200) being valid for statistical analysis, as shown in Table (1).

Number and Percentage	Distributed Questionnaires	Unreturned Questionnaires	Returned Questionnaires	Unfit Questionnaires for Analysis	Valid Questionnaires for Analysis
Number	218	10	208	8	200
Percentage (%)	100%	4.5%	95%	4%	92%

Source: Prepared by the Researcher

Regarding the methodology, the researcher adopted this approach as it aligns with the study's requirements, data, and objectives. The researcher used statistical methods and tools, utilizing various statistical techniques to analyze the data and derive results to establish precise relationships between the study variables and test the hypotheses through simple and multiple regression analysis. The SPSS program was employed for the tests mentioned above, which led to a set of findings, including:

- A. Descriptive methods, such as percentages, weighted arithmetic mean, standard deviation, frequencies, coefficient of variation, and others.
- B. Statistical methods: Pearson correlation coefficient, coefficient of variation, Cronbach's alpha (reliability coefficient), t-test, F-test, and coefficient of determination ( $R^2$ ).
- C. Analysis of Variance (ANOVA) to test for significant differences across study categories. The researcher also used the (AMOS) program to construct structural equation modeling.

Considering the requirements of scientific research, the study was subjected to validity testing. The researcher adjusts and rephrases statements based on feedback from evaluators to ensure greater clarity and precision.

Regarding the reliability of the scale, which refers to the internal consistency of the scale, meaning that all the questions are aligned with the general purpose being measured (Rober and DeVellis: 2016:49), the Cronbach's alpha coefficient is one of the most used internal consistency measures in practice. The value of alpha ranges between (0 and 1), and it is considered to have high reliability if the Cronbach's alpha coefficient is (0.70 or higher) (Hair et al., 2019, P:775). The values of Cronbach's Alpha ranged between (0.851–0.960) for the variables and dimensions, which were found to be greater than (0.70), indicating that the items and dimensions have

appropriate internal consistency. These results suggest that the research scale (the questionnaire) has a good level of reliability. Similarly, the adequacy of the sample size was tested.

It was found that the (KMO) value was greater than (0.50), with values of (0.803, 0.936) respectively, which according to (Kaiser's classification) are considered good, indicating that the sample size is sufficient for conducting statistical analyses.

Second: Descriptive Analysis - Presentation and Analysis of Results Based on the Sample Responses

The answers were analyzed according to the main variables and dimensions in the study, as well as the statistical rules required for analysis.

1. Independent Variable: Transformational Leadership and Its Dimensions

This section included four dimensions, with five items. The responses varied, and the relative importance within each dimension was different. However, in all cases, there was general agreement, with some responses exceeding 65% in agreement. Based on the detailed results previously presented for each dimension, hypothesis testing showed that there is a role for transformational leadership in strengthening and building societal peace through security institutions.

The overall mean for the dimensions of transformational leadership was 3.213, while the standard deviation was 1.147. Regarding the relative importance, the third dimension, intellectual stimulation, had the highest impact, with a mean of (3.211 out of 5) and a standard deviation of 1.078. The coefficient of variation was 36.40. The second dimension, idealized influence, followed, with a mean of (3.214 out of 5), a standard deviation of 1.078, and a coefficient of variation of 32.00. This can be observed in Table 1.

Table (1): Statistical Indicators for the Transformational Leadership Variable

Statements	Mean	Standard Deviation	Coefficient Variation	of Relative Importance	Response Direction
1. Idealized Influence	3.214	1.078	32.00	2	Agree
2. Inspirational Motivation	3.229	1.153	35.70	3	Agree
3. Intellectual Stimulation	3.211	1.172	36.40	1	Agree
4. Individualized Consideration	3.197	1.185	37.10	4	Agree
Overall Mean	3.213	1.147			

2. Analysis and Discussion of Social Peace

In light of the responses of the study sample regarding the social peace axis as a dependent variable, the responses were analyzed concerning the importance of providing the necessary requirements to achieve security and social peace. The general tendency of the answers was largely in agreement regarding the importance of building social peace and the role played by

transformational leadership in achieving this. This axis consisted of 15 questions, and we can observe the size and distribution of responses for each item in Table 2, which reflects the frequency and percentage of responses as follows:

1. There is a general tendency in the responses to various items that were in agreement, with agreement percentages ranging between 86.5% to 94%. This confirms the importance of the role of transformational leadership in security institutions in achieving social peace.

2. Based on relative importance, question 15 in the social peace axis came in first place with 94.5%. It was followed by question 13 in second place with 93.5%. As for third place, question 12 came in with 92.5%. The remaining questions also showed high agreement percentages, though the lowest was 86.5%.

3. When observing the responses that represented "neither agree nor disagree," they only accounted for a small percentage compared to the positive responses, ranging between 4%–5%. This trend forms an impression of the role of the security institution.

4. The general indicators of the mean ranged between (3.44 – 4.45 out of 5). When looking at the results in terms of relative importance, question 15, which involves "supporting the security leader enhances the spread of a culture of social peace," came in first place with a mean of 4.45 out of 5. The standard deviation was 0.685, while the coefficient of variation was 15.37%.

5. Question 13, which stated "maintaining the psychological impact of individuals enhances levels of belonging and the achievement of social peace," came in second place with a mean of 4.39 out of 5, while the standard deviation was 16.06%.

6. In third place was question 14, which stated "social peace plays an important role in Iraqi society, especially after the events of 2003," with a mean of 4.39 out of 5, and the standard deviation was 16.55%.

7. The lowest-ranking item was question 4, which stated "the security leadership uses modern, balanced methods to instill a spirit of belonging and enhance social peace." The mean was 3.44 out of 5, with a standard deviation of 1.302.

8. In general, the overall trend in the statistical indicators showed a total mean of 4.166, with a standard deviation of 0.773. This indicates a statistically significant increase in the average responses of the study sample above the neutral point. Accordingly, we can conclude that there is an acceptable relative importance regarding this axis, related to social peace and the role of security institutions in achieving it through transformational leadership.

#### Summary of the Relationship Between Dimensions of Transformational Leadership and Building Community Peace

The relative importance can be determined by extracting the arithmetic mean, standard deviation, and coefficient of variation, as shown in Table (2)

Table (2): Statistical Indicators for Transformational Leadership and Social Peace Variables

Statements	Mean	Standard Deviation	Coefficient of Variation	Relative Importance
Independent Variable: Transformational Leadership				
1. Idealized Influence	3.214	1.078	32.00	2
2. Inspirational Motivation	3.229	1.153	35.70	3
3. Intellectual Stimulation	3.211	1.172	36.40	1
4. Individualized Consideration	3.197	1.185	37.10	4
General Mean for Transformational Leadership	3.213	1.147		
Dependent Variable: Social Peace and Security Institutions				
General Mean for Social Peace	4.166	0.773	7.20	

- As for the relative importance, Table (3) shows a good level with a standard deviation of (0.747), and the coefficient of variation reached (20.894), placing it in the second position in terms of relative importance.

- The lowest value was for the variable (social peace), with a mean of (3.655), a good level, and a standard deviation of (0.703). The coefficient of variation was (19.226), placing it in the ranking for relative importance.

Table (3) Summary of the Research Variables

Variables	Mean	Standard Deviation	Coefficient of Variation	Relative Importance
Transformational Leadership	3.577	0.747	20.894	2
Social Peace	3.655	0.703	19.226	1

#### Fourth: Analysis of the Correlation and Impact Relationship for the Study Sample and Hypothesis Testing

One of the requirements for statistical analysis is to determine the correlation and impact relationship between the research variables by proving the validity of the hypothesis and the significance levels of the relationship between the independent variable (transformational leadership) and the dependent variable (building social peace).

##### 1. Testing and Analyzing the Main Hypothesis (H1):

This hypothesis states: (There is a statistically significant correlation between transformational leadership and the process of building and achieving social peace.)

According to the statistical indicators in Table (4), the correlation coefficient between transformational leadership and achieving social peace through the security institution is (0.839\*\*) at a significance level of (0.000), which is lower than the significance level of (0.05).

The calculated value of (Z) was (13.724), which is higher than the tabular value of (1.96). This indicates a strong relationship. Therefore, this result provides sufficient support to accept the main hypothesis (H1), which states that: There is a statistically significant correlation between transformational leadership and the process of building and achieving social peace, and that it positively contributes to the process through the security institution.

Table (4): Correlation Values Between Transformational Leadership Dimensions and Social Peace

Decision	Relationship Strength	Type and Direction of Relationship	Correlation Value & Significance Level	Dependent Variable	Independent Variable
Accept Alternative Hypothesis	Accepted	Positive Correlation	0.325** (R) & 0.000 (Sig)	Reflective	Transformational Leadership
Accept Alternative Hypothesis	Accepted	Positive Correlation	0.356** (R) & 0.000 (Sig)	Inspirational Motivation	Transformational Leadership
Accept Alternative Hypothesis	Accepted	Positive Correlation	0.367** (R) & 0.000 (Sig)	Intellectual Stimulation	Transformational Leadership
Accept Alternative Hypothesis	Accepted	Positive Correlation	0.377** (R) & 0.000 (Sig)	Individualized Consideration	Transformational Leadership

Note:

- Correlation is significant at the 0.01 level (2-tailed).
- 100% of the alternative hypotheses were accepted (N = 200).

Source: SPSS V.25 outputs

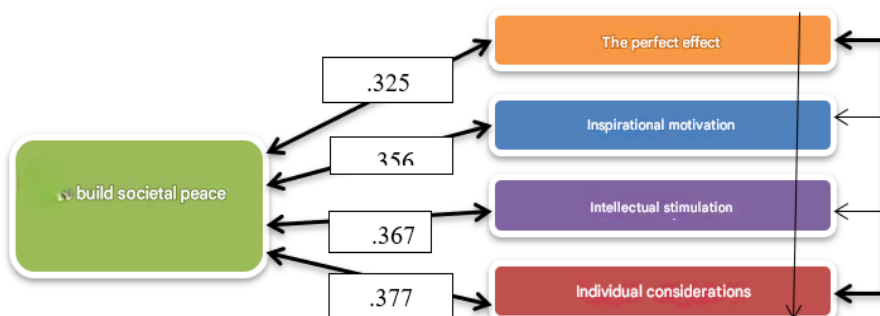


Figure (1) Correlation Values Between the Dimensions of Transformational Leadership and Building Social Peace

The test results can be observed in Table (5), which shows that any positive change in the requirements and actions of transformational leadership leads to a change in the same direction, meaning that the security institution and its contribution to building social peace is affected by a value of (0.513). This means that the dependent variable moves in the same direction as the independent variable, whether positively or negatively. Therefore, attention should be focused on the dimensions of transformational leadership and the actions of the security institution, as they are key influences on the construction of social peace. Accordingly, the main correlation hypothesis will be accepted.

Table (5) Hypothesis Testing of Correlation

Independent Variable	Dependent Variable: Social Peace	Correlation Value	Significance (Sig.)	Level
Idealized Influence	Social Peace	3.214	0.000	
Inspirational Motivation	Social Peace	3.229	0.000	
Intellectual Stimulation	Social Peace	3.197	0.000	
Individualized Consideration	Social Peace	3.77	0.000	
Building Social Peace in the Iraqi Environment	Social Peace	3.213	0.000	
Sample Size	200			
Overall, for the Axis	0.513			

(\*) Correlation is significant at the 0.01 level.  
(\*\*) Correlation is significant at the 0.05 level.

Source: Prepared by the researcher based on the outputs of the (SPSS) program.

2. Testing and Analyzing the Impact Between the Study Variables - Hypothesis 2 (H2)  
This section of the analysis focuses on testing the impact hypotheses defined in the research to determine whether they should be accepted or rejected. The regression analysis equation will be used to estimate the model parameters. Regression analysis is a statistical tool used to build a statistical model to estimate the relationship between two variables (independent variable) and (dependent variable), resulting in a statistical equation that clarifies the relationship or causality between the variables. When the relationship in the statistical model involves one independent variable and one dependent (response) variable, this model is the simplest form of regression and is called Simple Linear Regression.

In this analysis, the impact hypotheses will be tested based on the simple linear regression equation. The hypotheses on the impact of transformational leadership and its dimensions on the process of building social peace through the security institution will be tested using statistical methods represented by Simple Linear Regression Analysis. This will be conducted through the statistical program SPSS, according to the following regression equation:

$$Y = a + \beta (X_i) + E$$

Where:

- Y: is the dependent variable
- a: is the constant value, which represents the mean value of the dependent variable (Y) when the independent variable is zero.
- $\beta$ : is the regression coefficient, also called the slope value.
- Xi: is the independent variable.
- E: is the error term.

The estimates of these values and their statistical indicators were calculated based on the research sample, which consists of 200 participants from different levels in the three selected security institutions. The levels of impact between the variables were analyzed as follows: The second hypothesis, related to the impact between the study variables, states: "There is a statistically significant effect between the elements of transformational leadership in the security institution and the process of supporting the ways to build social peace." This hypothesis aims to strengthen and validate the hypothesis, and this can be understood by analyzing the four dimensions and the regression equation as follows. The analysis will be conducted using the simple linear regression model:

$$\hat{Y} = 3.590 + 0.179(X)$$

From the previous presentation, and as shown in Table (6), we can conclude that there is a significant effect of the dimensions of transformational leadership on social peace, according to the coefficient of determination  $R^2$ . The order of the four dimensions based on their impact is as follows:

- Individual considerations ranked first with a coefficient of 0.14.
- Intellectual stimulation ranked second with an  $R^2$  value of 0.13.
- Inspirational motivation ranked third with an  $R^2$  value of 0.12.
- Idealized influence ranked last according to the responses of the study sample and the analysis results, with an  $R^2$  value of 0.10.

This can be observed in Figure (34).

Finally, all coefficients and details related to the dimensions are summarized in Table (6), which shows the results of the statistical analysis and the indicators generated by the SPSS analysis system.

Explanatory Variable	Regression (A)	Coefficient $\beta$	$R^2$	Calculated F	Sig.	Dependent Variable
Ideal Impact	3.590	0.179	0.105	23.338	.000	
Inspirational Motivation	3.572	0.184	0.127	28.827	.000	

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Intellectual Stimulation	3.567	0.186	0.135	30.846	.000
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Source: Prepared by the researcher based on the outputs of the (SPSS) program.

**4. Conclusion, Findings, and Recommendations**

The study has reached several results, conclusions, and recommendations that emerged from the research and analysis process, which are as follows:

First: Findings

1. Based on the data provided by the responses of the study sample, which gave an overall indicator that the sample was non-purposive and largely consisted of individuals with appropriate qualifications and academic credentials (diploma holders, bachelor's degree holders, and those with master's degrees, making up about two-thirds of the sample, 78.5%). The years of service aligned with awareness levels, ranging between 10 to 20 years. The positions held by the respondents were between director, department manager, first-level positions, advisors, or experts. As for the age groups, they were distributed between 31-40 years (37.8%) and 41-50 years, in addition to the relevant training courses. This suggests that the study sample was aware and conscious of the study's subject, its variables, and its objectives.
2. Transformational leadership relied on four main dimensions, and the answers of the study sample showed that 50% to 66% of the sample (200 individuals) generally agreed or strongly agreed. The first dimension, which is "Idealized Influence" on item 3, was nearly more than half, while the average arithmetic mean for this item was 3.216 out of 5, which is greater than the neutral score. The standard deviation for this item was 1.218. The first item of this dimension, which states, "The ideal leader enjoys the respect of others and gains their trust and admiration," had a higher arithmetic mean of 3.33 out of 5, which is also greater than the neutral score.
3. The overall trend of responses was toward agreement, indicating a statistically significant increase in the average responses of the study sample above the neutral score. Therefore, we conclude that there is an acceptable relative importance regarding this dimension related to the idealized influence of transformational leadership on social peace and the role of security institutions in achieving it. This is also the case for the other dimensions.
4. In light of the detailed results previously presented for each dimension and the responses of the study sample to each item and question, the general direction was that there was agreement and strong agreement on the content, direction, impact, and role of transformational leadership in enhancing and building social peace through security institutions, as seen in Table (21) and the accompanying figure (27).
5. The overall indicators for the dimensions of transformational leadership, with the overall mean, were 3.213, and the standard deviation was 1.147. The statistical indicators for the transformational leadership variable showed that the third dimension, "Intellectual Stimulation,"



had a mean of 3.211 out of 5, with a standard deviation of 1.078. The coefficient of variation for this dimension was 36.40. It was followed by the second dimension, "Idealized Influence," with a mean of 3.214 out of 5, a standard deviation of 1.078, and a coefficient of variation of 32.00.

6. There was a general trend in the responses to various items related to social peace, considered essential for any society, especially in the Iraqi context. The responses ranged between "agree" and "strongly agree," with percentages ranging from 86.5% to 94%. This supports the study's objectives regarding the role of transformational leadership in security institutions in achieving social peace.

7. More than two-thirds of the study sample, which is characterized by the appropriate specifications for the research variables, believe that the security institution and its staff, at different administrative and leadership levels, should contribute to building social peace, as it is one of the entities directly responsible for national security and its requirements.

8. In light of the relative importance, the item related to question number (15) ranked first with a response rate of 94.5%. It was followed by question number (13) in second place with a response rate of 93.5%, and question number (12) ranked third with a response rate of 92.5%. The other ranks were similar, with most responses showing excellent and very high agreement. The lowest response rate was around 86.5%.

9. In general, the overall trend of the statistical indicators can be summarized, with the overall mean being 4.166 and the standard deviation being 0.773. This indicates a statistically significant increase in the average responses of the study sample above the neutral score. Therefore, we conclude that there is an acceptable relative importance regarding this dimension related to social peace and the role of security institutions in achieving it through transformational leadership. Further details can be observed in Table (25) and Figure (30), which illustrate the statistical relationship.

10. When comparing the independent and dependent variables of the study overall, it was found that the transformational leadership variable had a good level with a standard deviation of 0.747 and a coefficient of variation of 20.894, ranking second in terms of relative importance. The lowest value was found in the variable of social peace, with a mean of 3.655, a good level, and a standard deviation of 0.703, with a coefficient of variation of 19.226, ranking first in terms of relative importance.

11. The main and sub-hypotheses of the research were tested through the correlation and impact analysis of the study sample. The main hypothesis (H1) states that "There is a statistically significant correlation between the activation of transformational leadership and the process of building and achieving social peace." The results, as shown by the correlation coefficient between transformational leadership and the achievement of social peace through the security institution, were 0.839 with a significance level of 0.000 (less than 0.05), indicating a significant correlation between transformational leadership as a whole and the process of building social peace, as it positively contributes to the process of building peace through the security institution.

12. Therefore, any positive change in the requirements and procedures of transformational leadership will lead to a change in the same direction in the performance of the security

institution and activate its contribution to building social peace, with a coefficient of 0.513. This indicates that the dependent variable moves in the same direction as the independent variable, whether positively or negatively. Hence, it is essential to focus on the dimensions of transformational leadership and the performance and procedures of the security institution, as they are key influencers in building social peace. Accordingly, the main hypothesis of the correlation will be accepted.

13. Regarding the investigation of the impact hypotheses according to the linear regression equation, the second hypothesis, which pertains to the effect between the study variables, states the following: "There is a statistically significant effect between the elements of transformational leadership in the security institution, represented by the process of supporting ways to build societal peace in the security institution." During the statistical analysis, it was found that there is a normal distribution of responses, and overall, the results are significant, reinforcing and confirming the validity of the hypothesis.

## Second: Conclusions

1. Community peace has been a necessity of life since the beginning of creation to this day, especially as a relationship between security and development has emerged. The importance of community peace is evident in several aspects, including the absence of violence, conflicts, and wars and the presence of virtuous citizens coexisting on the principle of peace among themselves.

2. Protecting community security is closely linked to community peace, as it relates to protecting the identity and culture of society. Building community peace and security remains the responsibility of the state and its institutions, with the importance of societal awareness, individuals, and other institutions such as media, religious, and civil society organizations.

3. Leadership, in all its forms and styles, plays a role in enhancing the foundations of building community peace. However, appropriate leadership still faces a set of challenges in the current work environment, especially given the lack of conditions and specifications that should be present in a leadership personality.

4. Leadership in most of our institutions still relies on traditional styles, with difficulty in updating these styles due to routine controls, lack of ability or desire, fear of failure, or lack of skills. There is also an issue with introducing modern styles and renewed methods in managing activities and events.

5. Social responsibility has not yet been activated sufficiently, whether through legislation, raising awareness, or the existence of training programs for human resources. This is particularly important as it is linked to sustainable development, which forms the basis for building community peace. This has created a threat and weakened the participation of individuals or institutions in achieving balanced security and developmental stability.

6. Legislation related to community peace, agreements, covenants, or honor documents remains unenforced due to political conflicts that have formed a negative factor in building community security.

7. Building transformational leadership requires advanced skills and characteristics that suit the nature of the security institution to achieve community peace. This still faces challenges due to the lack of attention to these patterns at the present time.

8. Transformational leadership represents a fundamental factor in the development and sustainability of organizations of all types, whether private or public, commercial, industrial, or service-oriented. Previous studies on the subject have proven this, while our study confirmed that non-profit security institutions also need a transformational leader to achieve their goals, especially given the nature of the security environment in Iraq

### Third: Recommendations

In light of the conclusions and what was presented in the theoretical framework and practical analysis, as well as the results, the following key recommendations can be outlined:

1. The importance of making community peace and its building components a priority within the theory of national security and the applied strategies. This requires attention to leadership styles, as they are the entities that direct resources toward building society, motivating individuals, and improving the performance of institutions and their staff.

2. Ensuring the provision of the necessary requirements for security in the country, especially economic security, respecting all capabilities, and activating their participation in a way that enhances the process of building community peace. This includes promoting a culture of tolerance and coexistence and spreading national reconciliation efforts.

3. The need to focus on social responsibility and encourage governments to complete legislation and organize frameworks for these activities through attention to human development and training staff, especially in the social and economic aspects of security institutions, motivating employees, and improving the optimal performance of all available leadership capacities for various activities.

4. Raising the level of community awareness among society in general, whether among individuals or institutions, especially related leadership. This is crucial for the importance of community peace culture through establishing relationships and solidarity between all parties to implement a series of studied and systematic programs and projects to support the spread of community peace culture.

5. Completing the legislative systems that enhance the activation of institutions and mechanisms to enable the implementation of all the requirements for building community peace and achieving sustainable development, which will contribute to meeting the material and moral needs of individuals, forming a cornerstone for peacebuilding.

6. The importance of training programs and skill development for some talented leaders, whether inside the security institution or in cooperation with development centers in universities and specialized institutes, and learning from the experiences of other countries. This will help improve the performance efficiency of security leaders to enhance the building of community peace.

7. We hope that the Ministries of Defense and Interior, along with the National Security Agency, will focus on human resource positioning and the development of leadership skills according to modern styles, particularly transformational leadership. They should instill confidence in their leaders through integrated roles with other institutions, benefiting from the experiences of developed countries and opening doors for training cooperation with universities, institutes, and specialized centers.

8. Current leaders in these security institutions should work on developing the capabilities of young individuals who possess the qualities to become modern leaders, adhering to contemporary leadership theories, with the ability to manage change, engage everyone in studying new developments, and promote a sense of belonging. It is also essential to consider individual differences and not exclude women from leadership development programs to enhance their awareness of the necessity of working in community peacebuilding.

9. The Ministries of Defense, Interior, and the National Security Agency, as responsible entities, along with the media, religious references, and civil society organizations, should clarify the role of security institutions in promoting civil peace. This can be achieved through a series of awareness programs targeting all segments of society, including university students, schoolchildren, women, community and civil institutions, religious leaders, and even kindergartens.

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