

## The Role of Spiritual Leadership in Achieving the Strategic Dimensions of Human Resource Management

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**Abstract:** The study aims to explain the role of spiritual leadership in achieving the strategic dimensions of human resources management in the holy shrines of al-Hussaini and al-Abbas's (p) holy shrines. The active and main role of building and developing the religious institution (the research sample) was examined, where the extent of the impact of spiritual leadership on the development and formulation of strategies that the research sample can benefit from, and the analytical method was used, which starts by collecting information from books, theses, dissertations, and magazines, and then analyzed it statistically by the statistical programs approved by most researchers and writers in the field of business administration, which are (SPSS, AMOS). It was concluded that the arithmetic mean of the dimensions of spiritual leadership is higher than the hypothetical arithmetic medium, and here it is clear that the leaders in the two holy shrines possess (vision, hope/faith, love of altruism, meaning, membership), and that the arithmetic mean of the strategic dimensions of human resources management is higher than the hypothetical arithmetic medium, and it is clear that spiritual leadership has a great impact on achieving the strategic dimensions of human resources management.

**Key words:** Leadership, Spirituality, Spiritual Leadership, Strategy, Human Resource Management.



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**Introduction:** The development of interest in spiritual leadership at the beginning of the twentieth century among most researchers and writers in the field of management science. However, it reached us late at the beginning of the twenty-first century, and this development had a great impact on building the research and studies that came within the framework of spiritual leadership, as it contributed effectively and significantly to building solid institutions and gave the leader flexibility in dealing with the individuals working within the institutions, as spiritual leadership is the leadership of the sound instinct that God Almighty has created for man. It is not easy for every manager to be a leader, but it is very easy for a leader to be a manager. Therefore, spiritual leadership has contributed through the current study to know the extent of its impact on

achieving the strategic dimensions of human resources management, as they are closely related, as without spiritual leadership, the strategic dimensions of human resources management would not have been achieved, and vice versa, and the study came as part of previous studies that examined the subject of spiritual leadership on the one hand and the strategic dimensions of human resources management on the other hand.

### **First Inducer / Scientific Research Methodology**

#### **Importance of the research:**

- 1- Having a spiritual leadership and human resources management strategy is important at the intellectual level, as it constitutes a large space in the field of modern managerial thought.
- 2- It was observed that the interest in human resources strategy has increased significantly, drawing the researcher's attention, for several reasons, including that the human resources strategy is closely related to planning and strategic thinking within the study sample, where the more positive the planning and strategic thinking, the more likely it is to achieve the strategy of human resources management within the study sample through the use of spiritual leadership, and because of the importance of all of this within the work environment of the study sample, it is reflected in the importance of its study.

**Research Problem:** Spiritual leadership emerged as a new theory and works for its contents, which has been achieved because of it, which is represented by the role of the spiritual leader and his ability to achieve the strategic dimensions of human resource management, and it is worth mentioning that spiritual leadership has relied on aspects of the mission, which in turn contributes to defining the true essence of human beings such as the material essence, logical thought, emotions and spirit. And developing their skills and abilities, and **the main question of the research**

What is the essential role of spiritual leadership in achieving the strategic dimensions of human resource management (**in the holy shrines of al-Husayniyya and al-Abbas**) in achieving the strategic dimensions of human resource management?

#### **Research Objectives:**

- 1- Knowing the level of spiritual leadership to achieve the strategic dimensions of human resource management in the holy shrines of al-Husseini and al-Abbas's (p) holy shrines.
- 2- Identifying the Strategic Dimensions of Human Resources Management in the Holy Shrines of al-Husayniyya and al-Abbas's (p) Holy Shrines.
- 3- Discovering the nature of the relationship between spiritual leadership and the strategic dimensions of human resource management in the holy shrines of al-Husseini and al-Abbas's (p) holy shrines.
- 4- Knowing the level of knowledge gap between the study variables (spiritual leadership) and (strategic dimensions of human resource management).

**Research hypothesis:** There are significant correlation relationships between the dimensions of spiritual leadership and the strategic dimensions of human resource management.

**The research population and sample:** The research population represents the two holy shrines (Abbasid and Husseiniya), while its sample included individuals who occupy various jobs in the two shrines.

### **Second Topic / Theoretical Aspect**

**The Genesis of Spiritual Leadership:** The concept of spirituality appeared at the level of people and societies in 1920. At the level of organizations, it appeared clearly in the early 1990s, and this

concept encourages positive emotions represented by the love of altruism, the behavior of help, respect, honesty, humility, and integrity (Al-Hasnawi, 2016), spirituality is the vital activity of human existence and the ideals of the essence of man, and it is related to the intellectual aspects and the orientation of the individual towards good deeds. Spirituality represents the human faith that exists in all people and is inherent in every individual, regardless of the social, political, or religious beliefs of the individual. Spiritual personalities have been characterized by being wise, honest, and moral, and the people who are affected. Spiritually, they prefer good to evil, act with faith and courage in the face of adversity, and act with self-direction. Al, (2003), spirituality tends to instill feelings of connectedness, sacrifice and humility among people (Krishnakumar et al. al,2015) while (Phipps et ... Al, 2012) Spirituality is the basic desire that is used to achieve the ultimate goal of an individual's life to achieve an integrated life, and it is an intangible and indirect concept but it is related to many individuals in leadership, and when the concept of spirituality or spirituality in leadership is related, it achieves many benefits at the level of the organization and at the level of the working individuals (Karadag, 2009).

**Concept of Spiritual Leadership:** It is defined as the ability to influence subordinates and encourage them to do business to reach goals. (Phelps, 2001). It is defined as an aspect of organizational values that promotes employee culture at work by connecting with others in a way that provides feelings of happiness and well-being. (Al-Abedi et al., 2013). Abed defined it as the ability of the individual to influence a group by creating a kind of harmony among its members, facilitating their efforts, directing the behavior of individuals, increasing development, loyalty, and trust among them, and creating mutual respect between them, all of which become an incentive to achieve the goals that the group aspires to. (Abed, 2019) **It** is also defined as one of the theories of leadership based on the leader motivating himself and his subordinates with positive values, attitudes, and behaviors so that they have a sense of spiritual survival and satisfying their psychological needs through communication and belonging. to achieve the highest possible level of efficiency and well-being and achieve the vision of the Husseini and Abbas's shrines" (Kamel, 2023).

**The importance of spiritual leadership:** Spiritual leadership has gained great importance in organizations, especially business organizations, and here is what Bindlish mentioned that spiritual leadership can work to combine or create a sense of fusion between the four fundamentals of human existence, which are: (body - mind - heart - soul) as it motivates people to perform high, and increase organizational commitment, while on the personal level it is joy, peace and tranquility (Bindlish et ... al, 2012, 6), and that the importance of spiritual leadership stems from addressing the spiritual void in organizations. Fahri (2010, 8 showed that the integration of spiritual practices in organizations may lead to the improvement of organizational performance, and that the contribution of spirituality in this field can be reviewed by the researcher through three perspectives, which are as follows:

- 1- HR perspective: Improving the morale of the workers' condition and the quality of work life.
- 2- Philosophical Viewpoint: Spirituality provides individual workers with a sense of purpose and gives meaning to work.
- 3- Individual perspective: Spirituality provides workers with a sense of connection and belonging.

**Objectives of Spiritual Leadership:** The objectives of spiritual leadership are represented by several objectives:

- 1- Enhancing the core motivations of employees by meeting their spiritual needs, such as faith, sacrifice, and belonging to the organization, to increase their job performance and achieve organizational commitment. Fry (2003) states that he mourns meeting the basic requirements

of individuals to sustain their lives and considers spirituality as a kind of basic need that must be fulfilled for them.

- 2- Organizational commitment by the organization is a way to meet the needs of subordinates and spiritual leaders working to meet the needs. By creating a vision that generates a sense of membership and faith for the subordinates and the leaders themselves.
- 3- Belief in the organization's vision allows employees to look to the future with confidence and has a positive impact on their commitment to the organization through their self-motivation, and according to the researchers, spiritual leadership contributes to improving the organization's performance and allows the formation of employees who have the potential for organizational transformation.

### **Dimensions of Spiritual Leadership:**

**1. Vision:** Vision has become one of the most important topics in leadership, and in the 1980s, leaders were forced to pay more attention to the vision and future direction of their organizations due to intense competition and the role of technological development, which made strategies obsolete rapidly, which led leaders to pay special attention to vision to achieve success in global markets (Fry, 2003, 711). Vision can be clarified through a simple question: What do we want to achieve? (Al-Aref Nadia, 2007), and it is defined as a wide range of intentions, aspirations, and long-term goals that the organization wishes to reach, and the vision is characterized by being more comprehensive for its organized activities and future aspirations. There are several functions of vision, including determining the direction of the organization from the beginning.

**2. Hope:** That is, what is required and expected will come and be achieved (Kaya, 2015, 602). The spiritual leader seeks to form spiritual beliefs and faith at work and thus generate self-motivation to carry out duties in the best possible way and to take greater responsibility in working voluntarily (Siadat et al, 2013, 50).

**3- Altruism:** It refers to the behaviors of help that involve a high cost, and are measured by the phrases identified in the help scale, after reviewing the previous literature and measures of help, and enlightening the referees (Al-Annabi, 2007). Altruism exists to help individuals outside the organization if there is a connection between the beneficiary outside the organization and the benefit of the organization (Graham, 1986, 92).

**4. Meaning:** The members of the organization believe that the jobs they perform are important and meaningful to them, and make a difference in the lives of others, which increases their involvement in work (Zadeh & Khiabani, 2014, 96-97). (2011, 263). Focusing on meaning at work will allow them to better understand their work, increase their ability to analyze their current situation, and then become more willing to accept greater responsibilities (Siadat et al., 2013, 50).

**5- Membership:** It includes membership in the cultural and social structures in which individuals have immersed themselves, and William James, the founder of modern psychology, believes that individuals have the most basic need after physiological needs is membership to understand and appreciate their work, and this is a self-motivation for the individual to develop their talents and abilities at work. Fry et al., 2011, 263) where most of the studies conducted confirmed that the individual working through this concept, focuses on the most basic needs, which are his feeling of being understood and appreciated, and this feeling stems to a large extent from the mutual relations and connections that occur through social interaction and membership in groups, and in the same context, other studies have stated that working individuals emphasize the value of their belonging and sense of interconnectedness, or that they belong to a part of a larger society, and membership is defined as a degree. In other words, when leaders are aware of the contributions of employees, and employees feel better about the organization, they try to establish a social/organizational culture based on love of altruism, and mutual appreciation for both self and

others, to increase the employees' sense of belonging and membership in the organization (Yusof). The presence of spiritual leaders in the organization gives the workers a sense that their work is important to the organization and their colleagues.

### **The Genesis of the Human Resources Management Strategy:**

The word strategy is of English origin and origin and means the path in Arabic, it was initially called the method of military action planned with provisions during the war, and in the other two decades interest in the concept of strategy and methods of managing it has increased, including the formulation of appropriate plans and methods for the implementation of the strategy in proportion to the capabilities of business organizations, where strategic management has become an essential pillar of the organization's management, and strategic management captures the attention of the senior management in business organizations in terms of the organizational basis of the organization as a whole, while it is interested in Middle management has a less important role and to varying degrees, and strategic management can be applied in all organizations with varying concentration, attention and the nature of work in these organizations, and strategic management covers all organizational activities, including responsibilities, laws and controls in force (Adlouni, 2002).

**Concept of Strategy:** Strickland and Thompson (1996) defined strategic management as the development of plans for the organization, the determination of its long-term goals, and the selection of the appropriate model for the implementation of the strategy.

**Concept of Human Resource Management:** It means the function related to planning, organizing, directing, and controlling human resources activities through recruitment, training, development, performance evaluation, wages, incentives, etc., to achieve goals efficiently and effectively. (Hassan, 2008).

**Human Resources Management Strategy:** It is a contemporary long-term plan, which includes practices, policies, and plans on how to deal with human resources at work, and is in agreement, integrated, and consistent with the general strategy of the organization, to achieve its mission, goal, and goals, in light of the changes in the internal and external environment through which the organization operates ( Sarkhi, 2014).

### **The Importance of the Concept of Human Resource Management Strategies:**

The concept of human resource management strategies focuses on the need to link the organization's strategy with human resource management practices, to make the organization competitive and increase its effectiveness, through its positive impact on reducing the cost of human resources, improving employee productivity and developing administrative human resources, all of which contribute to improving the performance of the organization as a whole (Huang). Based on the above, it can be said that adopting a strategic view of human resource management within the organization is of great importance, which ultimately leads to increasing the effectiveness of the organization and improving its performance.

### **Theoretical Approaches to Human Resource Management Strategies:**

The entrances can be identified as follows (Fisher et al., 2003)

- 1- **Global Approach:** The Global Approach shows that there are several practices for effective human resource management, and these practices can be considered as global practices, i.e., they can be applied and practiced in different organizations.
- 2- **Strategic Alignment Approach:** The Strategic Alignment Approach, which is unlike the global approach, proposes that the organization's performance can be improved by adopting integrated human resource management pathways and integrating them with the organization's strategic plan.

- 3- **Formative Approach:** The effectiveness of human resource management in improving an organization's ability to achieve a competitive advantage and achieve the desired success within this approach depends on an integrated set of human resources practices and not on individual human resources programs.
- 4- **Resources/Capabilities Approach:** This approach is based on the central idea that scarce, valuable, irreplaceable, and non-imitable human resources are the basis of an organization's sustainable competitive advantage.

#### **Components of the Human Resources Management Strategy:**

- 1- **Human resource planning:** Human resource planning is defined as the process of linking future needs with the potential supply of human resources, taking into account the current situation and strategic directions of the organization, and human resource planning is considered one of the entrances to the strategic planning process as a guide for activities related to human resources at the senior management level, and that human resource planning may attract the attention of the organization to the need for change.
- 2- **Supply Analysis:** Internal supply analysis focuses on analyzing the available skills stock, employee turnover patterns, and labor movement within the organization, while external supply analysis focuses on analyzing labor market characteristics.
- 3- **Implementation:** It includes determining the surplus or qualitative deficit in labor, in which case the experience and qualification of the workers is higher or less than required, while the determination of the surplus or total deficit in labor, in which case the number of workers is greater or less than the required numbers, as this is done by comparing the required labor, and the labor available within the organization, and the amount, type, and location of the defect are determined, and the methods to be followed to remedy it.
- 4- **Monitoring and Evaluation:** The monitoring and evaluation process aims to diagnose the strengths and weaknesses of the HR planning process and determine the effectiveness of HR plans, and the organization may use one or more of the following criteria in the evaluation: the actual employment volume, the levels of productivity achieved, the real rates of human resource flow, the improvement of the replacement rate, and the cost of work and programs, where the criterion is chosen in the light of the goals set for HRP that are derived from the strategic objectives of the organization. (Moussa & Al-Sarayrah, 2021).

#### **Dimensions of Human Resources Management Strategy:**

- 1- **Human resources planning:** Planning is an important factor in choosing organizational goals, taking actions to achieve those goals, and it must be based on realistic and practical foundations and standards. The HR strategy in light of the overall strategy of the organization, by drawing ways for future practices for recruitment, recruitment, selection, training, motivation, promotions, evaluation based on outstanding performance, remuneration, safety and risk protection, and building good relationships with organizations operating in the same sector and with the unions responsible for the work. (Salah, 2018)
- 2- **Selection and Appointment:** It is the work by which the most suitable applicants for employment in the organization are selected to fill vacant positions in the organization, on an objective and fair basis, and in the light of certain conditions and specifications required to be met in them, which are determined by the requirements of these vacancies and to achieve a basic goal: to enable the individual to perform the tasks of his job efficiently, and to achieve the goals and objectives of the organization through the increase in the productivity of individuals in general. Arab Forum on Human Resource Management, 2012).

- 3- **Training and Development:** It is a set of activities that contribute to qualifying individuals to do a job, also teaching people by communicating theoretical and practical knowledge to them so that they possess all the necessary skills related to a specific functional or educational field. Training is one of the means of education, and new skills are added to the knowledge that has been previously acquired, to increase work efficiency, and it is also defined as redirecting behavior, developing skills, and developing performance based on Previous work or study experience. Development is one of the useful tools in the work sectors, and contributes to supporting employees, and helping them to deal with new professional means and tools, such as using a newer electronic device than the previous one, allowing them to develop their roles and plan for the future, instead of just focusing on their current jobs. (Basbous, 2023).
- 4- **Performance appraisal:** It is the process by which the efforts of employees are evaluated fairly and fairly, so that they are rewarded to the extent that they work and produce, based on elements and rates based on which their performance levels are compared to determine their levels of efficiency in the work assigned to them. Al-Zoubi, 1991, p. 191)
- 5- **Incentives and rewards:** They are the possibilities available in the environment around a person that he can obtain and use to motivate him towards a certain behavior and perform an activity or activities that are limited in a form and manner that satisfy his needs and expectations and achieve his goals. Yaghi, 1986, p. 21) And reward is the way in which a group or management is rewarded for a successful operation. (Goran et al., 2003, p. 385).

#### **Professional Leadership in Human Resources:**

- 1- **Seeing HR in the Context of Business:** Outstanding HR leaders understand the forces that shape their organization's business strategy, goals, and how HR practices and outcomes affect them. They are curious about the responsibilities of each department and communicate with different teams to find out what people need to get the job done efficiently.
- 2- **Effective Strategic Thinking:** Successful HR leaders must know how to plan for the future and must have a mindset that connects each initiative to business goals. They can translate the business context and evolving world of work into short- and long-term strategies that will help the company achieve its goals.
- 3- **Problem-solving skills:** Problem-solving is an important part of the HR job, as decisions affect many people.
- 4- **Business Consultant:** HR leaders are essentially advisors to other business leaders and managers. Therefore, they need to be aware of how to build relationships with them and how to earn their trust by speaking their own language, and to have the ability to demonstrate business impact on their decisions and efforts. Once the HR leader gains trust and respect, their advice will be appreciated. This will give them a great deal of influence within the business.
- 5- **Rooting Organizational Culture:** Human resources play a pivotal role in creating a positive and healthy culture for the organization. HR leaders promote the desired organizational values and inspire the workforce to follow suit. And commitment to Diversity, Equity, Inclusion, and Belonging (DEIB).
- 6- **Results-Focused:** HR leaders set realistic goals with a clear path to achieve them and lead others to reach them
- 7- **Empathy and Engagement:** HR leaders who are able and willing to understand the needs and feelings of others without prejudice can cultivate an environment full of trust. They show

genuine respect and concern for people who are willing to take diverse perspectives into account. In turn, employees perceive HR to be friendly and understanding.

**Essential Leadership Skills for HR Professionals:**

- 1- **Leadership and direction of the organization:** The HR department should be involved in business decisions at the highest level. This means that HR leaders must be able to do what they should with other executives by possessing these important leadership qualities:
- 2- **Decision-making** – Decision-making is the reason for leadership, and they should perform this role well. Influential leaders are armed with strong logic and solid data for their decisions. They can make quick assessments and schedule time to consult with others before moving forward. Most business decisions will directly impact employees, so HR needs to take these considerations into account.
- 3- **Change Management** – Companies cannot thrive and remain competitive without adapting to constant changes. HR leaders must have the flexibility to plan for change. They also need to serve as a stable force that guides employees through evolving adjustments.

**Leading and guiding others towards human resource management:**

- 1- **Interpersonal skills** – When you connect with others and communicate with them well, you can earn their respect and thus build good relationships. For HR leaders, this is especially important because these people represent what is front and center in your own area of responsibility.
- 2- **Excellent soft or soft skills**—such as empathy, emotional intelligence, clear verbal expression, giving and accepting feedback, and active listening—all of which characterize strong leaders.
- 3- **Training Skills** – A coach is someone who not only takes on a leadership role but also brings out the best in everyone on their team through instruction and encouragement. Since HR is all about finding and developing a company's talent, its leaders must be able to train well. They must provide constructive feedback, help employees find their place in the organization, and motivate people to expand their capabilities and increase their productivity. (EPEC, 2023).

**Third Topic / Field Aspect**

**Description and diagnosis of the (independent) variable of spiritual leadership ( x ):**

**Hypothetical mean = the sum of the weights of the ratios ÷ Number of ranks 1+2+3+4+5) ÷5=3)**

**The intensity of the answer = the weighted mean of the arithmetic / 5 100\***

**Table (1) Descriptive Statistics of the Spiritual Leadership Variable**

Answer Intensity%	Standard deviation	Weighted mean	Dimensions
%80	0.85	4.03	Vision
%81	0.83	4.05	Hope / Faith
%79	0.86	3.97	Altruism
%76	0.93	3.83	Meaning
%73	1.024	3.68	Membership
%78	0.91	3.91	Spiritual Leadership X :(Independent Variable)

**Source: SPSS Outputs. V.27 n=44**

The opinions of the sample give spiritual leadership a fair amount of attention, which reflected positively on the answers of the research sample, as the weighted arithmetic medians for all paragraphs of the said variable were higher than the hypothetical median.

**The following is an explanation of the opinions of the study sample on the dimensions of spiritual leadership.**

- 1- **Vision: It** is clear from the results of Table (1) that the weighted arithmetic mean of the vision dimension was (4.03), which is higher than the hypothetical arithmetic mean and with a standard deviation of (0.85), and the percentage of the answer intensity was (80%), and the arithmetic mean of the dimension paragraphs was higher than the hypothetical mean of (3). It is clear from this that the leaders in the two thresholds have a clear and specific vision in line with their goals.
- 2- **Hope: It** is clear from the results of Table (1) that the weighted arithmetic mean of the hope/faith dimension was (4.05), which is higher than the hypothetical arithmetic mean and with a standard deviation of (0.83), and the percentage of the answer intensity was (81%), and the arithmetic mean of the paragraphs after hope/faith was higher than the hypothetical mean of (3). The management believes in what it seeks to achieve its goals.
- 3- **Altruism: It** is clear from the results of Table (1) that the weighted arithmetic mean of the dimension was (3.97), which is higher than the hypothetical arithmetic mean and with a standard deviation of (0.86), and the percentage of the answer intensity was (79%), and the arithmetic median of the paragraphs of the altruistic dimension was higher than the hypothetical mean of (3). This indicates the availability of the mentioned dimension.
- 4- **Meaning: It** is clear from the results of Table (1) that the weighted arithmetic mean of the meaning dimension was (3.83), which is higher than the hypothetical arithmetic mean and with a standard deviation of (0.93), and the percentage of answer intensity was (76%), and the arithmetic median of the dimension paragraphs was higher than the hypothetical mean and (3). It means that individuals create a positive feeling in their subordinates.
- 5- **Membership: It** is clear from the results of Table (1) that the weighted arithmetic mean of the training dimension was (4.01), which is higher than the hypothetical arithmetic mean with a standard deviation of (1.06), and the percentage of the answer intensity was (80%), and the arithmetic mean of the paragraphs after the training was higher than the hypothetical mean of (3).

**Description and diagnosis of the (adopted) variable of human resource management strategy (Y):**

**Table (2) Descriptive Statistics of the Human Resources Management Strategy Variable**

Answer Intensity%	Standard deviation	Weighted mean	Dimensions
%74	860.	3.70	HR Planning
%78	78 0.	3.91	Selection and Appointment
%74	820.	3.73	Training & Development
%76	850.	3.80	Performance Evaluation
%73	930.	3.68	Incentives and Rewards
%79	0.83	3.94	Human Resource Management X :Strategy (Dependent Variable)

**Source: SPSS Outputs. V.27 n=44**

The opinions of the sample pay considerable attention to the human resource management strategy, which reflected positively on the answers of the research sample, as the weighted

arithmetic medians for all the paragraphs of the mentioned variable were higher than the hypothetical median.

**The following is an explanation of the views of the study sample on the paragraphs of the human resources management strategy.**

- 1- Human Resource Planning:** At the macro level, after planning, it achieved a weighted mean of (3.70), meaning that it falls within the category of (high), while the value of the answer intensity coefficient was (74%), while the value of the standard deviation coefficient was (0.86), which is the results of the researcher, which indicates that the two thresholds have long-term plans for human resources.
- 2- Selection and Appointment:** The dimension achieved a weighted mean of (3.91), meaning that it falls within the category of (high), while the value of the answer intensity coefficient was (78%), while the value of the standard deviation coefficient was (0.78), from the above results, it is clear that the process of selection and appointment of individuals in the two thresholds depends on objective and scientific foundations and is conditional on efficiency, good appearance and performance.
- 3- Training and Development:** After the training, it achieved a weighted arithmetic mean of (3.73), meaning that it falls within the category of (high), while the value of the answer intensity coefficient was (74%), while the value of the standard deviation coefficient was (0.82), from the results that it is clear that the administration of the two thresholds engages its employees in training and development courses to develop their skills and clarify training programs in the field of specialization.
- 4- Performance Evaluation:** The dimension achieved a weighted mean of (3.80), meaning that it falls within the category of (high), while the value of the answer intensity coefficient was (76%), while the value of the standard deviation coefficient was (0.85), and from the above results, it is clear that the management of the two thresholds depends on performance evaluation as an indicator to reward working individuals based on their performance levels for their assigned tasks.
- 5- Incentives and rewards:** The dimension achieved a weighted mean of (3.68), meaning that it falls within the category of (high), while the value of the answer intensity coefficient was (73%), while the value of the standard deviation coefficient was (0.93), which indicates that the system of incentives and rewards followed is related to the performance of the working individuals.

#### Analysis and testing of correlation relationships between research variables

**A. Testing the first main hypothesis: (There is a significant correlation between spiritual leadership and human resource management strategy)**

**Table (3) Test of the First Main Hypothesis (Correlation Hypothesis)**

		Vision	Hope / Faith	Altruism	Meaning	Membership	Human Resource Management Strategy
Human Resource Management Strategy	Pearson Correlation	**0.980	**0.959	**0.967	**0.987	**0.979	**0.993
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000
	n	44	44	44	44	44	44

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS V.27 Program Outputs**

Table (3) of the correlation matrix that tested the first main hypothesis and its sub-hypotheses shows that there are strong positive correlation relationships (because its value is greater than 0.50) and significant at the level of (1%) and (5%) between spiritual leadership and human resources management strategy, where the correlation value between them reached (0.993) at the level of significance (1%), which is a strong direct relationship according to Cohen's rule.

**A. Testing the second main hypothesis: (There is a significant impact of spiritual leadership on the HR management strategy)**

**Table (4) Analysis of the Regression Relationship between the Dimensions of Spiritual Leadership and Human Resource Management Strategy**

Dependent Variable (Y) Human Resource Management Strategy				Spiritual Leadership (X) Independent Variable		
Test (F)		Test (T)		R2	B	
F1% (tabular)	F(Calculated)	(Tabular) t	(Calculated) T			
7.31	47.85	2.42	7.55	0.96	0.98	Vision
	34.20		4.84	0.91	0.95	Hope / Faith
	43.29		6.58	0.93	0.96	Altruism
	59.12		9.68	0.97	0.98	Meaning
	51.53		8.33	0.95	0.97	Membership

Source: SPSS V.27 Program Outputs

**The first sub-hypothesis: There is a significant impact relationship for the vision dimension in the human resources management strategy**

It is clear from Table (4) that the regression coefficient of the dimension on the human resources management strategy was (0.98), which means that if the dimension changes by one unit, the variable of the human resources management strategy will increase by (0.98), noting that the effect was significant because the calculated value of (t) of (7.55) is higher than its tabular counterpart at the level of (1%) significance of (2.42).

**The second sub-hypothesis: There is a significant effect relationship for the dimension of hope in the human resources management strategy:** It is shown from Table (4): The dimension regression coefficient on the human resources management strategy reached (0.95), which means that if the dimension changes by one unit, the variable of the human resources management strategy will increase by (0.95), noting that the effect was significant because the calculated value of (t) of (5.84) is higher than its tabular counterpart at the level of (1%) significance of (2.42).

**The third sub-hypothesis: There is a significant effect relationship for the dimension of altruism in the human resources management strategy:** It is clear from Table (4) that the regression coefficient of the dimension on the human resources management strategy was (0.96), which means that if the dimension changes by one unit, the variable of the human resources management strategy will increase by (0.96), noting that the effect was significant because the calculated value of (t) which is (6.58) is higher than its tabular counterpart at the level of (1%) significance of (2.42).

**Fourth Sub-Hypothesis: There is a significant effect relationship for the meaning dimension in the human resources management strategy:** It can be seen from Table (4) that the dimension regression coefficient on the human resources management strategy was (0.98), which means that if the dimension changes by one unit, the variable of the human resources management strategy will increase by (0.98), noting that the effect was significant because the calculated value of (t) of (9.68) is higher than its tabular counterpart at the level of (1%) significance of (2.42).

**Sub-hypothesis Five: There is a significant effect relationship for the membership dimension:** It was shown from Table (4) that the dimension regression coefficient on the human resources management strategy was (0.97), which means that if the dimension changes by one unit, the variable of the human resources management strategy will increase by (0.97), noting that the effect was significant because the calculated value of (t) of (8.33) is higher than its tabular counterpart at the level of (1%) significance of (2.42).

Accordingly, the researchers infer from the analysis of the results of Table 4 that the acceptance of the alternative hypothesis that states

### Conclusions

1. The arithmetic averages of the dimension paragraphs were higher than the hypothetical average of (3). It is clear from this that the leaders in the two thresholds have a clear and specific vision in line with their goals.
2. The percentage of the answer intensity was (81%), and the arithmetic averages for the paragraphs after the hope/faith were higher than the hypothetical mean of (3). The management believes in what it seeks to achieve its goals.
3. The percentage of the answer intensity was (79%), and the arithmetic median of the paragraphs after altruism was higher than the hypothetical and adult mean (3). This indicates the availability of the mentioned dimension.
4. The percentage of the answer intensity was (76%), and the arithmetic median of the dimension paragraphs was higher than the hypothetical and adult mean (3). It means that individuals create a positive feeling in their subordinates.
5. The percentage of the answer intensity was (80%), and the arithmetic mean of the paragraphs after the training was higher than the hypothetical mean of (3).
6. The arithmetic median of the paragraphs of the human resources management strategy variable was higher than the hypothetical mean of (3).
7. After planning, he achieved a weighted mean of (3.70), meaning that it falls under the category of (high), while the value of the answer intensity coefficient was (74%), and the value of the standard deviation coefficient was (0.86), which indicates that the researcher has long-term plans for human resources.
8. After selection and appointment, he achieved a weighted mean of (3.91), meaning that it falls within the category of (high), while the value of the answer intensity coefficient was (78%), and the value of the standard deviation coefficient was (0.78).
9. After the training, he achieved a weighted mean of (3.73), meaning that it falls within the category of (high), while the value of the answer intensity coefficient was (74%), while the value of the standard deviation coefficient was (0.82), which shows that the administration of the two thresholds engages its employees in training and development courses to develop their skills and clarify training programs for them in the field of specialization.

### Recommendations

1. The necessity of adhering to spiritual leadership as it contributes to creating a kind of cohesion and harmony among them to achieve the strategic dimensions of human resources management.
2. Decisions must be issued by individuals who are highly competent in issuing decisions that are in the interest of the two holy shrines.

3. Paying attention to the values and behaviors of spiritual leadership and building a sound spiritual leadership that will achieve the maximum degree of scientific, urban, and environmental development in the sample.
4. Creating a clear strategy for the two thresholds, with the need to maintain and develop this strategy in the future
5. The need to build modern strategies that are commensurate with the methods of selection and appointment to contribute to building solid and strong institutions.
6. The need to develop different and more realistic methods in evaluating the performance of working individuals and to move away from the traditional (classic) methods represented by performance appraisal forms, as they do not give accurate results from performance appraisal but are tainted by bias and favoritism.
7. The necessity of developing modern programs to give incentives to individuals working in the Human Resources Department, and these programs are in the form of points divided into several paragraphs, including years of service, marriage, certificate, and letters of thanks and appreciation, provided that a set of points are deducted from them in case a disciplinary penalty is taken against the employee, and according to the State Employees Discipline Law 14 of 1991, which includes a set of penalties such as (drawing attention, reprimand, warning, dismissal, dismissal).

### Refrances

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