



## Spiritual leadership and its Impact on Enhancing Innovative Behavior Analytical Research into the Ministry of Health - First Karkh Health Department

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### ABSTRACT

The research aims to identify the role of spiritual leadership and its impact on enhancing the innovative behavior of a sample of managers in the Ministry of Health - First Karkh Health Department. Spiritual leadership was examined through its sub-dimensions (vision, hope/faith, altruistic love, meaning, and membership), while innovative behavior was tested through its sub-dimensions (opportunity exploration, idea generation, idea promotion, and idea implementation). The research relied on the questionnaire as a main tool to obtain the required data. The research reached a set of conclusions, the most important of which was that the managers in the ministry under study are committed to the ministry's vision and seek to achieve it by instilling confidence and conviction among employees in that vision and making it clear and inspiring to employees.

**Keywords:** Spiritual Leadership, Innovative Behavior, Innovation, Vision

### المستخلص

يهدف البحث التعرف على دور القيادة الروحية وتأثيرها في تعزيز السلوك الابداعي لعينة من المدراء في وزارة الصحة - دائرة صحة الكرخ الاولى وتم اختبار القيادة الروحية من خلال ابعادها الفرعية (الرؤية، الامل/الايمان، حب الايثار، المعنى، العضوية)، فيما تم اختبار السلوك الابداعي من خلال ابعادها الفرعية (استكشاف الفرص، توليد الفكرة، ترويج الفكرة، تنفيذ الفكرة) وقد تم استطلاع وتحليل اراء العينة التي كانت عينة قصدية حيث بلغ عدد العينة (٥١) واعتمد البحث على الاستبانة كأداة رئيسة للحصول على البيانات المطلوبة، وتوصل البحث الى مجموعة من الاستنتاجات وكانت اهمها ان المدراء في الوزارة المبحوثة ملتزمون برؤية الوزارة ويسعون الى تحقيقها من خلال زرع الثقة والقناعة لدى العاملين بتلك الرؤية وجعلها واضحة وملهمة للعاملين.

**الكلمات المفتاحية:** القيادة الروحية، السلوك الابداعي، الابداع، الرؤية

### introduction

Spiritual leadership is a model of human leadership that is far from meeting personal interests, but rather meeting human needs through developing a long-term vision and establishing a sense of hope, faith and altruism among individuals. It has an impact on the creative behavior of creative individuals through the creation of creative ideas and exploration of opportunities to

confront the challenges and difficulties facing the organization and the complex environmental changes and the implementation of creative ideas. Spiritual leadership, on the other hand, expresses the spiritual values, behaviors and attitudes that motivate the organization's members to develop a spiritual feeling that motivates creative ideas and develops those ideas to achieve the organization's goal.

## Research Problem

The environment of contemporary organizations faces rapid changes that impose challenges and opportunities on organizations (their leaderships) of various types in their quest to enhance their competitiveness and their continuous need for survival and growth, in addition to their desire to explore, promote and implement new opportunities. Creativity has also become a necessity for the success of organizations and a reason for their ability to survive and face rapid environmental changes. The Ministry of Health - Al-Karkh Health Department is one of the fields affected by rapid change and developments. In line with the above, the research problem can be formulated in the following main question:

What is the role of spiritual leadership in promoting innovative behavior in the Ministry of Health - First Karkh Health Department?

his question branches into the following sub-questions:

- 1- What are the conceptual foundations of the research variables (spiritual leadership, innovative behavior)?
- 2- Does the ministry adopt the roles of spiritual leadership?
- 3- Does the ministry adopt innovative behavior?
- 4- What is the nature of the relationship between spiritual leadership and innovative behavior in the Ministry of Health - First Karkh Health Department?
- 5- Can the role of spiritual leadership be employed in the field of promoting innovative behavior, and what is the extent of the impact of spiritual leadership in promoting or developing innovative behavior.

## The Aim of research

Research and studies derive the most important factors of their importance from the importance of the topics and research elements that they sought to address and the extent of the impact they have on the overall environment in which they were addressed on the ground in their applied aspect, as the importance of the research is evident through the variables under study, which represent modern and important topics in terms of the link between them. Despite the increasing interest in studying these variables, what has been written about them is still characterized by scarcity in terms of Arab and Iraqi studies in particular. Therefore, this research will contribute to providing the Iraqi and Arab library with a cognitive research contribution in the field of modern trends in research variables.

### Research objectives:

The objectives that the research seeks to achieve can be identified as follows: -

- 1- Knowing the level of innovative behavior in the ministry under study
2. Identifying the relationship between spiritual leadership and innovative behavior.
3. Identifying the impact of spiritual leadership on innovative behavior

### Research Methodology:

The research relied on the descriptive analytical method, as it means the hypothetical plan for the research.

### The hypothetical plan for the research:

A hypothetical plan for the research was prepared, giving an initial idea about a set of correlation and influence relationships between the research variables, as the two-way arrow indicates correlation relationships, while the one-way arrow indicates influence relationships. The scale (Fry et al, 2011) was relied upon for the spiritual leadership variable and the scale (Messmann, 2012) for the innovative behavior variable, and Figure (1) shows the correlation and influence relationships.

The research variables include:-

- The independent variable: Spiritual leadership (vision, hope/faith, altruism, meaning, membership).
- The dependent variable: Innovative behavior (exploring opportunities, generating ideas, promoting ideas, implementing ideas).

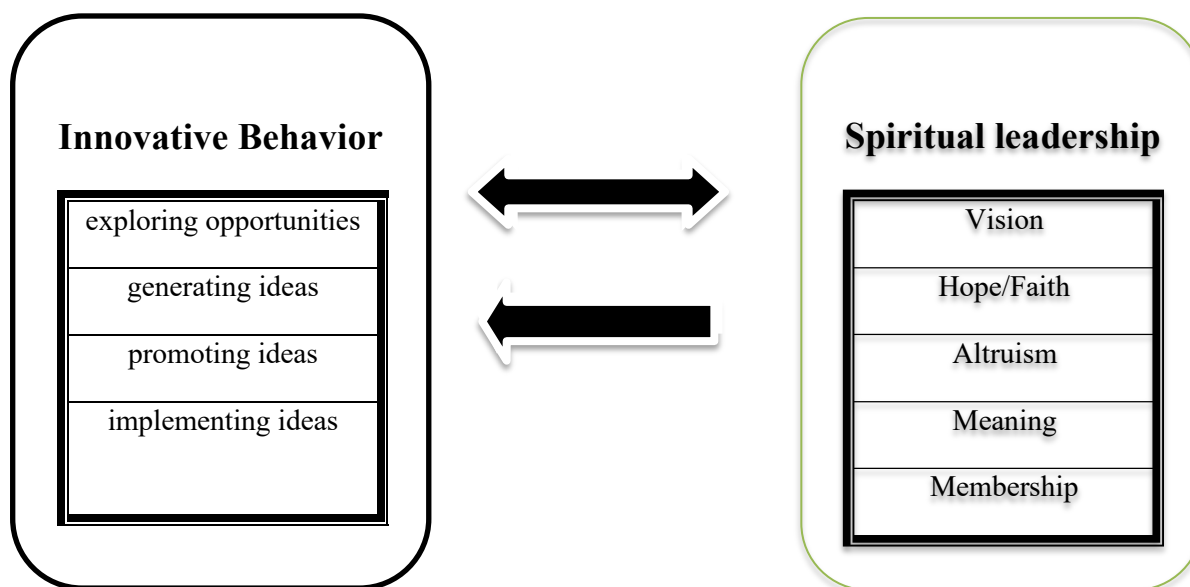


Figure (1) Hypothetical research plan



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## Research hypotheses:

In line with the research objectives, a set of hypotheses were developed, some of which pertain to the correlation relationships between the research variables and others pertaining to the impact, as follows:

The first main hypothesis: There is a statistically significant correlation between spiritual leadership in its dimensions (vision, hope/faith, altruism, meaning, membership) and innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas). The following sub-hypotheses emerge from this:

1. There is a statistically significant correlation between vision and innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)
2. There is a statistically significant correlation between hope/faith and innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)
3. There is a statistically significant correlation between altruism and innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)
4. There is a statistically significant correlation between meaning and innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)
5. There is a statistically significant correlation between membership and innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)

The second main hypothesis: - There is a statistically significant effect of spiritual leadership in its dimensions (vision, hope/faith, altruism, meaning, membership) on innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas) and the following sub-hypotheses emerge from it:

1. There is a statistically significant effect of vision on innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)
2. There is a statistically significant effect of hope/faith on innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)
3. There is a statistically significant effect of altruism on innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)
4. There is a statistically significant effect of meaning on innovative behavior in its dimensions (exploring opportunities, generating ideas, promoting ideas, implementing ideas)



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## **The first chapter: Theoretical framework**

### **The first Requirement:**

#### **1-The concept of spiritual leadership**

Fairholm viewed spiritual leadership as a model of human leadership that is far from personal individual interests. He is considered one of the first writers who combined leadership and spirituality (Shafighi et al., 2013: 23). It was known as a set of values, behaviors, and attitudes that constitute an incentive for members of organizations to form a sense of spiritual survival within them, which in turn generates what is called organizational membership (Aydin & Ceylan, 2009: 186). It also refers to the state in which leaders and their followers participate in order to achieve spiritual and human well-being (Frisdiantare & Sahertian, 2012: 285). Spiritual leadership was defined as causal leadership that achieves organizational transformation and aims to form a learning organization with intrinsic motivations. A theory of spiritual leadership was developed within the framework of the intrinsic motivation model that includes vision, hope/faith, and altruism, and theories of spirituality in the workplace and spiritual survival (Fry & Vitucci, 2007: 23). It was also defined as that leadership that includes a set of civil organizational contexts and its relationship to transformational, service, and environmental leadership (Crossman: 2010: 2).

Fry (2003) believes that the theory of spiritual leadership does not only focus on the main types of leadership, for example (transformational, charismatic, servant, authentic, path-goal), but it is also a more conceptual and less confusing leadership, as the leader's focus on spiritual needs in the workplace results in beneficial personal and organizational results. Spiritual leadership was built on the definition of (Giacalone and Jurkiewicz) of spirituality in the workplace, which constitutes a framework of organizational values established in the organization's culture and works to enhance the experience of employees, their values, and their culture in the workplace, and facilitates their sense of connection in the workplace in a way that provides feelings of compassion, joy, membership, or social connection, which represent the focus of the causal model of spiritual leadership and provide the necessary foundation for spiritual leadership. (Fry & Vitucci, 2007: 25) , Spiritual leadership can thus be seen as an emerging construct within the broader context of workplace spirituality that turns on the needs of organizational members to transcend, connect, and motivate oneself over others, and to meet the basic needs for spiritual well-being through calling and membership. It is also seen as the outcome of the interaction between altruism, vision, and hope/faith in organizational members. The emergence of spiritual leadership is divided into the basic needs of both the leader and followers for their spiritual well-being through enhancing their sense of calling toward the unit, its goals, vision, and sense of membership with the group (Fry et., 2011:261).

#### **2-The Aim of spiritual leadership:**

The importance of spiritual leadership is evident in the following:



2-1 Enhancing higher levels of organizational commitment, productivity and outstanding performance.

2-2 Focusing on the knowledge, skills and abilities associated with the formal leadership role, and enhancing the direct orientation of leaders to followers. (et., 2011: 261 & Fry)

2-3 Focusing on the collective process that involves everyone and enables groups of workers to work together in meaningful ways, and deepens their sense of membership in the work, and in this way, each person who has a positive influence in enhancing the group's call, membership and performance is a leader, and thus spiritual leadership is the cause and effect at a time when group members interact and various formal and informal leaders appear in the group (Drath & Palus 1998: 430).

2-4 The basic principle of spiritual leadership is to make group members intrinsically motivated by promoting a shared vision and altruistic values that lead to the formation of hope/belief in the vision and to benefit from the basic spiritual needs of the group for the purpose of advocacy and group communication.

2-5 Spiritual leadership suggests that hope/belief in the organization's vision keeps employees looking forward to the future and provides the desire and positive expectation that fuels effort through intrinsic motivation. Operationally, spiritual leadership consists of the values, attitudes, and behaviors necessary to motivate the individual self and others so that they have a sense of spiritual survival through calling and membership. This leads to increased productivity and satisfaction, which is at the heart of the total quality movement (Fry, 2003: 711).

2-6 Tapping into the basic needs of both the leader and his followers and staying alive spiritually through action and "doing what it takes" through belief in a clear and compelling vision leads to a sense of calling – that part of spiritual survival that gives the feeling of making a difference, and thus one's life becomes meaningful (Fry & et al, 2011: 261-262).

7- Creating a vision in which leaders and followers have a sense of calling in that life has meaning and establishing a social/organizational culture based on altruistic values where leaders and followers have a sense of belonging and feel understood and appreciated and receive genuine interest, concern, and appreciation. For both self and others. 8- Expanding the theory of spiritual leadership by exploring the concept of human health and positive well-being through recent developments in spirituality in the workplace, personal ethics, positive psychology, spiritual leadership and self-transcendence, which achieves greater psychological well-being, and fewer health, psychological and organizational problems. More specifically, those who practice spiritual leadership and their followers will have a high respect for themselves and their past lives, along with good relationships with others. This in turn helps create a sense that life is purposeful and meaningful, the ability to effectively manage the world around them, the ability to follow inner convictions, and a sense of continuous growth and self-fulfillment. (2007:20 Vitucci & Fry)

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### 3-Dimensions of Spiritual Leadership

**3-1 Vision:** It refers to the image of the future that includes explicit and implicit explanations about the reasons that prompted the administrations and employees in organizations to adopt that image of that future (Kotter, 1996: 68), and represents the definition of the basic values of the organization and the purpose of its existence. In other words, the vision clarifies where the organization is heading, why, and what its form will be in the future. It is a long journey for it, and through it, spiritual leadership values are instilled in the organization's leaders and followers. The organization's members must know what their vision is, believe in it, be fully committed to it, act according to it, and teach others their vision and how it can be implemented (Vitucci & Fry, 2007: 20). The vision helps coordinate procedures, unify efforts, achieve efficiency, determine the direction and journey of the organization, represent a reflection of ideals, and give meaning to work. The vision became an important topic in leadership literature in the 1980s, and was given attention by leaders because it carries a future direction for their organizations in light of global competition, modern technology, and the obsolescence of strategies due to intense competition and the acceleration of the environment (Fry & et al., 2011: 262).

**3-2 Altruism:** It refers to the feeling of comprehensiveness, harmony and well-being through care, attention and appreciation for both oneself and others. There are great emotional and psychological benefits from altruistic love or care and attention for others, and it represents the essence of giving and receiving unconditionally. Both medical and positive psychology have found that altruism has the ability to overcome the negative impact of destructive emotions such as fear and anger. This concept is based on values such as integrity, patience, compassion, forgiveness, acceptance, gratitude, humility, courage, trust, loyalty and compassion. As an element of organizational culture, altruism defines the set of values, assumptions and ways of thinking that are considered a moral right shared by group members and taught to new members (Fry & et, 2011: 262).

**3-3 Hope/Faith:** Hope is a desire and a strong belief in something for which there is no empirical evidence. It is based on values, attitudes, and behaviors that demonstrate certainty and confidence that what is wanted and expected will come to pass. To pass, individuals who have hope/faith become clear about where they are going, how to get there, and are willing to face opposition and endure difficulties in order to achieve their goals. Thus, hope/faith is the source of belief that the organization's vision, purpose, and mission will be impacted, and consists of the vision and anticipation of reward or victory and the joy of the journey of preparing for and running the race itself. "Faith is crucial because it provides direction and the will to continue on the ongoing and often arduous journey of life, and the confidence and hope that the journey will result in a life worth living" (Fry & et al., 2011: 262), while some view hope/faith as maintaining aspiration for the future and providing the desire and positive expectation that ensures effort through intrinsic motivation, as this leads to the members of the organization when they set difficult goals, faith in them is a motivation to achieve those goals (Aydin & Ceylan, 2009: 186). Hope is the desire that the worker's expectations will be met in the workplace (Bodla et al., 2013: 119), and it is a guarantee of the things that the individual



hopes to achieve, as this certainty is generated from the absence of material evidence of the intended thing being achieved (Fry, 2003: 713).

**3-4Meaning:** The belief that is generated among the members of the organization that the work they do is important and meaningful to them, in addition to the fact that they believe that this work has an impact on the lives of others, which generates an incentive for them to work better (Aydin & Ceylan, 2009: 186). On the other hand, meaning indicates that the work has significance and meaning for the individual, and that this work has a place and value in society and recipients, which leads to the creation of a spiritual connection with it that goes beyond the financial, professional and organizational aspects and draws a map of communication, commitment and a sense of responsibility for work voluntarily (Yusof, 2011: 2467). Accordingly, one of the important roles that spiritual leadership and those who perform it should play is to explain to followers (workers) the nature of their work, the meaning of their assigned roles, the significance of the tasks and duties they perform, the reason for their interest in it, and the method of performing it, in order to deepen their sense of the importance of what they perform and what they are assigned to do, to strengthen the connection between them and their work and roles, and to deepen the workers' understanding of it, thus making an effort and achieving excellence in performance in a way that positively affects the worker and the organization (Khani et al., 2012: 30).

**3-5Membership:** Organizations care about membership as an incentive to increase and enhance loyalty to the organization, as it is defined as the organization's ability to understand and appreciate its members so that they become more loyal to the organization (Aydin & Ceylan, 2009: 186). Membership in the organization is enhanced when clear and meaningful criteria are set for all stakeholders. Membership provides individuals with the ability to feel appreciated, respected, and valued by others (Fry & Vitucci, 2007: 21). Membership is also enhanced by encouraging creativity and activities that allow employees to enjoy their work, encouraging communication among them, supporting them, and establishing relationships of mutual respect, and that they are part of each other on the one hand and part of the organization on the other hand (Fry & Vitucci, 2007: 21). Membership includes the cultural and social structures in which we are immersed, through which we seek to feel understood and appreciated, and which largely stem from reciprocal relationships and connections and through social interaction and membership in groups (Fry & et al, 2011: 263)

## **Second Requirement:**

### **1-The concept of Innovative Behavior**

There is still no universally accepted definition of creativity. This is evident in many previous studies in which various definitions can be found, ranging from very specific to broad ones (Kheng et. al, 2013:49). Innovative behavior is described as the development, adoption and implementation of new ideas for products, technologies and work methods by employees. Innovative behavior is considered (xerri & Bruuentto, 2013) as one of the important factors in addressing complex issues to maintain competitive advantage (pukiene, 2016:14). Innovative behavior is an important asset for companies seeking innovation, and as a determinant of



success in dynamic environments. Kanter (1983) pointed out that this importance is due to the fact that the origin of creativity consumption lies with individuals, as innovative behavior includes all work activities required of employees to accomplish the required creativity tasks. These work activities can be done through physical or cognitive activity, which are done personally or in a social setting, and contribute to many creativity tasks (for example, a discussion with a colleague may help explore a problematic situation, collaboratively search for solutions, and promote an idea already in the person's head). Hence, employees may be involved in accomplishing many of these tasks simultaneously and repeatedly, and based on these considerations, it can be concluded that innovative behavior represents a holistic construct consisting of interconnected tasks and activities in a complex and repetitive process of development and renewal (Messmann, 2012:5). Researchers have defined innovative behavior as in Table (1):

**Table (1) Researchers' definitions**

1.	(De Jong,2007:19)	Introducing new and useful ideas, processes, products, and procedures (within a role, work group, or organization) by individuals going beyond the scope of their job requirements to be innovative of their own free will .This includes generating ideas as well as the types of behavior needed to implement improvements that will enhance personal and/or business performance
2.	(De Jong & Den Hartog, 2008:5)	behavior that involves discovering opportunities, generating new ideas, moving toward implementing change, applying knowledge, and improving personal or organizational performance.
3.	(Dörner,2012:11)	Discretionary behavior that is out of role and not part of the normal job of most employees and not specified in the job description that the organization can use for continuous improvement, entrepreneurship, and proposing new programs.
4.	( Messmann , 2012 :6)	The sum of physical and cognitive work activities carried out by employees in their work context, either solitarily or in a social setting, in order to accomplish a set of tasks required for achieving the goal of innovation development
5.	(Panteha& Zukarnain,2015:161)	Behavior that involves creating new ideas that may be technological, process, or managerial and applying them in an appropriate approach
6.	(pukiene,2016:14)	Procedures that seek out new ideas and solutions, develop them and implement them in an appropriate setting.

## 2-Dimensions of Innovative Behavior

**2-1exploring opportunities:** refers to recognizing problems and understanding needs that create an opportunity to change and improve products and processes in the context of work. This requires paying attention to one's work environment and keeping up with recent developments such as changes in organizational structures, events in other organizations, and new insights into the field of work (Messmann, 2012:71). It occurs during the opportunity exploration phase of the innovation process when knowledge workers begin to identify new opportunities (Krueger, 2000:7). Opportunities can be identified when there are contradictions and discontinuities that have led to the leakage of current patterns of things, the development of problems with current work methods,

failure to meet customer needs, or even signs that a change in trends is beginning to take place (Mumford et. al, 1996:80). In addition, opportunity exploration can be thought of as a stage in which knowledge workers find ways to improve existing services or delivery processes; or it can be seen as how these workers search for solutions to problems as well as direct attention around unsatisfactory issues.

**2-2 generating Idea:** The idea generation process refers to a dynamic process of creativity, generating a set of opportunities, and communicating ideas that can be in abstract, tangible, or visual form. At the same time, it is also said that the idea generation process contains ideas that generate new and innovative services, customer interface, or supporting technologies (Van de Ven, 1988: 637) and create new and useful ideas in any field (Pukieue, 2016: 14). Idea generation is also considered an effort to improve the way services are provided and increase their efficiency by solving problems, as the idea generation process appears when information and concepts exist about how to solve the problem or the possibility of improving performance, with the ability to integrate and reorganize them. Therefore, it requires skills to collect and reorganize concepts into a innovative achievement (Kheng et. al, 2013: 94). The idea generation process requires activating and developing innovation, as the more ideas are new, applicable, and useful, the closer they are to innovation opportunities. This includes activities such as addressing related problems.

**2-3 promoting Idea:** It refers to the social or political behaviors that involve resource mobilization, persuasion and influence, pushing and negotiation, challenge and risk, which are necessary to realize the potential of ideas, solutions and innovations (Kheng et. al, 2013: 95). This stage includes encouraging the organization's active members to be enthusiastic about the innovative ideas that have been put forward and trying to convince them to support those ideas (Oukes, 2010: 29). Often, ideas related to creativity do not come from knowledge workers who have been specifically appointed by the project owner, but may come from people who were truly committed and believed that their ideas would be accepted by others. These people are referred to as intellectual champions who put efforts into developing a innovative idea. People who do not have a formal role and are able to move forward with a new service by overcoming all possible organizational barriers and have the ability to persuade and influence other knowledge workers are called advocates (Kheng et. al ,2013 :95)

**2-4-implementing ideas:** The process of implementing the idea involves experimenting with ideas and creating a practical model or work as an example of creativity to make others aware of its details, in addition to improving the creativity process by examining the results for undesirable effects, and carrying out strategic planning for its application and integration into organizational work practices (Messmann, 2012: 71). When the organization decides to develop, test and market a new service, the idea is implemented or applied, and thus the creativity process becomes part of the organization's work (Kleysen, 2001: 287). In addition, this stage will also include applying the process of developing new services in addition to work methods, while (Anderson and King, 1993) stated that it also includes the process of modifying ideas. Given the nature of instant services, it is important for knowledge workers to be able to perform their role well in the implementation stage. This is essential to enable them to identify customer needs and differed (De Brentani, 2001: 182) The important role of employees becomes more apparent during service launch, because



adoption of new services by customers can only happen when employees are able to educate and convince them of the benefits of solving problems in a new way. (Kheng et. al ,2013 :95)

## Chapter Two:

### First Requirement: Descriptive analysis of research variables

We seek through this analysis to identify the role of spiritual leadership in enhancing innovative behavior . We will rely on the arithmetic mean, standard deviation and variance of these answers. The research relied on the five-point Likert scale in the sample's answers to the questionnaire, and the arithmetic mean will be commented on according to the length of the category that was calculated by subtracting the lowest value in the scale from the highest value, then dividing the highest value by the results. There are five categories to which the arithmetic means belong, and the category is determined by finding the length of the range ( $5-1=4$ ) and then dividing the range by the number of categories (5) to become ( $5/4 = 0.80$ ) and (0.80) is added to the lower limit of the scale (1) or subtracted from the upper limit of the scale (5). The categories are as shown in Table (2 )

**Table (2) Weighted average and response level**

Answer level	Estimating arithmetic mean categories
Very low	From 1 to 1.80
Low	From 1.81 to 2.60
Moderate	From 2.61 to 3.40
High	From 3.41 to 4.20
Very high	From 4.21 to 5

**1-Spiritual leadership (X):** The highest general arithmetic mean in the spiritual leadership variable was in the hope/faith dimension, which was (4.029), which is higher than the hypothetical mean and at a high level, as its standard deviation was (0.685) and variance (0.470). This indicates that there is a strong desire and readiness to perform work due to the existence of mutual trust in the organization between leaders and workers, meaning increased trust from senior management towards workers. As for the meaning dimension, its arithmetic mean was (4.000) with a standard deviation of (0.714) and variance of (0.511). The sample's answers were high, which indicates the attractiveness of the workplace, which represents a strong incentive to encourage following the spiritual leadership style. The feeling of meaning means that there is a strong spiritual connection with the work that goes beyond professionalism or salary and leads to a deep commitment to work responsibilities or exceeding them voluntarily.

**2- Innovative behavior (Y):** The highest general arithmetic mean was reached after discovering opportunities, reaching (3.944) at a moderate level, standard deviation (0.666) and variance (0.445). This indicates knowledge of the organization's structure, operations and activities, exchange of ideas and information about developments occurring in the organization, following up on developments within the organization and knowledge of future visions to achieve excellence for the organization. As for after generating the idea, it obtained an arithmetic mean (3.865), a



standard deviation (0.613) and variance (0.376), as the sample's answers were at a moderate level. This indicates that managers have the ability to address the problem raised with new and innovative ideas and introduce improvements to the proposed ideas, as generating ideas is a dynamic process characterized by creativity. As for after implementing the idea, it obtained an arithmetic mean (3.846), a standard deviation (0.312) and variance (0.098), i.e. at a moderate level. This indicates the importance of implementing the idea and knowledge in Table (3).

**Table (3) Sample answers about research variables and their dimensions**

variance	standard deviation	arithmetic mean	Dimensions of research variables
٠,٣٩٥	٠,٦٢٨	٣,٧٠٦	Vision
٠,٤٧٠	٠,٦٨٥	٤,٠٢٩	Hope/Faith
٠,٥٠٨	٠,٧١٢	٣,٤٤٠	Love Altruism
٠,٥١١	٠,٧١٤	٤,٠٠٠	Meaning
٠,٤٥٩	٠,٦٧٧	٣,٨١٧	Membership
٠,٣٠٩	٠,٥٥٥	٣,٧٩٨	Spiritual Leadership
٠,٤٤٥	٠,٦٦٦	٣,٩٤٤	Opportunity Discovery
٠,٣٧٦	٠,٦١٣	٣,٨٦٥	Idea Generation
٠,٢٧٢	٠,٥٢١	٣,٧٢٧	Idea Promotion
٠,٠٩٨	٠,٣١٢	٣,٨٤٦	Idea Implementation
٠,١٦٢	٠,٤٠١	٣,٨٤٦	Innovative behavior

## **Second Requirement: Testing the research hypotheses**

### **1- Correlation hypotheses**

The data in Table (4) show the results of the values of the correlation coefficient (Spearman Correlation) between the variable of spiritual leadership with its dimensions (vision, hope/faith, love of altruism, meaning, membership) and the variable of innovative behavior

**A-** Testing the first main research hypothesis, which states (there is a significant correlation between spiritual leadership and innovative behavior), as the correlation coefficient reached (\*\*0.494) at a significance level of (0.005), which means the existence of a significant correlation relationship statistically.

**B-** Testing the first research hypothesis, which states (there is a significant correlation relationship between vision and innovative behavior), as the correlation coefficient reached (0.567\*\*) at a significance level of (0.000), which means the existence of a significant correlation relationship

**C-** Testing the first research hypothesis which states (there is a significant correlation between hope/faith and innovative behavior) as the correlation coefficient reached (0.582\*\*) at a significance level of (0.001), which means that there is a significant correlation.

**D-** Testing the first research hypothesis which states (there is a significant correlation between the dimension of altruism and innovative behavior) as the correlation coefficient reached (0.003) at a significance level of (0.984), which means that there is no significant correlation.



**E-** Testing the first research hypothesis which states (there is a significant correlation between the dimension of meaning and innovative behavior ) as the correlation coefficient reached (0.484\*\*) at a significance level of (0.001), which means that there is a significant correlation.

**F-** Testing the first research hypothesis, which states that (there is a significant correlation between the membership dimension and innovative behavior ), as the correlation coefficient reached (0.400\*\*) at a significance level of (0.005), which means the existence of a significant correlation.

**Table (4 ) shows the correlations between the dimensions of spiritual leadership and innovative behavior**

Innovative behavior	Correlation value and significance level	Dimensions of spiritual leadership
• .567**	Correlation	Vision
• .000	Sig	
• .582**	Correlation	Hope/Faith
• .001	Sig	
• .003	Not related	Love Altruism
• .984	Sig	
• .484**	Correlation	Meaning
• .0001	Sig	
• .400**	Correlation	Membership
• .0005	Sig	
• .494**	Correlation	Innovative behavior
• .000	Sig	
. **Correlation is significant at the 0.01 level (2-tailed)		

## 2: Hypotheses of influence

This section is concerned with testing the hypotheses of influence that were identified in the research, in the variable of spiritual leadership with its dimensions (vision, hope/faith, love of altruism, meaning, membership) and the dependent variable (innovative behavior) .Accordingly, the second main hypothesis will be tested, which states (there is an influence of spiritual leadership with its dimensions vision, hope/faith, love of altruism, meaning, membership in innovative behavior ). The levels of influence between the variables will be analyzed: -

Testing the second main hypothesis (there is an influence of spiritual leadership with its dimensions vision, hope/faith, love of altruism, meaning, membership in innovative behavior). As for the influence of the independent variable (spiritual leadership) on the dependent variable



(innovative behavior ), the calculated F value reached (14.564), which is greater than its tabular value at a significance level of (0.00). This means that there is an influence of spiritual leadership with its dimensions on innovative behavior , and this is what the value of the coefficient of determination explained.

**A-Testing the first sub-hypothesis: (There is a significant effect of vision on innovative behavior )**

The calculated F value was (21.301) which is greater than its tabular value at a significance level of (0.00) and this is what was explained by the value of the coefficient of determination ( $R^2$ ) which was (0.321) and this means that the vision explained (32.1%) of the variance in innovative behavior and that the remaining percentage of this percentage is due to other factors that were not taken into account in the model. As for the value of the marginal slope coefficient, it was (0.363) and this means that changing one unit in the vision will lead to a change in innovative behavior by (36.3%)

**B-Testing the second sub-hypothesis: (There is a significant effect of hope/faith on innovative behavior )**

The calculated F value was (23.066) which is greater than its tabular value at a significance level of (0.00) and this is what was explained by the value of the coefficient of determination ( $R^2$ ) amounting to (0.339) which means that hope/faith explained (33.9%) of the variance in innovative behavior and that the remaining percentage is due to other factors that were not taken into account in the model. As for the value of the marginal slope coefficient, it reached (0.341) which means that a change of one unit in hope/faith will lead to a change in innovative behavior by (34.1%).

**C-Testing the third sub-hypothesis: (There is a significant effect of altruism on innovative behavior )**

The calculated F value reached (0.00) which is less than the tabular value at a significance level of (0.984) and this is what was explained by the value of the coefficient of determination ( $R^2$ ) amounting to (0.00) while the value of the marginal slope coefficient reached (0.002) which means that there is no effect of altruism on innovative behavior .

**D-Testing the fourth sub-hypothesis: (There is a significant effect of meaning on innovative behavior )**

The calculated F value reached (13.798) which is greater than its tabular value at a significance level of (0.001) and this is what was explained by the value of the coefficient of determination ( $R^2$ ) which reached (0.235) and this means that the meaning dimension explained (23.5%) of the variance in innovative behavior and that the remaining of this percentage is due to other factors that were not taken into account in the model. As for the value of the marginal slope coefficient, it reached (0.272) and this means that a change of one unit in meaning will lead to a change in innovative behavior by (27.2%).

**E-Testing the fifth sub-hypothesis: (There is a significant effect of membership on innovative behavior )**

The calculated F value reached (8.592) which is greater than its tabular value at a significance level of (0.005) and this is what was explained by the value of the coefficient of determination ( $R^2$ ) which reached (0.160) and this means that the membership dimension explained (16.0%) of the variance in innovative behavior and that the remainder of this percentage is due to other factors that were not taken into account in the model. As for the value of the marginal slope coefficient, it reached (0.238) and this means that changing one unit in membership will lead to a change in innovative behavior by (23.8%).

**Table (5) Hypotheses of the influence of spiritual leadership on innovative behavior**

Innovative Behavior	Dimensions of spiritual leadership	A	B	F	$R^2$	sig
Innovative Behavior	Vision	2.502	.363	21.301	.321	0.000
	Hope/Faith	2.470	.341	23.066	.339	0.000
	Love Altruism	3.840	.002	0.000	.000	0.984
	Meaning	2.756	.272	13.798	.235	0.001
	Membership	2.756	.238	8.592	.160	0.005
	Spiritual leadership	2.488	0.358	14.564	.245	0.000

## Conclusions and Recommendations

### 1. Conclusions

1. The results show that managers in the ministry under study are committed to the ministry's vision and seek to achieve it by instilling confidence and conviction among employees in that vision and making it clear and inspiring to employees.
2. There is a role for managers in enhancing employees' confidence.
3. Managers are willing to accept and implement innovative ideas and transform them into actual and tangible results.
4. Managers are able to address the problem with new ideas and suggest improvements to the ideas presented.
5. The results showed that there is a positive and significant correlation between spiritual leadership and innovative behavior except for the dimension of altruism.
6. The results showed that spiritual leadership in its dimensions has an impact on the innovative behavior of the sample under study except for the dimension of altruism, which did not record an impact on innovative behavior.

### 2-Recommendations





1. Make the vision of the ministry under study clear to all employees so that they know what the ministry wants to achieve and also because of its impact on innovative behavior as it reflects ideals, gives meaning to work, encourages hope and strengthens membership.
2. Continue to follow the spiritual leadership style for all senior leaders in the ministry under study in order to enhance innovative behavior and achieve the desired goals.
3. Emphasize creating trust between senior leaders and employees.
4. Establish membership values as it represents the most important cultural and social structures.
5. Emphasize senior leaders on employees' sense of care and interest in values and ethical principles in behavioral patterns such as altruism, cooperation, appreciation, giving and self-control through awareness and education campaigns and help them overcome the negative effects they suffer from such as fear and anger.
6. Encourage leaders to form groups to support employees with each other through support and developing self-control and tolerance to please others away from psychological and cognitive biases.

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