



## **Transformational leadership and its impact on digital marketing Applied research in the General Company for Automobile and Machinery Trading in Baghdad**

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**Abstract:** The study explores the significance of transformational leadership in the context of digital marketing, focusing on the General Company for Automobile and Machinery Trading in Baghdad. The research aims to understand how transformational leadership influences adaptation to technological changes and improves digital marketing in a company that plays a crucial role in the Iraqi market. The central question is the impact of transformational leadership on digital marketing in the mentioned company. Objectives include introducing transformational leadership and digital marketing concepts, measuring the effects of transformational leadership on digital marketing performance, identifying influential dimensions in achieving digital marketing goals, and evaluating the impact of social media, e-mail marketing, and online content. The study is limited to the main branch of the company in Baghdad due to proximity, and it employs a questionnaire to collect data, with statistical analysis revealing that transformational leadership significantly affects digital marketing strategies. The research recommends active roles for transformational leaders in fostering innovation, promoting a culture of change, and embracing digital technology in marketing operations.

**Keywords:** transformational leadership, digital marketing, intellectual stimulation, digital transformation, organizational innovation, digital marketing strategies

**القيادة التحويلية وتأثيرها على التسويق الرقمي - بحث تطبيقي في الشركة العامة لتجارة**

**السيارات والمكائن في بغداد**

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**المخلص:** الدراسة تستكشف أهمية القيادة التحويلية في سياق التسويق الرقمي، مركزة على الشركة العامة لتجارة السيارات والآليات في بغداد. تهدف البحث إلى فهم كيفية تأثير القيادة التحويلية على التكيف مع التغييرات التكنولوجية وتحسين التسويق الرقمي

في شركة تلعب دوراً حاسماً في السوق العراقي. السؤال المركزي هو تأثير القيادة التحويلية على التسويق الرقمي في الشركة المذكورة. تتضمن الأهداف تقديم مفهومي القيادة التحويلية والتسويق الرقمي، وقياس تأثير القيادة التحويلية على أداء التسويق الرقمي، وتحديد الأبعاد المؤثرة في تحقيق أهداف التسويق الرقمي، وتقييم تأثير وسائل التواصل الاجتماعي وتسويق البريد الإلكتروني والمحتوى على الإنترنت. يقتصر البحث على الفرع الرئيسي للشركة في بغداد بسبب القرب، ويستخدم استبياناً لجمع البيانات، حيث تشير التحليلات الإحصائية إلى أن القيادة التحويلية تؤثر بشكل كبير على استراتيجيات التسويق الرقمي. يوصي البحث بتنفيذ دور القادة التحويليين في تعزيز الابتكار وتعزيز ثقافة التغيير في الشركة، واعتماد التكنولوجيا الرقمية في عمليات التسويق.

الكلمات المفتاحية: القيادة التحويلية، التسويق الرقمي، الاستشارة الفكرية، التحول الرقمي، الابتكار التنظيمي استراتيجيات التسويق الرقمي

## Introduction:

Transformational leadership is one of the modern leadership models and plays a vital role in enhancing the company's performance and developing its culture, as it focuses on the leader's transformational capabilities to develop the company and achieve its success through participation between the leader and subordinates. With the increasing importance of digital marketing as one of the main means of communicating with the public and increasing sales, understanding the impact of transformational leadership on digital marketing strategies is of great importance as reliance on digital technology has become a necessity for companies to succeed, compete, and continue in the labor market.

To ensure clarity and reliability of future results, the concepts of transformational leadership and digital marketing must be defined, previous studies that have shown the impact of transformational leadership on companies must be analyzed, and recent developments in digital marketing technology must be studied and how transformational leaders can influence that technology for the benefit of companies.

In addition to considering how to apply transformational leadership principles and methods in developing digital marketing strategies and achieving the company's main goals.

This research will clarify how transformational leadership affects digital marketing and how the integration between transformational leadership and digital marketing can contribute to improving companies' performance and enhancing their competitiveness in the market.

Some previous studies on research variables

1-

ABI, J., & Arief, M., T., S., (2017)	Name of researcher - year
Examining the Relationship between Transformational Leadership and Dynamic Capability to the Adoption of Digital Marketing in Consumer Shopping Good Firms	Research Title
Empirically investigate a coherent research model on the relationship between transformational leadership and digital marketing adoption, dynamic capability and digital marketing adoption, and dynamic capability as a mediating variable on the relationship between transformational leadership and digital marketing adoption.	Research aims
Both studies examine the relationship between transformational leadership and digital marketing adoption.	Points of agreement with the current study
<ul style="list-style-type: none"> <li>- The reference study was conducted in Indonesia, while the current study was conducted in Iraq, Baghdad specifically.</li> <li>- The reference concluded that there is no significant relationship between transformational leadership and digital marketing except by averaging dynamic ability. However, the current study concluded that there is an effect of transformational leadership on digital marketing.</li> <li>- The previous reference conducted the study on a company that manufactures consumer shopping goods. The current study was conducted on a company that trades and sells consumer goods and services that accompany the sale and after the sale.</li> <li>- Previous research is experimental, current research is applied</li> </ul>	Differences with the current study

2-

Awwab, Y., & Fontana, A., (2022)	Name of researcher - year
Impact of social media usage on sustainable performance of SMEs: the role of digital leadership, in novation capabilities and organizational commitment	Research Title

<p>The previous reference aims to know how the use of social media in the organization contributes to internal knowledge management, social interaction, and the organization’s level of performance</p>	<p>research aims</p>
<p>-Social media enables organizations to share information and knowledge more efficiently among their employees, according to the previous reference, or with customers, according to the current study.</p>	<p>Points of agreement with the current study</p>
<ul style="list-style-type: none"> <li>- The previous reference dealt with the contribution of digital marketing to internal knowledge management, social interaction, and the level of organization performance, while the current study dealt with the impact of transformational leadership on digital marketing to successfully market and trade goods and services through various digital marketing strategies.</li> <li>- The previous reference conducted the study in one of the small companies, while the current study took place in one of the large companies that has many branches throughout Iraq, in addition to the main branch in Baghdad, which has a large and clear impact on the country’s economy.</li> <li>- The previous reference studied the impact of social media and digitalization on transformational leadership, while the current study studied transformational leadership and its impact on digital marketing with its various strategies.</li> <li>- The previous study took place in Indonesia, the current study in Baghdad</li> </ul>	<p>Differences with the current study</p>

Through the previous studies that were mentioned or that the researchers reviewed, it was concluded that there is no previous study on transformational leadership and its impact on digital marketing directly and without an intermediary, in addition to that the variables have not previously been studied on a company that provides goods and services together, in addition to that the current study is considered The first study in Iraq to address these variables is being studied on the General Company for Cars and Machinery Trade in Baghdad, as far as the researchers know.

**Research problem:**

The research gap emergesIn the studies and research available on the impact of transformational leadership on digital marketing in automobile and machinery trading companies, there is a lack of awareness of the importance of transformational leadership in achieving the success of digital

marketing strategies and the weakness of the practical application of its concepts. Through this, it is possible to formulate the research problem on transformational leadership and its impact on digital marketing through the following question:

“How can transformational leadership impact digital marketing strategies at the General Company for Automobile and Machinery Trading in Baghdad?”

This issue highlights the potential impacts of transformational leadership on digital marketing strategies, which can guide research and analysis in this area.

### **Research importance:**

Research represents an important foundation for developing knowledge and understanding in the field of transformational leadership and digital marketing, and applied research can guide strategic decision making in the digital business environment.

- The importance of research from the theoretical side
  - Providing a practical framework for understanding how transformational leadership impacts digital marketing operations.
  - Expanding understanding of the relationship of transformational leadership to marketing strategies in the age of digital technology.
  - Adopting transformational leadership in the surveyed company contributes to improving the use of digital marketing, which is reflected in improving the image of the products and brand and increasing sales and company profits in a positive way.
- The importance of research from the applied aspect
  - Providing valuable feedback to managers and decision makers in companies.
  - Directing transformational leadership towards improving the performance of digital marketing operations and enhancing the relationship with customers.
  - Provide practical suggestions for improving brand management and marketing of products and services in the digital environment.
  - Help achieve the company's competitive advantage through digital marketing strategies guided by transformational leadership.

### **Research aims:**

- 1) Building a conceptual framework on the concept and dimensions of transformational leadership and digital marketing.

- 2) Understand how transformational leadership styles influence digital marketing strategies and how to enrich those strategies.
- 3) Analysis of companies that rely on transformational leadership and how this affects their performance in digital marketing.
- 4) Provide recommendations to improve digital marketing through transformational leadership.
- 5) Knowing the influential dimensions of transformational leadership in achieving the company's digital marketing goals.

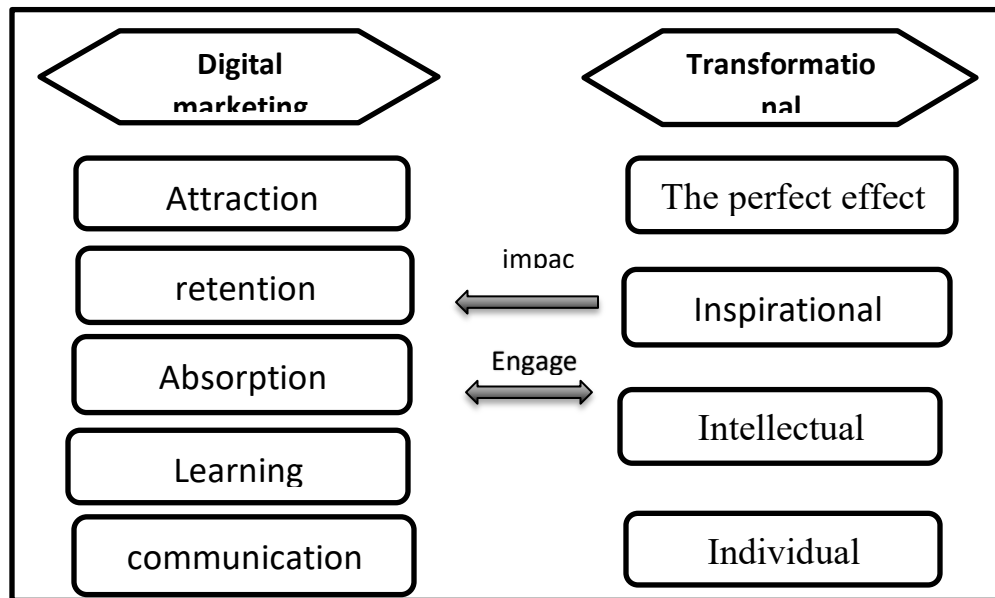
**Research assumes:**

The research hypotheses are considered testable and measurable. The study examines and proves them, and they are:

The first main hypothesis: There is a positive and significant influence relationship between transformational leadership and digital marketing.

The second main hypothesis: There is a positive and significant correlation between transformational leadership and digital marketing.

Hypothetical outline of the research:



**Figure (1) shows the relationship between transformational leadership and digital marketing**

### **Sample and research population:**

In our research, the questionnaire was used as the main tool for collecting information. The questionnaire consisted of personal information such as name, age, and job title, in addition to a set of questions (18) that cover the variables related to transformational leadership and their impact on digital marketing.

The target sample for filling out the questionnaire was employees of the General Company for Cars and Machinery Trading working in the marketing department. 50 questionnaires were distributed. As for the population in this research, it included employees of the General Company for Cars and Machinery Trade, who constitute the relevant group from which the collected data will be analyzed to obtain results and recommendations. A three-way Likert scale was used.

### **Search limits:**

Temporal limits: A questionnaire consisting of (18) questions was prepared, distributed, collected, transcribed, and statistically analyzed during the month of September 2023.

Spatial boundaries: The research focused on the General Company for Automobile and Machinery Trading in Baghdad because it is the main branch of the company and its location is close to the researchers.

### **Used equipments:**

- 1) Standard statistical tests: such as the test (t) To measure the effect of the independent variable on the dependent variable and test the arithmetic mean to measure the concentration of the research sample's answers.
- 2) Standard deviation: To measure the degree of dispersion of answers from their arithmetic mean.
- 3) Pearson correlation coefficient: Determine the type of relationship between research variables.
- 4) The coefficient of determination (R): To measure the strength of the relationship between research variables.
- 5) value (F) Calculated and moral value: to determine the difference and variance of the sample's answers about the research variables.

## **Transformational Leadership**

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

The concept of leadership is one of the most prominent administrative and behavioral concepts that has sparked disagreement and debate among researchers, as the concepts of leadership differ in administrative thought, and its importance lies in the fact that it represents a link between

working individuals and the organizational plans and its future vision to achieve goals and keep pace with surrounding developments and changes (Brattone, et al, 2005:9)

Leadership can be defined as one of the most important processes through which an individual influences a group of individuals, and the goal of this influence is to achieve common goals in the organization (Northouse,2001:14).

In order to keep pace with developments and to ensure the survival and continuation of organizations, they must develop and change the methods and technology used, as well as the organizational structures and behavior of individuals, which requires qualifying competent leaders who possess skills and methods that enable them to control changes. Without effective and wise leadership, development and change processes remain slow (Al-Khashali, 2003: 17).

Transformational leadership theory emerged and was developed in the eighties and nineties of the last century, as this theory combined transformational and transactional leadership behavior (Sadeghin & Pihie,2012:187) Transformational leadership has been defined as the process of influencing significant changes in individuals' beliefs, attitudes, and values to the point of integrating the organization's goals and the leader's vision, whereby leaders and individuals raise the levels of their own ethics and motivations and thus inspire individuals to perform beyond expectations (Gomes,2018:14).

He knew it (Korejan & Shahbazi,2016:454) It is a conscious process that provides a distinctive pattern for developing organizations through fair leadership that focuses on creating a future vision for it and motivating its members to commit and make fundamental changes in the foundations and prepare to keep pace with developments to achieve higher levels of performance and success, while he defined it (Khan, et al, 2020:3) as the ability of leaders to greatly influence the feelings of working individuals by enhancing their sense of competence and achievement and developing them, as psychological motivation plays a decisive role in acquiring knowledge and information through the internal motivation that leaders form in themselves to improve and develop the organization's results in accordance with the requirements and changes of the markets.

He added (Davis& Thilagaraj,2022:155) To the concept of transformational leadership, there is another concept that refers to considering it as a type of leadership that primarily emphasizes the formation of new opinions and ideas to motivate individuals by developing their skills and developing their capabilities to move them to new expectations and directions to develop levels of performance and work to achieve creatively by instilling a spirit of enthusiasm. among them and increase their loyalty to their organization. Transformational leadership is based on the concepts of motivating, encouraging and inspiring employees towards a common vision and goals with high performance standards. The transformational leader designs infrastructure and provides a suitable work environment for everyone in order to achieve the highest level of performance with job satisfaction for individuals (Berkovich,2016:618).

### **Transformational leadership goals:**

The opinions of researchers varied and varied in defining a set of transformational leadership objectives, each according to his point of view, which are as follows:



1- Transformational leaders engage with individuals in a mutual environment that allows them to achieve their performance at a high level and begin to form self-growth through their support and encouragement (Gomes,2018:14)

2- Creating new ideas and horizons and enhancing the commitment of individuals within one team, as this leadership style is characterized by its spiritual and moral aspects and focuses on everyone's cooperation (Korejan & Shehbazi,2016:454)

3- Transformational leaders focus on goals that exceed expectations and devote themselves to the interests of the team and the organization broadly, and this in turn leads to achieving high levels of change and increasing interest in completing tasks on the part of individuals (Simic,2017:50)

4- Transformational leaders can play an important role in alleviating work burnout, which leads to individuals' physical and emotional exhaustion, which results from long effort at work, as well as lack of appreciation and appreciation for their efforts, as leaders foster a supportive and supportive environment that constantly recognizes the contributions and achievements of individuals (Khan et al, 2020:13)

5- Transformational leadership is particularly focused in difficult circumstances and in periods of real change, with a general focus on moral and social values and contributing to building trust and cooperation among all individuals to face difficult problems and challenges (Sadeghi & Pihie,2012:187)

6- Leaders focus on the individual needs, ambitions, and capabilities of each individual in the organization, in addition to directing and training them towards developing and enhancing their strengths through advanced training programs, which creates a sense of self for them to insist on their dedication to work and achieve exceptional goals (Busari,2020:185)

### **Characteristics of transformational leadership:**

1- Leaders are motivated by their personal convictions, such as (integrity, justice, and honesty), as these ideal values are personal standards adopted by transformational leaders, which emphasizes the strengthening of unity, trust, and cooperation between them and individuals to achieve compatibility between their goals and convictions with organizational goals. (Eskandari,2014:126)

2- The transformational leader allows his feelings to communicate with other individuals in a way that goes beyond the mind, as he relies on the balance between the heart and the mind, and this is demonstrated through the leaders' behaviors (Shateri & Uzbash,2013:23)

3- Supporting self-monitoring and providing a climate of confidence, creativity, innovation, and excellence in ideas and performance, as well as the possibility of subordinates rising to a high level of moral motivation (Arbab, 2022: 110)

4- Transformational leaders attract employees through several elements, including: creating a strategic vision for the organization by developing an appropriate strategic vision that attracts employees and focuses all their energies and capabilities on achieving the set goals and building employees' commitment to this vision by explaining words, symbols, and stories, and motivating

the organization to Development, change, and design of systems that facilitate achievement and desired performance (Ledimo,2014:45)

### **Dimensions of transformational leadership:**

The concept of transformational leadership has been formulated through the formation of several models, and one of the most famous proposals is (the complete leadership model). Bass in 1985, he suggested that transformational leaders achieve superior results by focusing on the components or so-called dimensions of transformational leadership (Yilia, et al., 2020:3) Wah as follows:

1- Ideal influence: It is the degree to which the leader behaves in different ways that attract attention and admiration from the employees, which ensures that they take serious and specific positions that are consistent with the leader who possesses values and ethics that influence them and thus serves as a role model and motivator for them (James & Ogbonna,2013:356). Where leaders set a good example for their followers by using the correct methods with them, they thus appreciate and respect their decisions, and prefer their needs before their own needs in a flexible manner, far from applying authoritarian methods (Davis & Thilagaraj,2022:157).

2- Inspirational motivation: Inspiring leaders are those who encourage their followers and seek to create a clear vision to move forward towards the future by motivating them and increasing their efficiency in the workplace (Korejan& Shahbazi, 2016:458) It is the ability of leaders to communicate expectations of high performance to others and express important and basic goals in simple ways by increasing the efforts made by individuals. (Busar,2022:186).

3- Intellectual stimulation: Leaders work to urge their subordinates to try to make great efforts to increase creativity and enthusiasm within them through their ability to adapt their own tools, to facilitate the realization of ideas with clear freedom and encourage them to try new approaches and methods of work (Davis & Thilagaraj, 2022:157) Transformational leaders play an important and effective role in transformation processes by stimulating efforts with regard to creativity and innovation and constantly urging individuals and encouraging them to change their way of thinking in solving problems to obtain innovative, unconventional ideas (Simic,2017:52)

4- Individual considerations: The individual capabilities of individuals vary, as the leader acts according to their characteristics and abilities in order to develop their skills and capabilities by providing new learning opportunities according to their ambitions and interests (Eskandari,2014:127). The transformational leader is distinguished by his ability to analyze Each individual by diagnosing their needs and desires in a correct manner, since they have individual differences that must be distinguished and a good analysis of their personalities and the extent of their interests (Berkovich,2016:620).

### **Digital marketing**

#### **Digital marketing concept:**

Marketing has developed significantly as a result of the impact of intense global competition and technology in many sectors. Digital marketing has become a part of life, as it uses social media platforms and mobile phone technologies and works as a new way of marketing and communication (Alghizzawi, 2019:28)

Digital marketing creates new opportunities for marketers to target customers via the digital platform, and understanding their motivations is important because it provides a deeper understanding of their effects on users. Digital marketing is considered cost-effective and has a significant impact on businesses by identifying the social media platforms that the target market uses and other key factors. To ensure the success of online marketing (Bala & Verma,2018:322)

Digital marketing can be defined as the use of digital technologies to create communication channels to reach potential customers and achieve organizational goals (Sawicki, 2016:83) It has been defined as achieving marketing goals using digital media, data, and technology. (Chaffey & Ellis, 2019:40)

It is defined as the use of technology and digital media to enhance and improve marketing activities, with the aim of better understanding and meeting customer needs (Bala & Verma,2018:324).

### **Digital marketing goals:**

The concept of digital marketing embodies a set of main, non-exclusive goals indicated by a group of researchers (Nieves& Lozada, 2020:60-61),

(Gaitniece, 2018:136), (Al-Shammari, 2017: 43)she:

1. Ensuring the company's brand stands out and is linked to specific attributes or values to make it easier to remember, direct the right idea and create awareness.
2. Convince consumers of the value of products and understand why the brand can better deliver those values.
3. Building a brand personality and forming different images about how to use the brand, in order to influence how consumers, see themselves and their relationships with the brand.
4. Efforts aim to build trust, demonstrate the authenticity and credibility of the brand, and demonstrate its value and message to consumers.
5. Building an emotional connection with the target audience by clarifying the emotional benefits, stimulating interest, converting it into effective behavior, and increasing brand value.
6. Communicating with people to promote the brand and product, oral advocacy, and motivating them to interact to convey their experience to others.

### **Challenges facing digital marketing:**

Digital marketing faces many challenges that must be dealt with and managed effectively, as indicated by a group of researchers including them (Chaffey & Ellis, 2019:52), (Diez-Martin & Prado-Roman, 2019:8), (Leeflang & others, 2014:2) These include:

1. Ambiguity of responsibilities: Companies may face ambiguity in defining responsibilities for various digital marketing activities, leading to lack of coordination and loss of effectiveness.
2. Lack of clarity of goals: Clear goals must be set for the digital marketing strategy, as some suffer from the lack of clear direction to achieve through digital marketing.
3. Budget allocation: There may be insufficient budget allocation for the digital strategy because online demand is undervalued, giving competitors an opportunity to gain share of the target customer market.
4. Inadequate understanding of new value propositions: Some may treat the Internet as an additional marketing channel without exploring opportunities to provide enhanced and differentiated services online. Consideration should be given to developing new value propositions to attract and satisfy customers.
5. Lack of measurement and analysis: Digital marketing results must be measured and reviewed on a regular basis, which may face some challenges in collecting and understanding data, as analysis contributes to identifying strong and weak points and taking measures to improve performance.
6. There is an experimental approach rather than a specific plan for using electronic communications with little integration between online and offline marketing communications.
7. Evaluating Investment Returns: Measuring investment returns is a major challenge that managers must address.
8. Lack of clarity in the future vision and failure to exploit and benefit from customers' deep insights.

### **Digital marketing strategies:**

Strategies focus on the effective use of technology to achieve goalsThe company aims to increase sales, attract and retain customers, maintain the company's reputation, and increase its market share through digital marketingWhich he referred to (Olson, et al, 2021:287), (Peter & Dalla, 2021:261), (Jiyad, 2021:7).

1. Content Marketing: Creating and distributing valuable, consistent and relevant content, with the goal of attracting and retaining a clearly targeted audience, and motivating them to take profitable actions.
2. Search engine optimization: It includes optimizing the content and design of digital assets to reach the highest possible ranking on search engine pages in the long term.
3. Social media marketing: It uses social media platforms such as Facebook, Twitter, Instagram, and LinkedIn to interact with the target audience, market products and services, build relationships, and communicate with customers.

4. Online advertising: Work in the field of digital advertising includes advertisements on websites, applications, simulation games, and search pages, usually targeting the target audience based on their interests and behavior on the Internet.
5. Email marketing: Email is used to send marketing messages and important information to potential and existing customers, which contributes to building brand awareness and enhancing sales.
6. Data-based marketing: It includes segmenting customers, identifying the target audience and their requirements, and studying market research to rely on recent data.
7. Mobile Marketing: Usage includes mobile phone, mobile apps and SMS (SMS) and interactive notifications to communicate with customers, provide offers, and promote products and services.

### **Dimensions of digital marketing:**

Many important aspects of the success of digital media marketing campaigns include:

1. Attraction: that is, creating distinctive and attractive content by adding a social message when designing it and having it in an elegant way, in addition to the importance of knowing competitors and conducting market research. After that, development is done in a way that represents the company and its message and creating convincing messages to attract the target audience. (Hamilton, 2020:59) Digital marketing aims to attract individuals to the website and turn them into customers by building a quick experience for the buyer from the moment he arrives at the site until purchasing, where phrases are used that motivate users and highlight the features of the product. (Desai & Vidyapeeth, 2019:198)
2. Retention: Companies seek to build positive, profitable relationships with customers by retaining them and encouraging them to repeatedly purchase from the company and follow its locations (Fouad& Jameel, 2023:338).

Providing attractive content such as blog posts and videos with the information provided on the site contributes to building awareness among people, makes it easier for them to find the site, and increases the opportunity to attract people and confirm their final purchasing choices (Ištvančić, et al., 2017:69).

3. Learning: Learning in digital marketing involves using data and analytics to understand consumers' behavior and preferences. Using this information, marketers can adapt their strategies and deliver offers and content that are relevant to their target audience (Chaffey & Ellis, 2019:50). Learning in digital marketing allows companies to adapt to customer needs effectively and provide more tailored feedback and services, including the use of technology such as artificial intelligence (Stokes,2011:1).
4. Absorption (participation): Digital marketing aims to attract the attention of potential customers and benefit from their interaction with the content provided, as customers are no longer merely recipients of information, but rather have become active participants through the comments made available to them by the web (Ryan, 2016:25)

Analyzing the user's steps can contribute to understanding what he wants, how to reach him, and targeting him with advertising messages even after leaving the site (Ištvanic, etal., 2017:69)

5. Communication: It is one of the most important opportunities to achieve interaction between providing the service and introducing the public to new offers, saving effort and time, and creating value for digital marketing (Fouad& Jameel, 2023: 338). It is creating effective communication channels to communicate between marketers and the target audience through supporting digital channels (Desai& Vidyapeeth, 2019:198).

### The applied aspect of research

#### Diagnosis of search variables:

To identify the reality of digital marketing in the General Company for Automobile and Machinery Trading in light of the sample's response, we will rely on the frequency distributions of the study sample's answers and their percentages, arriving at the arithmetic mean and standard deviation for those answers, and because this research has relied on the scale of the research sample's responses to the questionnaire, and the researchers used A three-point Likert scale to describe the levels of means. The level of each variable will be limited to (1-3) with three levels. The following table (1) shows this. In the case of the hypothesized mean (1-1.66), it will be High Disagree, but in the case of the hypothesized mean (1.67-2.33). It is neutral, and includes a level (2.34-3) that is acceptable if it rises above the hypothetical mean (2).

Table (1) describes the average levels

I agree	neutral	I do not agree	Scale degree
3	2	1	Averages value

Source: Prepared by the researchers based on the results of the statistical program spss

#### Diagnosing and describing the level of transformational leadership.

The transformational leadership variable was measured through questions (1-8), each of which represents a partial component of transformational leadership. Therefore, the answers to the items of those sub-dimensions reflect the trends of the research sample and the extent of their diagnosis of the transformational leader, and the following table shows this:

**Table (2) Arithmetic mean and standard deviation for diagnosing the level of transformational leadership**

standard deviation	Arithmetic mean	ferries
0.40	2.81	1. The company's managers have high ethical behavior
0.53	2.75	2. Managers' experience helps solve problems
0.65	2.54	3. The company's managers are clearly interested in the moral incentive system
0.50	2.58	4. Managers work to spread the spirit of enthusiasm among individuals in the company
0.40	2.81	5. Encourages company managers to participate in decision-making
0.53	2.73	6. The company's managers work to provide employees with the opportunity to think creatively
0.40	2.80	7. Managers respect the decisions of those they delegate
0.65	2.50	8. Managers in the company praise individuals who have special advantages
0.76	2.50	Transformational Leadership

Source: Prepared by the researchers based on the results of the statistical program spss

The results in the previous table can be analyzed into the following:

This variable was measured through categories (1-8). The weighted arithmetic mean of transformational leadership reached (2.50) with a standard deviation of (0.76). Here, it indicates the application of this philosophy of transformational leadership in the company referred to above to a degree above average, according to the answers of the company’s employees to the paragraphs. The questionnaire. The sample’s answers to questions (1-8) achieved arithmetic means that ranged between (2.50-2.81), with paragraphs (1) and (5) achieving the highest arithmetic mean of (2.81). The researchers attribute this to the company’s managers enjoying ethical behavior that distinguishes them from others, in addition. To encourage them to participate in making the decisions entrusted to them to facilitate the company’s proper functioning and achieve the planned goals.

### Diagnosing the level of digital marketing

This variable was measured through items (1-10), each of which represents a sub-component of digital marketing. Therefore, the answers to these sub-scales reflect the trends of the research sample in digital marketing, as shown in the following table:

**Table (3) Arithmetic mean and standard deviation for diagnosing the level of digital marketing**

standard deviation	Arith metric mean	ferries
0.80	2.08	1. The company uses advertising banners to attract its customers
0.27	2.92	2. The company resorts to providing additional services to customers to encourage them to deal with it
0.71	2.46	3. The company allocates employees to communicate directly with customers
0.76	2.45	4. The company uses telephone advertising to communicate with customers



0.70	2.62	5. The company resorts to virtual communities to communicate with customers
0.50	2.61	6. The company is keen to provide a website to complete its marketing operations
0.37	2.85	7. The company conducts research and studies to identify the preferences of its customers
0.49	2.65	8. The company relies on customer feedback to develop its services
0.53	2.73	9. The company gives an incentive bonus to customers
0.59	2.77	10. The company updates the content of its website continuously
0.71	2.46	Digital marketing

Source: Prepared by the researchers based on the results of the statistical program spss

The results presented are shown in the arithmetic means and standard deviations for the digital marketing variable, which reflect the answers of the research sample. The highest arithmetic mean was represented by paragraphs (2) and (7), which include (the company resorts to providing additional services to customers) and (the company conducts research and studies to identify preferences. Its customers) with a standard deviation of (0.27) and (0.37), which indicates that the company focuses on the requirements and needs of its customers and works to motivate and attract them by providing them with additional services, as well as conducting continuous research and surveys to identify their needs and meet them.

### **Testing hypotheses of association and influence:**

Testing hypotheses of correlation between research variables and analyzing them

To determine the correlation between the research variables (the independent variable), represented by transformational leadership, with the (dependent variable), represented by the

digital marketing variable, the Pearson correlation coefficient was used, and the results were as follows:

To test the first main hypothesis (there is a significant correlation between transformational leadership and digital marketing) the following table (4) shows the results of testing the hypotheses as follows:

**Table (4) shows the correlation between transformational leadership and digital marketing**

	Digital marketing	Subordinate
indication		
moral	0.650**	The Independent Transformational Leadership

Source: Prepared by the researchers based on the results of the statistical program spss

Table (4) above confirms to us the total transformational leadership, as there is a significant correlation with the dependent variable, digital marketing, as the correlation rate reached (0.650\*\*), which is significantly significant. This confirms the tendency of the relationship to increase with the integration of transformational leadership with each other through its impact on activating digital marketing in Company.

Testing hypotheses of influence between research variables and analyzing them

The research hypotheses related to measuring the effect of the independent variable on the dependent variable were tested using a simple linear regression model. To do this, a main hypothesis was developed to analyze the influence relationship between the independent variable, transformational leadership, and the dependent variable, digital marketing, which is as follows:

The second main hypothesis: (There is a significant effect of transformational leadership in digital marketing)

From the following table (5), the main hypothesis that there is a significant effect of the transformational leader in digital marketing has been achieved, as the value of (fThe calculated (25.958) is greater than the tabulated value, and this indicates the significance of the assumed relationship between transformational leadership and the dependent variable, which represents digital marketing, as indicated by the coefficient (R2) that transformational leadership explains an amount (0.500) of the changes that occur in digital marketing as follows:

**Table (5) Explains the impact relationship between transformational leadership and digital marketing**

Variables						
The dependent variable is digital marketing	Moral valuep	F value calculated	The coefficient of determination R	Constants		The explanatory variable and its dimensions
				a	b	
moral	0	29.958	0.500	0.601	0.787	Transformational Leadership
F= 3.84 tabular						
This indicates that the relationship is positive between the two variables						

Source: Prepared by the researchers based on the results of the statistical program spss

Through this, the main impact hypothesis of the existence of an impact of transformational leadership on digital marketing is accepted.

### Conclusions

1. Transformational leadership has a significant impact on digital marketing strategies, as leaders who are characterized by transformational leadership have a high awareness of the importance of digital marketing and work to direct the company and its employees towards using its technologies by empowering working individuals.
2. Digital marketing can greatly benefit from transformational leadership by leveraging modern technology, development and innovation.
3. The company's managers have a high ethical behavior. They encourage employees to participate with them in making decisions related to its work, which leads to achieving goals with complete flexibility and ease.

4. The company focuses on the electronic aspect by conducting research and studies via the Internet and social networks, which encourages its role in adding new services and keeping pace with what is available in the environment to attract customers and persuade them to continue dealing with it.
5. There was a positive relationship between transformational leadership and digital marketing, which means there is a clear and essential role for the two variables in the company through cooperation between managers and employees.

### **Recommendations:**

The General Company for Automotive and Machinery Trading in Baghdad is one of the leading companies in the automotive and machinery sector in the region. In order to improve its performance and strengthen its position in the market, some of the following recommendations directed to the company in particular can be benefited from, which can be applied in the company's branches as well or in: Similar companies in the industry in general:

- The company's transformational leaders must have active roles in encouraging innovation, enhancing the culture of change in the company, and adopting digital technology in marketing operations, such as using smart marketing techniques and virtual experiences.
- Digital marketing goals can be achieved by improving brand awareness among customers, which leads to increasing the number of customers and sales and enhancing brand loyalty.
- Objectives should be directed towards a specific audience with the aim of achieving stronger results.
- The researchers recommend providing a clear vision for the company about the channels that will be used for marketing through social media by defining the goals and target audience (for example, the majority of people who use Facebook are older people, while Instagram is mostly used by young people).
- Continuous training of the team responsible for digital marketing in the company, involving it in its opinion and interest in the content presented, the way it is presented, and the truthfulness of the information provided to directly influence the target audience, arouse its passion, and intensify digital marketing in a thoughtful manner.
- Effective use of customer data: The company must benefit from data analysis and use artificial intelligence to know their needs and preferences and improve the customer experience.
- The researchers recommend developing online customer service through leadership support for its employees and motivating them to provide an easy and comfortable purchasing experience for customers, providing excellent after-sales service, and responding quickly to customers' needs and problems.

- In light of the significant impact of transformational leadership on digital marketing, the researchers recommend expanding into new areas where the company can provide maintenance and repair services for industrial machines, provide consulting services in the field of cars and machines, and advertise these services, which can contribute to increasing revenues for the company.

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