

Spiritual leadership and its impact on organizational justice : An Analytical Study Of Opinions Of A Sample Of Teaching Staff In Iraqi Private Universities In The Middle Euphrates Provinces

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Abstract:

The purpose of the current research is to know the impact of spiritual leadership on organizational justice through the opinions of a sample of the teachers in the universities and civil faculties of the central Euphrates governorates (Karbala, Babylon, Najaf, Samawah and Diwaniyah). The study data were collected from (20) universities and civil faculty from the central Euphrates governorates through the resolution model, and the distribution of the resolution form among a sample of the department heads and the two studies reached the number of forms retrieved (389). The researcher's findings are based on some statistical programs such as SPSS VR. 24) and program (AMOS VR. 24) and the Table Wizard (Excel) program. In addition, the researcher applied the System of structural Equations (SEM) method by using his authoritative factorial analysis to determine the extent to which the paragraphs developed were shared in the interpretation of their points. The findings of this study found that spiritual leadership had a positive impact on organizational justice. The current study therefore recommends that spiritual leadership should be given attention because it plays a role in promoting career stability through organizational equity.

Keywords- Spiritual leadership, organizational justice.

I.INTRODUCTION

The spiritual leadership is regarded by some as an extension of the transformative leadership, which leads organizations in light of the global competitiveness we are currently living through. Leaders in this theory are working on new patterns of thinking with a deep sense of commitment to building on personal trust and their clear vision, values and behaviors that motivate and motivate their performance toward the strategic goals of the Organization, and organizational equity contributes to a good deal of good (Adequate workflow, stability, and safety). The organization and its personnel in a way that guarantees the organization's proper work and that it will not be exposed to different fluctuations or shocks. This will require a great deal of openness, communication and flexibility to accept and absorb everything new in the field of specialization with which the organization works in the field of external environment variables, competitors, continuous innovation, challenges and successive problems. The success of organizations in achieving their objectives requires a number of organizational variables, the most important of which is organizational equity, reflecting in the organization its personality. Organizational justice, with its material and moral components, leaves its imprint on the organization and gives it a personal characteristic that distinguishes it from others.

II.Study Methodology

First: problem of research

The search problem can be summarized into the following questions: _

1. What is the impact of spiritual leadership on organizational justice?
2. Do the sample organizations have organizational equity that distinguishes them from other organizations in the same sector?
3. Does spiritual leadership contribute to organizational justice?
4. Is there a correlation between the spiritual leadership of the research sample and organizational justice?

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6. What are the dimensions of the spiritual leadership affecting the organizational justice of the universities and the civil faculties of the central Euphrates governorates?

Second: importance of research

The importance of research can be summarized by the following: _

1. Highlighting the importance of spiritual leadership and its impact on the organizational justice of research-sample organizations
2. The importance of the study variables, as the study focused on spiritual leadership and organizational justice.
3. Highlighting the importance of building and maintaining the capacities of organizational justice for research-sample organizations.

Third: Research objectives

1. Provide a cognitive framework related to the main variables and sub-dimensions of the study.
2. Testing the influence trends of organizational justice capabilities and their impact on the relationship between the spiritual leadership of the organizations sample research and making the required suggestions and recommendations in this field.
3. Recognize how the sample perceiving spiritual leadership.
4. Identify the relationships of association and influence between spiritual leadership and organizational justice.
6. Finding out the extent of organizational justice at universities and civil faculties of central Euphrates governorates.

Fourth: The hypothesis scheme of the research

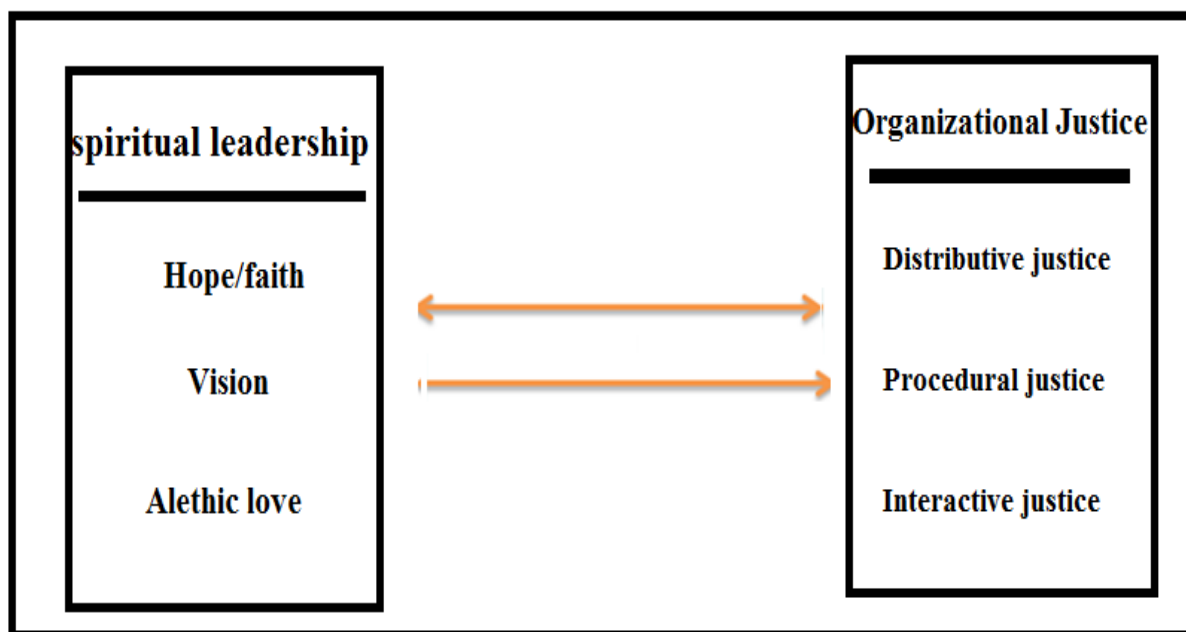


Figure (1) Search hypothesis diagram

Source: Prepared by the two researchers

Fifth: Research hypotheses

There is a significant correlation between the change in spiritual leadership and the change in organizational justice.

There is a significant impact between the spiritual leadership variable and the change in organizational justice.

Sixth: The community and the study sample

This study was applied to a sample of teaching members in the universities and civil faculties of the central Euphrates governorates (Karbala, Babylon, Najaf, Samawah, Diwanba). The number of universities and colleges that are being researched is 20. The random sample method was adopted for

the purpose of collecting the necessary data, and (428) forms were distributed and (389) forms were retrieved and the number of valid forms was (352) forms.

III.Part Two: Theoretical Framework

First: The concept of spiritual leadership

The concept of spiritual leadership combines a set of values with attitudes and behaviors necessary to fundamentally motivate oneself and others so that they have a sense of spiritual survival through The concept of spiritual leadership also includes motivation and inspiration for workers through an institutional vision and culture based on altruistic values to produce a highly motivated and productive workforce. A sense of advocacy through social access in work and individual work is essential for spiritual leadership. (FRY&Slocum, 2008: It also promotes the awareness of individuals and the use of their inner strength, where people in the workplace benefit from the presentation of personal spiritual meanings to build and frame their approach to work, as well as an emerging construction within the broader context of spirituality in the workplace that fundamentally utilizes the communication and motivation needs of members of the organization (FRY et al. , 2011:261). It is defined by leadership that takes into account the intellectual, emotional and relational depth of the human personality, as well as the constant ability to develop personally. Spiritual leadership is manifested in compassion and relational efficiency (Scott et al. (See below): 2019) is an inclusive integration of work and life elements in a holistic approach that promotes continuous improvement in growth, self-awareness, and self-leadership, the way in which leaders view every worker as a whole with a variety of cognitive skills and abilities. It is the theory of causal leadership of organizational transformation that is developed within a fundamental driving model that includes a vision of hope/faith and altruistic theories of spirituality in the workplace (mubasher et al. , 2020:208).

Second: The importance of spiritual leadership

To meet external challenges, contemporary organizations must create work environments that attract and motivate high-performing workers (Bfeffer 2003)) four key dimensions that people are looking for in the workplace: 1) engaging work that allows them to use their competencies and master their work.

(2) purposeful action that provides some sense of purpose

(3) feeling connected and positive social relationships

(4) the ability to lead an integrated life (FRY et al , 3 , 2007).

Interest in spiritual leadership is part of today's business. This integration is a key factor in the evolution toward higher levels of internal and external success, and spiritual leadership is linked to thinking, appreciation and working in a community with team spirit rather than acting individually. This means that collective action is more supported than individual action and spiritual leadership provides internal knowledge through Awareness of higher force also requires deeper sense and emotional activity (Aydin & Ceylan, 2009:185).

Third: The objectives of spiritual leadership

Spiritual leadership is necessary to transform into a continuous education and success organization, and spiritual leadership is compatible with the basic needs of both the leader and the worker for spiritual survival so that they become more committed and productive from an organizational point of view, it aims at:

1. Creating a vision where the members of the Organization feel that their lives are meaningful.

2. Establish a social/organizational culture based on altruistic love, where leaders and workers have a real interest in caring and appreciating both self and others (Fry,2003 : 694,695).

Fourth: The dimensions of spiritual leadership

I. Hope/faith

Hope/faith keeps workers looking forward to the future and provides positive desire and expectations that guarantee the creation of effort through internal stimulation (Aydin & Ceylan, 2009:186). Faith/hope is based on the values of attitudes and behaviors that show certainty and confidence. People who have a clear hope/belief about what to go to and how to get to it are ready to face opposition and struggle to achieve their goals, and therefore hope/faith is the source of conviction that the vision and mission of the organization will be achieved (FRY et al. , 2011: 262)

2. Vision

The vision sets out an attractive future for the organization, it refers to the future, not the present, and the vision aims to produce the best of the members and the leader has a critical role in shaping the vision (Aydin & Ceylan, 2009:186). The vision is merely a mental framework that gives shape to the future of the Organization and should be difficult, creating the purpose of a more tangible sense of the promise of a brighter future. The vision of the organization refers to a wide range of long-term intentions that the organization wishes to pursue; it is a broad and comprehensive concept, and it is a general statement of emotional intent and direction (FRY, 2003: 694,695).

3. Alethic love

Alethic love is to love everyone without exception. Alethic love makes workers prefer to suffer themselves rather than others (Aydin & Ceylan, 2009:186). There are great emotional and psychological benefits from love or caring for others, which is the essence of giving and receiving unconditionally. Both medical and positive psychology fields found that love has the ability to overcome the negative effect of destroying emotions such as fear and anger. Altruism also includes a set of values such as honesty, patience, kindness, tolerance, acceptance, gratitude, humility, courage, trust, loyalty and mercy, and as an element of culture (FRY et al. I will have been selected for 24 years.

Fifth: The concept of organizational justice

Organizational justice is directly related to the areas of work. Workers within their organizations expect rules and procedures to apply to everyone without bias, such as taking advantage of fees and social capabilities (Akbolat et al. 3, 2016: 361). In the early 1960s, regulatory justice was first formulated in a few basic papers that were defined as the equal distribution of results in the organization. Organizational justice includes worker satisfaction and commitment to the organization's orientation (Afridi & Baloch, 2018:237). Organizational justice is therefore a very complex phenomenon with many aspects as to why individuals care about justice in the organization and how they judge the different aspects of justice and how they use their perception of justice to guide their attitudes and behavior (Unterhitzberger et al., 2019:5).

It refers to the general fairness of the organization's reward system and the perceived fairness of the actions of individuals responsible for implementing the system's reward allocation (Choudhry & Kumar, 2011:1).

Organizational justice is critical to the success of the organization and is directly related to the performance of its employees. Organizational justice means the ways in which workers are treated fairly in their jobs and the ways in which these limitations affect other job-related issues, which affect workers' attitude toward their remuneration as well as their wages How social interactions are implemented and treated as a favorable value related to organizational output and work (Afridi & Baloch, 2018: 239). Organizational justice is defined as the extent to which social sensitivity is demonstrated when explaining decisions, showing empathy and respectful treatment, and preserving the dignity of workers (Reginal & Jannetta, 2021:2).

Sixth: The importance of organizational justice

Regulatory justice research has placed a great spotlight on how workers respond to workplace inequity. For example, when workers feel unfairly treated, commitment to the

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organization declines, so does their job performance, and so does job satisfaction, and they are less likely to help their coworkers, and they may do perverse behavior in the workplace, including vandalism. It is also important for the welfare of the workers. (Reginal & Jannetta, 2021:2) noted that there are three reasons why organizational equity is important for workers:-

The far-reaching benefits of their expectations for justice in the Organization .

It allows them to predict and control the results they are likely to obtain from organizations.

Each individual decision cannot go our way, but justice provides us with greater certainty in this respect.

It is not a good thing to do, but it is a good thing to do.

seventh: The dimensions of organizational justice

1. Distributive justice

Distributive justice refers to perceptions of justice as resource allocation or justice as fair outcomes. The distributive perspective of justice reinforces the view that self-interest drives perceptions of justice. Subsequent research proved this to be a mistake. Results may only play a secondary role in perceptions of justice and in some circumstances may be unstable (reginal & Jannetta, 2021:2).

2-interactive justice :-

Interactive justice is concerned with the treatment that workers receive from those who make decisions about outcomes (Unterhitzenberger et al., 2019:5). Interactive justice is the term that Bies and MOAG has created and is related to the perceived justice of communication between persons in relation to regulatory procedures (Reginal & Jannetta, 2021:2).

3- procedural justice:-

The measures will be judged fair if they are carried out consistently, without self-interest and on the basis of accurate information. With opportunities to correct the decision with the interests of all the parties involved that have been sent and to follow ethical standards, staff do not expect every decision to have a positive impact on them because most do not understand that decision makers must take into account competing interests. However, people seek assurance that decision makers use fair and equitable procedures to make their decisions. (Unterhitzenberger et al., 2019:5).

IV.Part Three: The practical aspect

First: Trumps Study variables

The current study consists of two main variables: The independent variable is spiritual leadership, the dimensions (vision, faith/hope and altruism), and the dependent variable is organizational justice and the removal (distributive, interactive, and procedural justice). Therefore, it is necessary to encode these variables and their sub-dimensions to facilitate their handling during the analysis of data and the interpretation of results, as shown in the table below.

Table (1) Study axes and scales

Encoding	Sub-dimensions	Key variables
V	Vision	Spiritual driving(<u>SLE</u>)
HF	Faith/hope	
AL	Alethic love	
DJ	Distributive justice	Organizational Justice (<u>Orju</u>)
PJ	Procedural justice	
IJ	Interactive justice	

Source: Prepared by the two researchers

Second: Test the nature of data

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Some tests are used to determine the probability distribution of sample data (variable response or approved), the most important of which is the good of fit Choldmcorf-Smirnoff test that the sample data distribution corresponds to a continuous theoretical distribution (the normal distribution here) and the zero hypothesis developed by the researcher is:

H0: The distribution of sample data corresponds to the normal distribution

Against the alternative hypothesis

H1: The distribution of sample data does not match the normal distribution

When the zero hypothesis H0 is rejected, the data distribution does not match the normal distribution and when accepted, the data distribution matches the normal distribution. The following table contains the test results where all test values are intangible because the SIG values are greater than the significance level of 5% and therefore the zero hypothesis H0 is accepted. We conclude that the sample is drawn from a naturally distributed community with an arithmetic mean and standard deviation, as in the following table.

Table (2) Colmcarrove-Smirnov table to test for good conformity of sample data

		JES	JAS	SOJT	RS	HOST
The sample size		350	350	350	350	350
Normal Parameters ^a	mean	3.5794	3.6443	3.6286	3.7207	3.6443
	Standard deviation	.87108	.85493	.87563	.78491	.73198
Test Statistic		.098	.196	.130	.137	.081
Sig. (2-tailed)		.971	.517	.666	.527	.983

Third: - Descriptive analysis of the study data

Spiritual driving variant (SLE)

The following table includes general statistics of the spiritual leadership variable, where the researcher found the values of mathematical circles, standard deviations, variance coefficients, and the relative importance of all the paragraphs that follow this variable:

Table 3 General statistics of spiritual leadership paragraphs

	mean	Standard deviation	Coefficient of variation	Relative importance
V1	3.81	1.164	31	76
V2	3.79	1.166	31	76
V3	3.83	1.128	29	77
V4	3.93	1.068	27	79
V	3.84	0.960	25	77
HF1	3.70	1.094	30	74
HF2	3.50	1.162	33	70
HF3	3.49	1.220	35	70
HF4	3.77	1.083	29	75
HF5	3.53	1.042	30	71
HF	3.60	0.816	23	72

AL1	3.90	0.954	24	78
AL2	3.39	1.119	33	68
AL3	3.33	1.145	34	67
AL4	3.09	1.197	39	62
AL5	2.92	1.267	43	58
AL6	3.09	1.088	35	62
AL	3.29	0.859	26	66

Organizational equity variant Orju

The following table includes general statistics for the organizational justice variable, where the researcher found the values of the mathematical circles, standard deviations, variance factors, and the relative importance of all the paragraphs that follow this variable:

Table (4) General statistics of organizational justice paragraphs

	mean	Standard deviation	Coefficient of variation	Relative importance
DJ1	3.50	0.978	28	70
DJ2	3.59	1.156	32	72
DJ3	3.28	1.166	36	66
DJ4	3.45	1.116	32	69
DJ	3.46	0.939	27	69
PJ1	4.08	0.954	23	82
PJ2	3.90	0.999	26	78
PJ3	3.85	1.005	26	77
PJ4	3.55	1.039	29	71
PJ5	3.17	1.161	37	63
PJ6	3.55	0.964	27	71
PJ	3.69	0.798	22	74
IJ1	3.75	0.926	25	75
IJ2	3.59	1.098	31	72
IJ3	3.28	1.172	36	66
IJ4	3.04	1.068	35	61
IJ5	3.60	0.963	27	72
IJ	3.45	0.843	24	69

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The researcher used the statistical program SPSS VR. 24 to find the connections and their engagement, and the results are placed in the following table:

Table (5) coefficients of the links between the two axes (spiritual leadership variable and organizational justice variable)

Correlations

		V	HF	AL	SPLE
DJ	Pearson Correlation	.410**	.542**	.696**	.623**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	350	350	350	350
PJ	Pearson Correlation	.583**	.623**	.635**	.700**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	350	350	350	350
IJ	Pearson Correlation	.538**	.593**	.665**	.682**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	350	350	350	350
ORJU	Pearson Correlation	.567**	.655**	.750**	.748**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	350	350	350	350
**. Correlation is significant at the 0.01 level (2-tailed).					

Source prepared by investigator based on SPSS VR output. 24

Direct and indirect effects:

Here, the researcher will formulate the second key hypothesis concerning direct and indirect effects and examine the impact of the existence of the intermediate variable organizational justice. To achieve this goal, we need to build a structured model using the statistical program AMOS VR.24 and for the purpose of testing their hypotheses, which are formulated as main and sub-hypotheses according to variables and dimensions, as follows:

The main hypothesis: Testing the effect of spiritual leadership on the variable organizational justice.

The structure chart for the model to be tested was constructed with a zero hypothesis, which was formulated as follows:

The absence of any effect of the change of spiritual leadership in the variable of organizational justice.

The following figure shows the structure of the proposed model that was built by the researcher based on the research hypothesis:

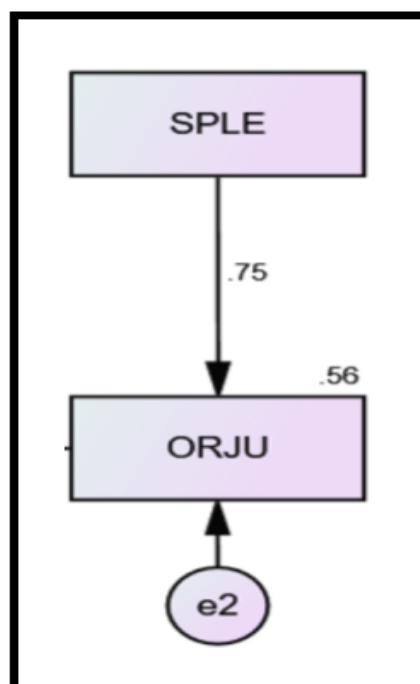


Figure (2) proposed model of the structural modeling equation diagram for direct effect. Based on the above model, the criteria for determining the quality and preference of the model have been evaluated and the results are included in the following table:

The above results demonstrate the suitability of the proposed model, so that the results obtained from it relating to indirect impact can be relied upon, since the values of the direct impact estimates, their critical relative values and their intangibles are first found, as shown in the following table:

Table (6) critical Fornell test values and their morale for the direct impact of the helicopter variable on the organizational equity variable

			Estimate	S.E.	C.R.	P
ORJU	<---	SPLE	.748	.035	21.035	***

V.Four Part: Conclusions and recommendations

a. Conclusions

1- the present study has reached a set of dimensions necessary for the application of spiritual leadership, namely (vision, faith/hope, Alethic love).

The current study has found a direct relationship between spiritual leadership and organizational justice in the teaching of universities and civil faculties of the central Euphrates governorates (Karbala, Babylon, Najaf, Samawah and Diwaniyah).

3. The present study found a positive correlation between the dimensions of spiritual leadership and the dimensions of organizational justice (distributive justice, procedural justice, interactive justice).

4- Research universities and colleges should focus on the duration of the work to retain qualified cadres

5- the interest of universities and research colleges in the fair distribution of resources to ensure that satisfaction is achieved by the teaching staff members.

Research universities and colleges have the highest level of satisfaction from the responses of the sample.

6- the answers of the faculty members in universities and colleges researched by distance were positive

7- The results of the study found that universities and colleges researched are satisfied with the achievements of the two teaching by applying the principle of organizational equity, which has positive effects on the teaching cadres.

8- In spite of the interest of universities and colleges in preparing plans for the purpose of providing job stability, attention to the teaching cadres is still slow, and this may be related to the limited resources and materials that research universities and colleges possess

b. Recommendations

1- the need to pay attention to spiritual leadership in the universities and the civil faculties of the central Euphrates governorates (Karbala, Babylon, Najaf, Samawah, Diwaniyah).

2- it is necessary to pay attention to the dimensions necessary for the application of spiritual leadership in universities and research colleges.

It is necessary to pay attention to the positive relationship between spiritual leadership and organizational justice.

The spiritual leadership focuses on the dimensions represented by (vision, faith/hope, Alethic love) and the answers obtained from these dimensions were of an acceptable level, which indicates the need for universities and colleges to pay attention to this leadership.

5- the answers of the faculty members in universities and colleges researched by distance were positive, so it is necessary to pay attention to this dimension

6. The need to pay attention to the duration of the work as it plays a major role in universities and research colleges.

7- the need to provide job stability in universities and research faculties in comparison with government universities, and this is achieved through the care and development of their teaching cadres.

8- the need to encourage teaching staff and develop their skills and benefit from the experiences of international universities in this field, as the researcher noted during his visit to universities and colleges that studied the interest of the study sample in teaching cadres, as it attracts individuals with scientific qualifications from different disciplines and cares for the scientific achievements of its members.

9- the need for universities and colleges to retain individuals with high qualifications and experience from various holders of higher degrees.

10. It is necessary to focus on fostering an environment that will help promote the future vision of research universities and colleges.

11- the results of the current study concluded that universities and colleges researched have achieved equity in the distribution of wages among the two teachers because of their concern for distributive justice

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