



Spiritual Leadership and Its Impact on Job Stability by Mediating 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 determine the impact of spiritual leadership on job stability by mediating organizational justice through the opinions of a sample of the teaching staff in the universities and private colleges of the central Euphrates governorates (Karbala, Babylon, Najaf, Samawah and Diwaniyah). The study data were collected from (20) universities and private 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). 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 has a positive impact on job stability through the mediation of organizational equity. 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, functional stability, organizational justice

JEL Classifications: J11, F43

1. 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. The leaders in this theory are working on new patterns of thinking with a deep sense of commitment to personal trust and their clear vision, values and behaviors that drive and motivate their performance toward the strategic objectives of the Organization (Adequate workflow, stability, and security). For the organization and its staff in a way that guarantees the organization's proper functioning and does not be exposed to different fluctuations or tremors (Jufrizen et al., 2019). 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 their personality (Alfarajat et al., 2021) as perceived by their staff, it is also a determinant of organizational behavior, as it affects the satisfaction of workers and their level of performance (Terzi et al., 2017). 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.

The First Part: Research Methodology

First: Research Problem

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

1. To what extent does spiritual leadership affect job stability when mediating organizational justice?
2. Do the sample organizations have job stability that distinguishes them from other organizations in the same sector?
3. Does the capacity of organizational justice contribute to enhancing the role of spiritual leadership in achieving job stability?
4. Is there a correlation between corporate spiritual leadership and the search for job stability through organizational justice?
5. What is the role of organizational justice in achieving job stability in the universities and private faculties of the Middle Euphrates governorates?
6. What are the dimensions of spiritual leadership that affect job stability in universities and private faculties of the Middle Euphrates governorates?

Second: Research Importance

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

1. Highlighting the importance of spiritual leadership and its impact on the functional stability of sample research organizations
2. The importance of the study variables, as the study focused on spiritual leadership, functional stability, and organizational justice.
3. Highlighting the importance of building and maintaining the capacities of organizational equity in achieving the functional stability of 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 research sample organizations and achieving their functional stability, together with 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, functional stability and organizational justice.
5. Determine the impact of regulatory equity on the job stability of the research sample.
6. Identifying the extent of job stability in universities and private faculties of the central Euphrates governorates.
7. Determining the level of job stability in the universities and the private faculties of the central Euphrates governorates.

Fourth: The hypothesis scheme of the research

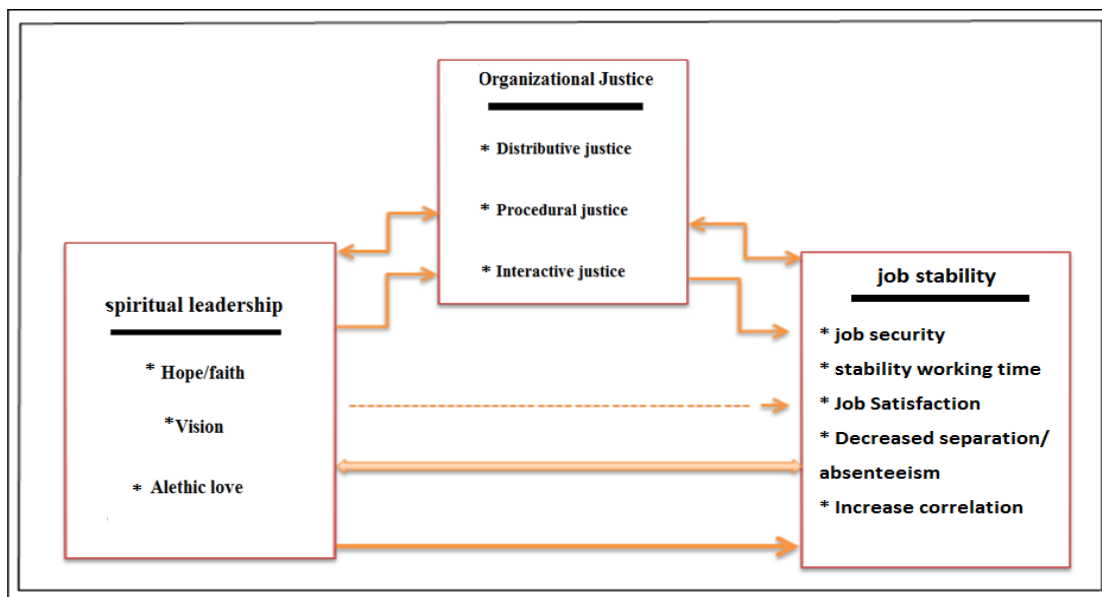


Figure 1. Search hypothesis diagram
Source: Prepared by two researchers

Fifth: Study Hypotheses

Table 1 Study Hypotheses

Key claims	Sub-claims	Hypotheses
A1	Indirect impact	There is a statistically significant influence relationship between spiritual leadership and functional stability with the intermediary of organizational justice.
	F4-1	There is a statistically significant impact relationship between the vision dimension and the career stability variable.
	F4-2	There is a statistically significant impact relationship between the faith/hope dimension and the career stability variable.
	F4-3	There is a statistically significant influence relationship between the altruism dimension and the career stability variable.
A2	Direct impact	There is a statistically significant influence relationship to the dimensions of spiritual leadership and career stability.
	F5-1	There is a statistically significant impact relationship between the vision dimension and the functional stability variable.
	F5-2	There is a statistically significant impact relationship between the faith/hope dimension and the career stability variable.
	F5-3	There is a statistically significant influence relationship between the altruism dimension and the career stability variable.

Sixth: The Community and The Study Sample

This study was applied to a sample of teaching members in the universities and private 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.

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. 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 et al., 2013) 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., 2013). 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., 2016) See below 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.

Second: The Importance of Spiritual Leadership

To meet external challenges, contemporary organizations must create work environments that attract and motivate high-performing workers 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., 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 forces and also requires deeper sense and emotional activity (Bulent et al., 2009).

Third: Objectives of Spiritual Leadership

Spiritual leadership is necessary to transform into a continuous education and successful 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).

Fourth: Dimensions of Spiritual Leadership

I. Hope/Faith

Hope/faith keeps workers looking forward to the future and provides positive desires and expectations that guarantee the creation of effort through

internal stimulation (Bulent et al., 2009). 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).

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 (Bulent et al., 2009). 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).

3. Alethic Love

Alethic love is to love everyone without exception. Alethic love makes workers prefer to suffer themselves rather than others (Bulent et al., 2009). 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., 2015). 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, 2018). 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).

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.

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, 2018). 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 et al., 2021).

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 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 et al., 2021) 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 et al., 2021).

2-Interactive Justice:

Interactive justice is concerned with the treatment that workers receive from those who make decisions about outcomes (Unterhitzberger et al., 2019).

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 et al., 2021).

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 in the interests of all the parties involved that have been sent and to follow ethical standards, staff does 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. (Unterhitzberger et al., 2019).

Eighth: The Concept of Functional Stability

Much job stability may actually be detrimental at the macroeconomic level, for example, if companies have difficulties restructuring their labor force in times of structural change (Bergemann et al., 2000). Job stability has long been a subject much discussed in the literature of labor economics and concerns about the impact of international outsourcing on workers' jobs have been the focus of much discussion, but the conclusions are different where they are found internationally measuring narrow outsourcing has a negative impact on the safe employment of all workers, but findings suggest that outsourcing internationally, when broadly defined, only increases the risk of unemployment of less-skilled workers (Hsu et al., 2014). When considering the relationship between technological density and job retention rates from 1980-1998 it was found that the relationship varied according to the agent using technology (Srinivas, 2015).

Career stability in any organization explains full-time or part-time workers in the organization. Part-time employees enjoy highly variable positions in a career compared to full-time employees, namely, the worker's feeling of security and reassurance while working in the organization and his removal from fear by notifying the worker of safety and ensuring stability and comfort through his guidance and promotion (Hsu et al., 2014).

Ninth: The Importance of Job Stability

One of the main reasons why some economists are concerned about the decline in job stability is the potential impact on individual career paths, as there is much job turnover and it may lead to losses in human capital, which reduces the potential for gains and limited job access due to signs of deprivation (Hsu et al., 2014). Career stability was important for organizations to achieve and achieve their objectives, enabling them to retain skilled employees and exempting them

from the costs of seeking alternative competencies. For individuals met every day for their survival and, to that end, the Organization must provide them with psychological, material and physical security. Thus, a worker's transition to a less stable job is associated with a welfare loss of 1.4% of lifetime consumption, but social welfare costs can also exceed 10% for workers in stable and highly paid early life jobs. Consequently, unstable jobs with low employment rates lead to a sustained low income by providing fewer opportunities for human capital investment (Srinivas, 2015).

Tenth: Dimensions of Job Stability

Job security: Over the past few years, there has been considerable interest in both the popular press and among researchers on whether job stability and job security have declined in recent years. With the recession that began in early 2001, there will be renewed interest in this issue. Changes in job security have obvious effects on the well-being of workers (Srinivas, 2015).

stability working time: That type of analysis has many advantages. It uses information when jobs end completely and controls the proper control of how long employment ends within a year Duration analysis analyzes functions in a multi-variable environment by combining all observations into one estimate, increasing the clarity of results (Srinivas, 2015).

3- Job satisfaction: Job satisfaction is simply the degree to which people love their jobs and the different aspects of their jobs; it can react to different aspects of an individual's work when he is relatively satisfied with one side of his job and not satisfied with the other aspects (Bergemann et al., 2000).

4- Decreased separation/absenteeism: The literature points out that absenteeism is a major problem in many organizations, and therefore the importance of focusing on this behavior within the organization and various studies have tried to examine the relationship between absenteeism and job satisfaction, where absenteeism is generally seen as one of the means of withdrawing from the stressful work situations according to Research has generally revealed that there is a consistent inverse relationship between job satisfaction and absenteeism, i.e. when satisfaction is high, absenteeism tends to decline and when satisfaction is low, absenteeism tends to rise (Bergemann et al., 2000).

Part Three: The Practical Aspect

First: Trumps Study Variables

The present study consists of three main variables: The independent variable, which is spiritual leadership, the dimensions (vision, faith/hope, and altruism), the intermediate variable, which is organizational justice, the removal (distributive justice, interactive justice, procedural justice), and the adopted variable, which is the stability of employment and the exclusion (job security, job

satisfaction, employment stability, and reduction of separation/absence). Therefore, it is necessary to encode these variables and their sub-dimensions in order to be easily dealt with during the analysis of data and interpretation of results, as shown in the Table.

Table 2. Study Axes and Measures

Key variables	Sub-dimensions	Cod
Spiritual driving (SLE)	Visibility	V
	Faith/hope	HF
	Love of Altruism	AL
Organizational Justice (ORJU)	Distributive justice	DJ
	Procedural justice	PJ
	Interactive justice	IJ
Job stability (HOST)	Job security	JSE
	Job satisfaction	JSA
	stability working time	SOJT
	Decreased separation/absenteeism	RS

Source: Prepared by the two researchers

Second: Testing the Data Parameter

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 **Kolmogorov-Smirnov Test** that the sample data distribution corresponds to a continuous theoretical distribution (the normal distribution here) and the zero hypotheses 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 weight mean and standard deviation, as in the following table.

Table 3. Sample Kolmogorov-Smirnov Table to Test for Good Conformity of Sample Data

One-Sample Kolmogorov-Smirnov Test						
		JES	JAS	SOJT	RS	HOST
The sample size		350	350	350	350	350
Normal Parameters ^a	Arithmetic 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

a. Test distribution is Normal.

Third: Confirmatory Factor Analysis

Regression analysis, path analysis, and structural equation modeling (SEM) predictive agent analysis are mathematical techniques that build models that are able to describe the relationships that connect study variables. It may be pointed out that the results of a predictive factorial analysis on depend two types of variables: Latent variable, which refers to the dimensions of the questionnaire, and variable endogenous, which refers to the dimensions. Statistical criteria that determine model preference can be used, as this research will be based on each other, which is the K-box criterion χ^2 by which the model's preference is judged based on its SIG value. Absolute Fit Indexes (AFI), which compare the covariate matrix with the matrix for the proposed model, have also been used where another set of criteria is included, including the GFI good of Fit Index, which is calculated based on the amount of variance in the proposed model matrix. The researcher also relied on other criteria called incremental fit indexes, which are estimated according to the comparison of the default model with the null model, in which there is supposed to be one common factor in which all variables are saturated. It includes sub-criteria such as CFI Comparative Fit Index and IFI incremental fit Index, and it can be noted that these criteria fall between zero and the correct one so that if its value is high, this indicates a better match of the model with the sample data. The researcher also used RMSE root mean square errors of appreciation and compares the value of this criterion with the significance level of 0.05 if lower, the decision is to the preference of the model. The paragraphs in the questionnaire interpret their dimensions with different values that also indicate the credibility of the questionnaire used and identify these values by relying on the analysis weights of the model called operatorum or truthfulness coefficients.

First Variable: Spiritual Leadership (Splé)

Structural modeling of the spiritual leadership variable (SPLE) is done using the AMOS VR.24 program based on a deterministic analytic by constructing a modeling structure chart of the axis segments and is accepted or rejected based on the criteria mentioned above.

- **Spiritual driving Dimensions (SPLE) paragraphs**

The researcher has established criteria for the appropriateness of the structural model of the deterministic factor analysis of the spiritual variable Sple, as shown in the following table:

Table 4. Form Suitability Criteria

Standard used	X ² Sig.	IFI	CFI	GFI	RMSEA
criterion value	575.498 0.000	0.84	0.84	0.81	0.00
researcher's decision	appropriate	appropriate	appropriate	appropriate	appropriate

Source: Prepared by the researcher based on AMOS VR outputs. 24

The above values have proved, as the results show, that there is a fit for the model proposed by the researcher, so we can adopt it and the results obtained from it.

The structure chart proposed by the researcher for the Sple clauses was constructed and, as in the following figure, was based on the AMOS VR statistical program. 24. Observing the form and values it contains shows that the paragraphs have different degrees of interpretation of the spiritual driving variable to which they belong, and this is clearly reflected in the estimated values of the coefficients or weights above the straight lines from the paragraphs to their respective dimensions:

Item V1 contributed to an explanation of the sight dimension by 0.84 in other words, an increase in the value of item V1 by 0.84 of the standard deviation would result in a rise in the post-vision value by one standard deviation. Also, HF1 contributed to the interpretation of the dimension of faith/hope by 0.72 in other words, the increase in the value of HF1 by 0.72 of the standard deviation leads to a rise in the value after faith/hope by one standard deviation. The interpretation of each paragraph of the spiritual variable is generally represented by the standard regressive weights estimated using the maximum likelihood methods, which are shown in the following table:

Table 5. Standard Slope Weights for Each Item of The Sple Axis

			Estimate
V1	<---	V.	.836
V2	<---	V.	.841
V3	<---	V.	.783
V4	<---	V.	.721
HF1	<---	HF.	.719
HF2	<---	HF.	.767
HF3	<---	HF.	.774
HF4	<---	HF.	.422
HF5	<---	HF.	.461
AL1	<---	AL.	.650
AL2	<---	AL.	.875
AL3	<---	AL.	.639
AL4	<---	AL.	.760
AL5	<---	AL.	.555
AL6	<---	AL.	.725

Source: Prepared by the researcher based on AMOS VR outputs. 24

The following table represents the values of the multiple link boxes or selection parameters for the proposed model in the chart above:

Table 6. Selection Parameters for Sple

	Estimate
AL6	.525
AL5	.308
AL4	.578
AL3	.408
AL2	.766
AL1	.423
HF5	.213
HF4	.178
HF3	.599
HF2	.588
HF1	.517
V4	.519
V3	.614
V2	.708
V1	.698

Source: Prepared by the researcher based on AMOS VR outputs. 24

Second Variable: Organizational Justice (Orju)

The process of structural modeling of the Orju variable is done using the AMOS VR.24 program based on a factorial, factorial analysis by constructing a modeling structure chart of the organizational justice variable paragraphs and is accepted or rejected based on the criteria mentioned above.

- **Regulatory Justice Dimensions (Orju)**

The researcher has established criteria values for the structural model of Orju's Constructive factor Analysis (structural Model) suitability, as shown in the following table:

Table 7. Form Suitability Criteria

Standard used	X ² Sig.	IFI	CFI	GFI	RMSEA
criterion value	777.611 0.000	0.82	0.82	0.80	0.00
researcher's decision	appropriate	appropriate	appropriate	appropriate	appropriate

The above values have proved, as the results show, that there is a fit for the model proposed by the researcher, so we can adopt it and the results obtained from it.

Item DJ1 contributed to the interpretation of the distributional justice dimension by 0.61 in other words, an increase in the value of item DJ1 by 0.61 of the standard deviation would result in a rise in value after a distributional justice by one standard deviation. Also, paragraph IJ1 contributed to the interpretation of the interactive justice dimension by 0.77 in other words, an increase in the value of IJ1 by 0.77 from the standard deviation leads to a rise in value after the interactive justice by one standard deviation. The interpretation of each clause of the organizational justice variable generally represents by the standard slope weights estimated using the maximum likelihood estimates method, which are shown in the following table:

Table 8. Standard Downward Weights for Each Orju Clause

			Estimate
DJ1	<---	DJ.	.610
DJ2	<---	DJ.	.847
DJ3	<---	DJ.	.848
DJ4	<---	DJ.	.884
IJ1	<---	IJ.	.767
IJ2	<---	IJ.	.849
IJ3	<---	IJ.	.734
IJ4	<---	IJ.	.694
IJ5	<---	IJ.	.670
PJ1	<---	PJ.	.725
PJ2	<---	PJ.	.811
PJ3	<---	PJ.	.873
PJ4	<---	PJ.	.837
PJ5	<---	PJ.	.434
PJ6	<---	PJ.	.753

Source: Prepared by the researcher based on AMOS VR outputs. 24

The following table represents the values of the multiple link boxes or selection parameters for the proposed model in the chart above:

Table 9. Selection Parameters for Orju Variable Structure Chart

			Estimate
PJ6			.566
PJ5			.188
PJ4			.700
PJ3			.762
PJ2			.658
PJ1			.526
IJ5			.449
IJ4			.482
IJ3			.539
IJ2			.721
IJ1			.588
DJ4			.782
DJ3			.720
DJ2			.718
DJ1			.372

Source: Prepared by the investigator based on AMOS VR outputs. 24

The Third Variable: Functional Stability (Host)

Structural modeling of the functional stability variable (host) using AMOS VR.24 is done based on a hands-on, factorial analysis by building a modeling structure chart of the functional stability variable paragraphs and is accepted or rejected based on the criteria mentioned above.

- **Job Stability Variable Dimensions (host) items**

The researcher has established the criteria for the appropriateness of the structural model of the deterministic factor analysis of the functional stability variable (host), as shown in the following table:

Table 10. Form Suitability Criteria

Standard used	X ² Sig.	IFI	CFI	GFI	RMSEA
criterion value	575.498 0.000	0.84	0.84	0.81	0.00
researcher's decision	appropriate	appropriate	appropriate	appropriate	appropriate

The above values have proved, as the results show, that there is a fit for the model proposed by the researcher, so we can adopt it and the results obtained from it.

JSA1 contributed to an explanation of the job satisfaction dimension by 0.77 in other words, an increase in the value of JSA1 by 0.77 from the standard deviation raises the value of job satisfaction by one standard deviation. Also, SOJT1 contributed to an explanation of the 0.76 work time stabilization in other words, a rise in the value of SOJT1 item of 0.76 from the standard deviation would result in a rise of a value after the work time has stabilized by one standard deviation. The interpretation of each item of the functional variable generally represents stability

by the standard slope weights estimated using the maximum likelihood estimates method, which are shown in the following table:

Table (11) Standard Slope Weights for Each Item of Functional Stability Variable (Host)

			Estimate
JSE1	<---	JSE.	.646
JSE2	<---	JSE.	.627
JSE3	<---	JSE.	.829
JSE4	<---	JSE.	.712
JSE5	<---	JSE.	.726
JSA1	<---	JSA.	.775
JSA2	<---	JSA.	.826
JSA3	<---	JSA.	.698
JSA4	<---	JSA.	.805
SOJT1	<---	SOJT.	.755
SOJT2	<---	SOJT.	.872
SOJT3	<---	SOJT.	.673
SOJT4	<---	SOJT.	.812
RS1	<---	RS.	.781
RS2	<---	RS.	.777
RS3	<---	RS.	.716
RS4	<---	RS.	.622

Source: Prepared by the researcher based on AMOS VR outputs. 24

The following table represents the values of the multiple link boxes or selection parameters for the proposed model in the chart above:

Table 12. Selection Parameters for the Host Structure Chart

	Estimate
RS4	.387
RS3	.512
RS2	.604
RS1	.609
SOJT4	.659
SOJT3	.453
SOJT2	.760
SOJT1	.571
JSA4	.648
JSA3	.488
JSA2	.683
JSA1	.600
JSE5	.527
JSE4	.506
JSE3	.687
JSE2	.394
JSE1	.417

Source: Prepared by the researcher based on AMOS VR outputs. 24

Test The Hypothesis of 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 of Functional Stability by Means of the Intermediate 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 spiritual leadership variable in the variable of functional stability through the intermediate 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:

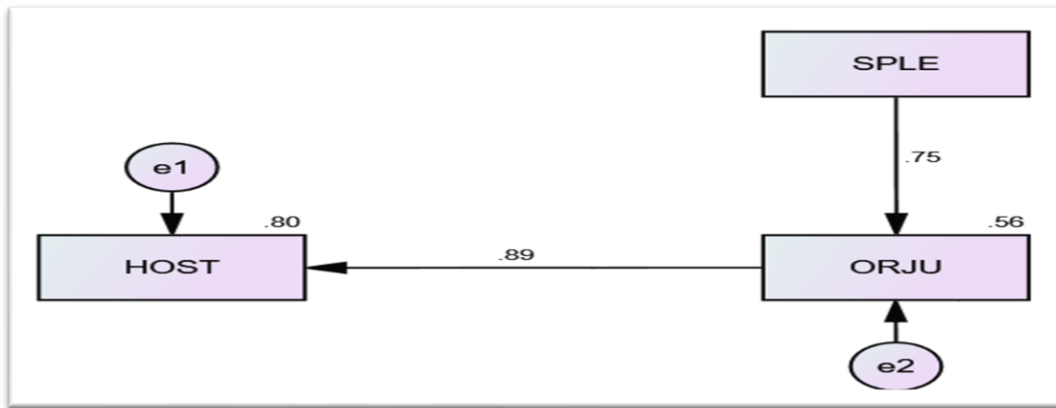


Figure 2. proposed model for the structural modeling equation diagram of the indirect effect

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:

Table 13. SEM Structural Modeling Equation Indicators for an Indirect Effect

IFI	CFI	GFI	RMSEA
0.88	0.88	.84	.00

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 14. Critical Fancy Test Values and Morale for the Direct Impact of The Submachine Variable in the Organizational Equity Variable

			Estimate	S.E.	C.R.	P
ORJU	<---	SPLE	.748	.035	21.035	***
HOST	<---	ORJU	.895	.023	37.418	***

The Effect of the Spiritual Leadership Variable on the Variable of Functional Stability by Excluding the Influence of The Intermediate Axis of Organizational Justice

Here, the intermediate axis of organizational justice was excluded and the direct effect of the dimensions of the spiritual leadership variable in the functional stability variable was examined, as the researcher formulated the following zero hypothesis:

The absence of any effect of the dimensions of the spiritual leadership variable in the variable of functional stability.

Three substemms stem from the number of dimensions of the spiritual leadership variable:

Sub-hypothesis 1: No visible dimension effect on the functional stability variable.

Sub-hypothesis 2: No trace of the faith/hope dimension of the functional stability variable.

Sub-hypothesis 3: No altruistic effect on the functional stability variable.

The following structure has been constructed for this purpose:

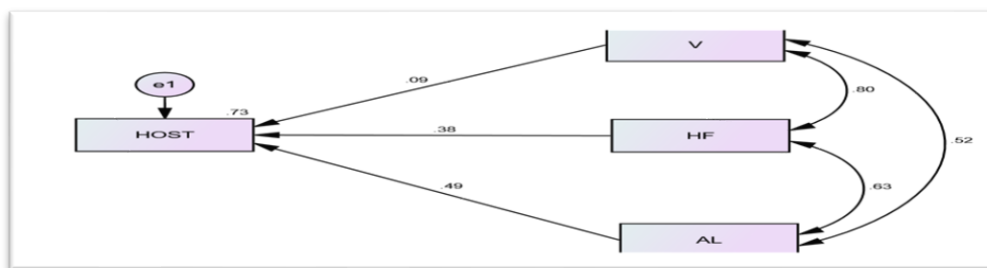


Figure 3. The structure of the direct effect of the dimensions of the spiritual leadership variable in the functional stability variable

The following table contains estimated impact values as well as standard error and critical ratio and significance for the dimensions of spiritual leadership variable in the functional stability variable excluding intermediate axis organizational justice:

Table 15. Direct Effect of Visibility in the Functional Stability Variable

			Estimate	S.E.	C.R.	P
HOST	<---	V	.093	.035	2.003	.045
HOST	<---	HF	.380	.046	7.454	***
HOST	<---	AL	.487	.031	13.547	***

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 and /or hope, Alethic love).

The current study has found a direct relationship between spiritual leadership and organizational justice in the teaching of universities and private 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 private 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.

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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