



## The Impact of Authentic Leadership on Workplace Spirituality Analytical Study of the Opinions of Academic Staff in International Universities in the Kurdistan Region of Iraq

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### Abstract

The focus of this study was to investigate the impact of authentic leadership on workplace spirituality among academic staff at international universities. A quantitative technique (questionnaires) was used to collect data from 170 academic staff from six out of seven international universities. The results of this study indicate that authentic leadership has an important role in creating spirituality in the workplace. The results also confirmed that there is a significant correlation between the dimensions of authentic leadership (Relational Transparency, Internal Moral Perspective, Self-Awarenes, and Balance Processing), with workplace spirituality as a whole, and Self-Awareness has the strongest correlation with workplace spirituality. Furthermore, the research shows that the impact of authentic leadership and its dimensions on workplace spirituality among academic staff statistically is significant, and among the dimensions of authentic leadership Self-Awareness has the greatest influence on the existence of spirituality in the workplace. Finally, future qualitative studies are needed to provide deeper insight.



### About the Journal

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## 1. Introduction

The concept of spirituality in the workplace has emerged from studies and research on human behaviour and organizational psychology. It has become a complex concept because different people have different views on what it means (Ahmadi et al., 2014). In today's fast-changing and competitive world, managing organizations have become increasingly complex. As a result, the primary objective of any organization is to gain a competitive edge that can help it survive the intense competition in the business world. One effective way to achieve this is by enhancing and improving productivity through the organization's human resources. Employee training and development are among the strategies that can be used to increase employee productivity and gain a competitive advantage (Biswakarma, 2018). Having no purpose beyond work and lacking moral principles renders work meaningless. Therefore, employees who integrate spirituality into their work are more likely to uphold values such as accountability, fairness, and distinction. According to Anderson & Burchell (2021); Lata & Chaudhary (2020) spirituality in the workplace can be defined as the individual's personal experience and expression of their passion within the context of their employment and workplace. The concept of workplace spirituality is comprised of three dimensions: a sense of meaningful work, a feeling of community, and alignment with the values of the organization. Workplace spirituality refers to the collective bond that employees share with their work, colleagues, and organization. It is recognized that fostering workplace spirituality at the corporate level leads to increased efficiency, importance, and significance (Mayer & Walach, 2018). Zhang et al. (2020) state that a novel form of leadership called authentic leadership has surfaced, characterized by its genuineness and emphasis on values. Mubarak and Noor (2018) show that research, authentic leadership emerged as one of the most significant leadership styles in the latter part of the previous decade. According to Al-Shammari et al. (2020), authentic leadership is a style of leadership that includes a series of actions by the leader to establish a positive ethical environment within the company. This approach promotes trust between management and employees and helps enhance employees' positive psychological abilities, leading to increased self-awareness, ethical values and principles, fair treatment of information, and transparent communication between the leader and subordinates. Such leadership motivates employees to perform beyond expectations and efficiently work towards achieving the company's objectives.

This research by focusing on academic staff, becomes directly relevant to the dynamics and challenges within university settings. This allows for a deeper understanding of how authentic leadership practices influence academic staff's spirituality. Furthermore, exploring the relationship between authentic leadership and workplace spirituality among academic staff can shed light on how these factors affect teaching and learning outcomes. Engaged and fulfilled academic staff are more likely to bring enthusiasm and dedication to their teaching responsibilities, positively impacting student engagement and learning. Additionally, investigating this relationship can provide insights into how authentic leadership contributes to the overall academic culture, collaboration among staff, and the sense of community within the institution. This knowledge can help universities create supportive environments that foster innovation and academic excellence. Moreover, understanding the impact of authentic leadership on workplace spirituality among academic staff can inform leadership development programs tailored to their specific needs. It can identify the qualities, behaviours, and skills necessary for effective leadership in academic settings and support succession planning efforts. Overall, focusing on academic staff as the sample size provides valuable insights into the experiences and requirements of faculty members, teaching and learning outcomes, academic culture, and leadership development within international universities.

## **2. Research Methodology**

### **2.1. Research problem**

Spirituality at workplace plays a crucial and impactful role in all organizations, Organizations with employees who have a strong sense of spirituality in their work environment tend to achieve their objectives more proficiently, the absence of spirituality in the workplace, with substantial negative ramifications, has been identified as a critical concern. As a result, many organizations are unable to fully leverage their considerable financial and human resources due to the failure to cultivate a sense of spirituality among employees. This issue is equally relevant within the context of international universities, since the absence of a spiritual connection among academic staff members can impede their effectiveness. Therefore, authentic leadership, characterized by its distinctive behaviors and traits, has the potential to play a significant role in the creation and cultivation of employee spirituality in the workplace. This research is an analytical research on a sample of academic staff members of international universities in the Kurdistan Region through the following questions:

#### **The main research question to be addressed in this study is:**

- 1-To what extent do academic staff members in international universities exhibit workplace spirituality?
- 2-What is the nature of the relationship between authentic leadership, its dimensions, and workplace spirituality?
- 3-To what degree do authentic leadership and its dimensions influence the level of workplace spirituality?

### **2.2. importance of the studying**

The importance of this research is that international universities find out whether their academic staff have spirituality in their workplace. Additionally, the research significance can be attributed to the following points:

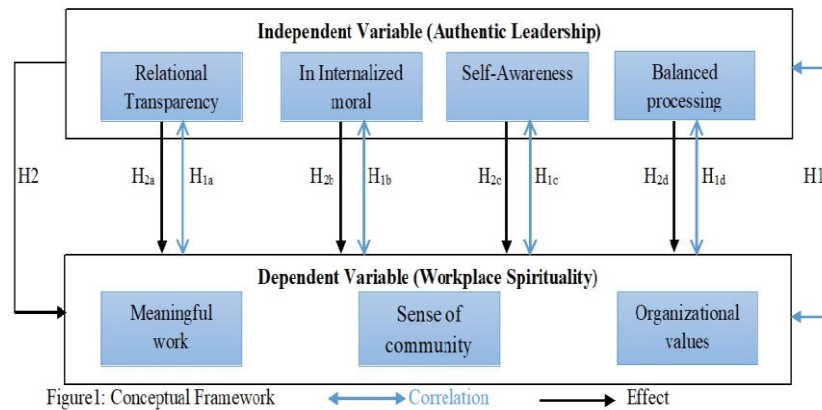
- 1-To what extent have international universities been able to create a spiritual atmosphere in the workplace.
- 2-This research has a particular scientific importance because it reveals the impact of authentic leadership and its dimensions in ensuring spirituality in the workplace.
- 3-This study also fosters empirical research on workplace spirituality so that leaders of international universities can better understand how they can encourage and enhance spirituality in their universities.
- 4-The importance of authentic leadership, and the concept of being genuine for leadership in developing spirituality in the workplace.

### **2.3. Objectives of the study**

- 1.Assess the level of awareness among the study sample regarding the dimensions of authentic leadership and workplace spirituality.
- 2.Determine the strength of the relationship between authentic leadership, its dimensions, and spirituality in the workplace.
- 3.Develop a set of recommendations for international universities under study, outlining practical implementation procedures for these recommendations.

Determine the strength of the relationship between authentic leadership, its dimensions, and spirituality in the workplace.

## 2.4. Conceptual framework



## 2.5. Study Hypothesis

In order to answer and determine the effect of authentic leadership on spirituality in the work environment, and to identify the relationship between each two variables, the following hypotheses have been developed.

**Hypothesis 1:** There is a statistically significant correlation between authentic leadership and workplace spirituality in international universities in KRG.

**H<sub>1a</sub>:** There is a statistically significant correlation between relational transparency and the workplace spirituality in international universities in KRG.

**H<sub>1b</sub>:** There is a statistically significant correlation between internal moral perspective and workplace spirituality in international universities in KRG.

**H<sub>1c</sub>:** There is a statistically significant correlation between self-awareness and workplace spirituality in international universities in KRG.

**H<sub>1d</sub>:** There is a statistically significant correlation between balance processing and workplace spirituality in international universities in KRG.

**Hypothesis 2:** authentic leadership has a statistically significant impact on workplace spirituality in international universities in KRG.

**H<sub>2a</sub>:** Relational transparency has a statistically significant impact on workplace spirituality in international universities in KRG.

**H<sub>2b</sub>:** Internal moral perspective has a statistically significant impact on workplace spirituality in international universities in KRG.

**H<sub>2c</sub>:** Self-awareness has a statistically significant impact on workplace spirituality in international universities in KRG.

**H<sub>2d</sub>:** Balance processing has a statistically significant impact on workplace spirituality in international universities in KRG.

### 3. Literature Review

#### 3.1. Authentic Leadership:

In order to explain the concept of authentic leadership, understanding the concept of authenticity is crucial. Harter (2002) indicates that in the context of leadership, authenticity means taking ownership of one's personal experiences, which include thoughts, emotions, needs, preferences, and beliefs, and emphasizes the importance to have self-knowledge. Additionally, the Oxford Dictionary defines authenticity as the quality of being true or genuine and not a copy, with "authentic" meaning being known to be real and not a replica. According to Muceldili et al. (2013) the term "authenticity" has become prevalent in current scientific literature regarding management, leadership, and positive organizational behaviour. However, the concept itself is not a new one in the fields of philosophy and psychology. Moreover, Trilling (1972) posits that the concept of authenticity can be traced back to Greek philosophy, where it held significant importance in their writings, referring to something that is inherently true. One of the first definitions of authentic leadership from Luthans and Avolio (2003) opines that authentic leadership "is a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness, self-regulated positive behaviours on the part of leaders and associates, thereby fostering positive self-development". Additionally, Iqbal et al. (2019) discusses the rise of authentic leadership, which they believe can be traced back to the turn of the millennium and the emergence of immoral behaviour. Researchers were prompted to develop a values-based leadership approach, which they termed authentic leadership. The roots of this theory, according to the authors, can be found in positive organizational behaviour, an ethical perspective, and transformational leadership. Furthermore, Begley (2001) demonstrates that authentic leadership recognizes, embraces, and addresses the legitimate needs of cultures, communities, organizations, groups, and individuals in an integrated manner, rather than solely focusing on organizational perspectives.

##### 3.1.1. The importance of Authentic Leadership:

Authentic leadership is a crucial positive leadership style that emerged towards the end of the 1970s, serving as a suitable solution to the leadership crisis faced by many companies today. (Arici, 2018; Ribeiro et al., 2018). Authentic leadership is gaining increasing attention for three reasons: firstly, because authenticity and self-awareness are regarded as the most crucial aspects of effective leadership (Goleman et al., 2001; Ashley & Reiter-Palmon, 2012; Snowden, 2002); Secondly, scholars and practitioners suggest that authenticity is a vital component of successful leadership (George et al., 2007); Thirdly, scholars argue that authentic leadership can positively impact others by promoting ethical behaviours, authenticity, and well-being. This is due to the fact that authentic leaders possess qualities such as staying true to their values, exhibiting self-awareness, and demonstrating moral courage (Brown & Mitchell, 2010). Based on Bamford et al. (2013), authentic leaders are viewed as those who demonstrate authenticity and have the ability to cultivate respect, credibility, and trust among their subordinates. Moreover, according to Avolio & Walumbwa (2014) authentic leaders are capable of inspiring and motivating their subordinates, and they possess a strong focus on interpersonal relationships. This relational approach enables subordinates to establish a connection with both the leader and the organization.

##### 3.1.2. Dimensions of Authentic Leadership

Various researchers in the field of authentic leadership hold various views regarding the dimensions of authentic leadership, resulting in the adoption of different dimensions in their respective research plans. But most researchers such as Shamir & Eilam (2005); Ilies et al.



(2005) accept that authentic leadership comprises four core dimensions: Self-awareness, Relational transparency, Balanced processing, and Internalized moral perspective.

### **3.1.2.1. Relational Transparency**

According to April & Schörger (2017); Klenke (2007) leaders who demonstrate authenticity and genuineness in their relationships tend to be more transparent and effective in their leadership. Being true to oneself results in more openness and credibility with everyone, which makes leadership more effective and transparent.

### **3.1.2.2. Internalized Moral Perspective:**

According to Oh et al. (2018), Authentic leadership involves self-regulation through an internal moral perspective. Rather than being influenced by the politics and social norms of a business setting, authentic leaders rely on their own moral standards. They consistently demonstrate their values in decision-making and when interacting with groups. Gardner et al. (2021) believe that The leader who adopts an internal moral perspective prioritizes fundamental values such as fairness and respect towards others. They refrain from imposing their own biases and opinions, and instead strive to reconcile disparate values and objectives. Moreover, Baxter et al. (2020) suppose that The concept of an internal moral perspective serves as a moral framework that enables subordinates to understand and appreciate the depth of a leader's concern and willingness to serve their subordinates.

### **3.1.2.3. Self-Awareness**

According to Diddams & Chang (2012), Self-awareness is a critical component of authentic leadership and refers to an individual's capacity to have a clear perception of their strengths and weaknesses. Bilgetürk & Baykal (2021) further explain that Self-awareness refers to an individual's perception of their personal abilities and understanding of the strengths and weaknesses within their character. Additionally, Cottrill et al. (2014) define Self-awareness as a profound comprehension of one's skills, values, and behaviours.

### **3.1.2.4. Balanced Processing:**

As stated in Neider & Schriesheim (2011), Maintaining balance is crucial to remain impartial while making decisions and taking into account various viewpoints. A balanced approach enables leaders to face difficulties and treating others with respect and honor. It is a characteristic of a genuine leader to acknowledge that one's own perspective may not always be the most effective approach. Seabron (2020) also indicates that Balanced processing is a genuine leadership behavior that sets apart reliable leaders who look for diverse opinions from others and consider them before making important decisions.

## **3.2. Workplace Spirituality:**

According to Garg (2017b), workplace spirituality has been conceptualized in various ways, including as a value and belief system, a developmental process, a means of connecting with one's inner self, and a method for self-realization through inner experiences. Workplace spirituality is not about organized religious practice. This is also not about God or theology. The concept of workplace spirituality acknowledges that individuals possess an inner life that can be nurtured through meaningful work within their organization (Robbins & Timothy, 2017). The prevalent definition of workplace spirituality entails three dimensions, namely, meaningful work, a sense of community, and alignment with organizational values. Workplace spirituality refers to employees' connections with their work, colleagues, and organization as a whole. Organizations that accept workplace spirituality typically experience increased efficiency, significance, and importance (Karakas & Sarigollu, 2019).

### **3.2.1. The Importance of Workplace Spirituality:**

During the last decade, the subject of workplace spirituality has garnered significant attention in literature related to organizational behaviour, human resources, ethics, and social responsibility. As per McGhee & Grant (2017) workplaces play a crucial role in creating internal awareness among individuals to identify the internal and external work roles that contribute to achieving organizational effectiveness. Mehran (2017) has emphasized the importance of promoting workplace spirituality, which helps broaden the boundaries of workers' awareness beyond their regular performance levels. By incorporating their spiritual values into their work, workers can increase their creativity, leading to greater happiness and job satisfaction.

### **3.2.2. The Dimension of Workplace Spirituality:**

The concept of workplace spirituality can be seen from two distinct levels: individual and organizational (Belwalka et al., 2018; Fanggidae, 2018). According to Milliman et al. (2003) The dimensions of the work spirituality are as follows:

#### **3.2.2.1. The Meaningful Work (Individual Level):**

The pursuit of meaningful work is not a recent aspect. During the human relations movement, there was a focus on job satisfaction and the well-being of employees. However, some individuals may argue that the principles of the human relations movement faded from the workplace in the 1980s due to downsizing and employee layoffs (Ashmos and Duchon, 2000).

#### **3.2.2.2. Sense of Community (Group Level):**

the concept of a "sense of community" in the workplace relates to the importance that individuals place on feeling connected to a broader community or network (Duchon & Plowman, 2005). This involves certain conditions where individuals are interconnected (Fry, 2003).

#### **3.2.2.3. Organizational Values Alignment (Organization Level):**

Organizational values alignment refers to the belief among members of an organization that everyone, including leaders and subordinates, share the same values, principles, and benefits from common goals (Ashmos & Duchon, 2000). This creates a sense of authenticity and strong alignment between employees' personal beliefs and the significance of their organization (Milliman et al., 2003).

## **4. Data Collection and Sample Selection:**

To collect data, a questionnaire was used as a quantitative method in this research. In order to achieve better results, a five-point Likert scale was used, with coding ranging from strongly disagree = 1 to strongly agree = 5 as emphasized by (Robson et al., 2014). The data sample used to achieve the objectives of the research was collected through questionnaires in two languages (English and Arabic), which are the two official languages used in international universities, to ensure transparency for the participants. The target sample for this research comprised 170 academic staff members who were selected through simple random sampling from approximately 270 staff members in international universities across all cities in the Kurdistan Region of Iraq.

Table1 Participating Universities

University Name	Filled Form	Percentage
Lebanon and French University	44	25.88
Tishik International University-Arbil	70	41.18
Tishik International University-Sulaimani	12	7.06
Arbil International University	8	4.71
Catholic University	22	12.94
Qaiwan International University	14	8.24
Total	170	100

Table (1) represents information related to the universities where the questionnaires were distributed and filled. It provides information on the number of filled application forms received by each university and their respective percentages out of the total number of forms (170 in this case). These results show that the majority of the forms were filled by Tishik international university, with 70 filled forms, representing 41.18% of the total. On the contrary, the least number of forms was filled by Arbil international university, with 8 forms, representing 4.71 percent.

### 5. Data Analysis Tools and Measurements:

To facilitate the selection of an appropriate analytical approach, a comprehensive understanding of the level of measurement is essential. The dataset under investigation has undergone thorough analysis utilizing various statistical techniques. Specifically, the Statistical Package for Social Sciences (SPSS) version 26.0 was employed to conduct descriptive, frequency, and reliability analyses. Additionally, the correlation coefficient was utilized as a quantitative metric to assess the degree of linear association between the variables of authentic leadership and workplace spirituality. Furthermore, multiple linear regression was employed as a statistical methodology for data analysis and hypothesis testing purposes.

### 6. Results and Discussion:

#### 6.1. Socio-Demographic Characteristics of Respondents

The demographic background of the participants is shown in Table 2. Out of the 170 samples collected in 6 international universities in KRG, there are 101 (59.4%) male participants and 69 (40.6%) female participants. This indicates a higher representation of male participants compared to female participants. The age distribution of the participants shows that 44 (25.9%) of them are between 31-35 years old, representing the majority of the respondents, only 10 (5.9%) of them are under 25 years old, followed by 40 (23.5%) aged 25-30, 25 (14.7%) aged 36-40, 22 (12.9%) aged above 50, 15 (8.8%) aged 41-45 years old, and 14 (8.2%) aged 46-50 years old. The majority of the respondents fall into the age group of 31-35 years old, with 44 individuals, representing 25.9% of the total sample. This suggests that this age group has the highest representation among the participants. On the other hand, the age group with the lowest representation is under 25 years old, with only 10 individuals, accounting for 5.9% of the total sample. Regarding the respondents' educational backgrounds, it can be noticed that 102 (60%) of the respondents have a master's degree, while only 15 (8.8%) have a higher diploma degree, and 53 (31.2%) have a PhD. Moreover, according to the participants' years of academic service, 78 (45.9%) of them have served less than 5 years, displaying the majority of the participants, only 8 (4.7%) have 16-20 years of academic service, followed by 41 (24.1%) who have served 5-10 years, 23 (13.5%) who have served 12-15 years, and 20 (11.8) who have served above 20 academic service years. As displayed in Table1, it can be noticed that 139 (81.8%) of the academic staff are local, and 31 (18.2%) are foreigner. Besides, 141 (82.9%) of the academic lecturers are permanent staff, and 31 (17.1%) are temporary.



Based on these results, it can be inferred that the majority of the respondents (60%) have a master's degree, indicating that a significant portion of the participants has attained this level of education. Only a small proportion (8.8%) holds a higher diploma degree, while 31.2% of the participants have a Ph.D., indicating a higher level of education among this group. The majority of participants (45.9%) have served less than 5 years in their academic roles, suggesting a relatively young or early-career sample. Also a smaller proportion (4.7%) has 16-20 years of academic service, indicating a group with more experience. Additionally, according to Table 1, it is observed that the majority of the academic staff (81.8%) are local, while the remaining 18.2% are foreigners. This indicates that the universities have a predominantly local staff composition. Moreover, among the academic lecturers, a significant majority (82.9%) are permanent staff, suggesting a stable and long-term employment arrangement. Conversely, 17.1% are temporary staff, indicating a smaller portion with temporary or contract-based positions.

Table 2 Respondent Profile

Respondent characteristics	Frequency (n = 210)	Percentage (%)
<b>Gender</b>		
Male	101	59.4
Female	69	40.6
<b>Total</b>	<b>170</b>	<b>%100</b>
<b>Age</b>		
Under 25	10	5.9
25-30 years	40	23.5
31-35	44	25.9
36-40	25	14.7
41-45	15	8.8
46-50	14	8.2
51 and Above	22	12.9
<b>Total</b>	<b>170</b>	<b>%100</b>
<b>Educational Level</b>		
High Diploma	15	8.8
Masters	102	60
PhD	53	31.2
<b>Total</b>	<b>170</b>	<b>%100</b>
<b>Years of Academic Service</b>		
Less than 5 years	78	45.9
5-10 years	41	24.1
11-15 years	23	13.5
16-20 years	8	4.7
20 years above	20	11.8
<b>Total</b>	<b>170</b>	<b>%100</b>
<b>Nationality</b>		
Local	139	81.8
Foreigner	31	18.2
<b>Total</b>	<b>170</b>	<b>%100</b>
<b>Type of Employment</b>		
Permanent	141	82.9
Temporary	29	17.1
<b>Total</b>	<b>170</b>	<b>%100</b>

## 6.2. Correlation Analysis Between Independent Variable (Authentic Leadership) and Dependent Variable (Workplace Spirituality):

To test the hypothesis (1), and its related sub-hypotheses, Pearson correlation was employed to examine the correlation between the independent variable (AL) and the dependent variable (WS). H1 states that "There is a statistically significant correlation between authentic leadership value and workplace spirituality in international universities in KRG". The results of the analysis conducted using SPSS 26 are PRESENTED in table 3.

Table:3: The correlation authentic leadership and workplace spirituality

Correlation	WS	Sig. (2-tailed)
AL	0.752**	0
**. Correlation is significant at the 0.01 level (2-tailed).		
N=170		

**Source:** Attracted from SPSS 26 Output

As shown in table 3, the correlation coefficient between authentic leadership and workplace spirituality is statistically significant and positive ( $R=0.752$ ,  $p<0.01$ ). The strength of this correlation is also high. Therefore, Hypothesis1 which states that “there is a statistically significant correlation between authentic leadership and workplace spirituality in international universities in KRG,” is accepted. Furthermore, this indicates that the two variables exhibit similar behavior with a probability higher than expected by chance alone. However, its important to note that correlation does not imply causation. Although a high level of authentic leadership is strongly correlated with workplace spirituality, its does not necessarily mean that authentic leadership causes workplace spirituality. This suggests that further investigation is needed to identify potential causal factors between the two variables. In conclusion, the data shows a highly significant positive correlation between authentic leadership and workplace spirituality.

Table:4: The correlation analysis between dimensions of authentic leadership and workplace spirituality

Correlations	Workplace Spirituality	p-value
Relational Transparency	0.679**	0.000
Internal Moral Perspective	0.671**	0.000
Self-Awareness	0.716**	0.000
Balance Processing	0.660**	0.000
**. Correlation is significant at the 0.01 level (2-tailed).		
Pearson Correlation		
N=170		

**Source:** Attracted from SPSS 26 Output

Table 4 displays the findings of the relationship between authentic leadership dimensions and workplace spirituality. The results of the relationship testion reveal four important findings: Relational transparency is significantly related to workplace spirituality ( $R=0.679$ ,  $p<0.01$ ), therefore  $H_{1a}$  is accepted. Internal moral perspective is significantly related to workplace spirituality ( $R=0.671$ ,  $p<0.01$ ), therefore  $H_{1b}$  is accepted. Self-awareness is significantly related to workplace spirituality ( $R=0.716$ ,  $p<0.01$ ), therefore  $H_{1c}$  is accepted. Balance processing is significantly related to workplace spirituality ( $R=0.660$ ,  $p<0.01$ ), therefore  $H_{1d}$  is accepted. The results indicate that there are highly significant positive correlations between the dimensions of authentic leadership (relational transparency, internal moral perspective, self-awareness, and balanced processing) and workplace spirituality. This suggests that as these dimensions of authentic leadership increase, so does workplace spirituality. These findings highlight the potential influence of authentic leadership in fostering a more spiritual work environment.

### 6.3. Regression Analysis Between authentic leadership and Workplace Spirituality

To approve or reject the hypothesis (2) and its sub-hypotheses, simple linear regression is employed, which states that “*authentic leadership has a statistically significant impact on workplace spirituality in international universities in KRG.*” The outputs of SPSS 26 analysis are shown in table 5.

Table 5: The multiple regression between authentic leadership and workplace spirituality

Authentic Leadership	Unstandardized Coefficients		Standardized Coefficients	R Square	Sig.
	B	Std. Error	Beta		
	0.813	0.054	0.757	0.574	0.00

Source: Attracted from SPSS 26 Output

As shown in the table 5, the R-square value for authentic leadership is 0.574, which means that 57.4% of the variance in workplace spirituality can be explained by changes in authentic leadership, while and the remaining changes can be attributed to other factors not considered in our study model. The standardized beta value is 0.757, indicating that a one-standard-deviation change in authentic leadership leads to a 0.757 change in workplace spirituality. The P-value of authentic leadership is 0.00, which is lower than the reference p-value of 0.05 and is considered statistically significant. The findings highlight the significant role of authentic leadership in fostering and promoting workplace spirituality. Therefore, H2 is accepted, which states that “*authentic leadership has a statistically significant impact on workplace spirituality in international universities in KRG.*”

Table 6: The multiple regression between Authentic Leadership and Workplace Spirituality.

Dimensions of AL	Unstandardized Coefficients		Standardized Coefficients	R Square	p-value
	B	Std. Error	Beta		
Relational Transparency	0.617	0.052	0.679	0.461	0.000
Internal Moral Perspective	0.735	0.063	0.671	0.450	0.000
Self-Awareness	0.660	0.050	0.716	0.513	0.000
Balance Processing	0.635	0.056	0.660	0.436	0.000

Source: Attracted from SPSS 26 Output

*H<sub>2a</sub>*: “*Relational transparency has a statistically significant impact on workplace spirituality international universities in KRG.*”

According to the table 6, the of R square value for relational transparency is 0.461, indicating that the 46.1% of the variance in workplace spirituality can be explained by changes in relational transparency, while the remaining chnged can be attributed to other factors not considered in this study model. The standardized beta value is 0.679, suggesting that a one-standard-deviation increase in relational transparency leads to a 0.679 increase in workplace spirituality. The p-value of relational transparency is 0.00, which is lower than reference P-Value of 0.05 and is considered statistically significant. Therefore, *H<sub>2a</sub>* is accepted, which states that, “*Relational transparency has a statistically significant impact on workplace spirituality in international universities in KRG.*” For *H<sub>2b</sub>* as shown in table 5, the R square value, for internal moral perspective is 0.450, indicating that 45% of the variance in workplace spirituality can be explained by changes in internal moral perspective, while the remaining changes can be attributed to other factor not considered in this study model. The standardized beta value is 0.735, suggesting that a one- standard-deviation increase ininternal moral perspective leads to a 0.735 increase in workplace spirituality. The P-value of internal moral perspective is 0.00, which is lower than reference p-value of 0.05 and is considered statistically significant. Therefore *H<sub>2b</sub>* is accepted, which states that “*Internal moral perspective has a statistically significant impact on workplace spirituality in international universities in KRG.*” Similarly, for *H<sub>2c</sub>*, The R-square value for self-awareness is 0.513, indicating that 51.3% of the variance is workplace spirituality can be explained by changes in self-awarenes. The standardized beta value is 0.716, suggesting that a one- standard-deviation

increase in self-awareness leads to a 0.716 increase in workplace spirituality. The p-value of self-awareness is 0.00, which is lower than reference p-value of 0.05 and is considered statistically significant. Therefore,  $H_{2c}$  is accepted, which states that “*Self-awareness has a statistically significant impact on workplace spirituality in international universities in KRG.*” Lastly, for  $H_{2d}$ , the R-square value for balance processing is 0.436, indicating that the 43.6% of the variance in workplace spirituality can be explained by changes in balance processing. The standardized beta value is 0.660, suggesting that a one- standard-deviation increase in balance processing leads to a 0.660 increase in workplace spirituality. The p-value of balance processing is 0.00, which is lower than reference p-value of 0.05 and is considered statistically significant. Therefore,  $H_{2d}$  is accepted which states that “*Balance processing has a statistically significant impact on workplace spirituality in international universities in KRG.*”

Finally, the results underscore the vital contribution of each dimension of authentic leadership in nurturing and advancing workplace spirituality.

## **7. Conclusion and Recommendation**

### **7.1. Conclusion**

This study significantly contributes to our understanding of the impact of authentic leadership on workplace spirituality. The research investigated the relationship between authentic leadership and workplace spirituality among academic staff in international universities. The findings revealed a significant and direct correlation between authentic leadership as a whole and workplace spirituality. Furthermore, the dimensions of authentic leadership demonstrated substantial relationships with workplace spirituality overall. The statistical analysis also indicated a significant impact of authentic leadership on workplace spirituality, with self-awareness exhibiting a particularly strong influence compared to other dimensions. These results align with previous studies by Alomar et al. (2022) and Suarez (2019), highlighting the influential role of self-awareness in fostering workplace spirituality. Hence, the findings suggest that university leaders who exhibit genuineness, transparency in relationships, self-awareness, balanced behavior with staff, and a strong internal moral perspective can effectively cultivate a positive and robust sense of workplace spirituality among academic staff.

### **7.2. Recommendation**

1. According to the results, it is suggested to the administration of international universities to give importance to authentic leadership and use its dimensions in order to have and strengthen spirituality in the workplace.
2. Promote authentic leadership through training and a culture of authenticity.
3. Foster transparent communication is suggested, by encouraging open-door policies, establish regular communication channels, practice active listening, share information openly, encourage feedback and participation
4. It is suggested that international universities enhance self-awareness and emotional intelligence in their leaders by implementing the following measures: offering training and development programs, providing coaching or mentoring opportunities, promoting self-reflection practices, and encouraging the use of emotional intelligence tools and assessments. These initiatives can contribute to the growth and effectiveness of leaders, fostering a more positive and impactful environment within the university.
5. To promote balanced decision-making, international universities are encouraged to foster fair and unbiased practices by encouraging leaders to consider diverse perspectives, fostering open dialogue, providing constructive feedback, and continuously assessing and improving authentic leadership practices through evaluation and ongoing development.

6. It is suggested to investigate the effect of authentic leadership on workplace spirituality from the point of view of academic staff of other public and private universities and compare it with the results of this research.
7. This research has only studied the effect of authentic leadership style on workplace spirituality among other styles, so it is suggested that future researches examine the relationship between other leadership styles.
8. To generalize the findings of this study, more research with different samples is needed.
9. Future qualitative studies are needed to provide deeper insight.

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### کاریگه‌ری سه‌رکردایه‌تی ره‌سن له‌سه‌ر روحانیه‌ت له‌ شوینی کاردا

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#### پوخته

ئامانج له‌ ئەنجامدانی ئەم توێژینه‌وه‌یه‌ بریتیه‌ له‌ ده‌رخستنی کاریگه‌ری سه‌رکردایه‌تی ره‌سن له‌سه‌ر لایه‌نی روحانی وانه‌بیژانه‌ له‌ زانکۆ ئیوده‌وله‌تیه‌کان. که‌ بۆ ئەم مه‌به‌سته‌ شێوازی چه‌ندیه‌تی (پارسی) بۆ کۆکردنه‌وه‌ی داتا به‌کارهاتوه‌، که‌ به‌شداربووان ۱۷۰ وانه‌بیژ له‌ زانکۆ ئیوده‌وله‌تیه‌کان یتک ده‌هینن. ده‌رئه‌نجامه‌کانی ئەم توێژینه‌وه‌ ئامانج به‌ رۆلی گرنگی سه‌رکردایه‌تی ره‌سن ده‌کات له‌ به‌دییه‌نانی روحانیه‌ت له‌ شوینی کار. هه‌روه‌ها ئەنجامه‌کان یتسانی ده‌ده‌ن که‌ په‌یوه‌ندیه‌کی باش له‌ نیوان ره‌گه‌زه‌کانی سه‌رکردایه‌تی حه‌قیقی (په‌یوه‌ندی شه‌فاف، دیدگای ته‌خلاق ده‌روونی، ئاگاداری خودی وه‌ پرۆسه‌ی هاوسه‌نگ) وه‌ روحانیه‌ت له‌ شوینی کاردا به‌ شێوه‌یه‌کی گشتی بوونی هه‌یه‌، زیاتره‌ وه‌ش ئەم توێژینه‌وه‌ گه‌یشتووته‌ ئەو ده‌رئه‌نجامه‌ی که‌ سه‌رکردایه‌تی ره‌سن به‌ گشتی و په‌هه‌نده‌کانی کاریگه‌ریان له‌سه‌ر روحانیه‌تی وانه‌بیژان له‌ شوینی کاردا هه‌یه‌. ئەم ده‌رئه‌نجامه‌ش به‌ره‌می به‌دواداچوونه‌ گوتاری و کرده‌یه‌کانی توێژینه‌وه‌یه‌. له‌ کۆتاییدا بۆ زیاتر قۆلبوونه‌وه‌ له‌ په‌یوه‌ندی و کاریگه‌ری سه‌رکردایه‌تی ره‌سن له‌سه‌ر روحانیه‌ت له‌ شوینی کاردا یتشێنار کراوه‌ بۆ به‌کارهێنانی شێوازی چۆنایه‌تی له‌ توێژینه‌وه‌کانی داهاتوو.

**وشه‌ سه‌ره‌کیه‌کان:** سه‌رکردایه‌تی ره‌سن، رۆحانیه‌ت له‌ شوینی کار، زانکۆ ئیوده‌وله‌تیه‌کان، وانه‌بیژان

#### تأثیرالقيادة الأصيلة في روحانية مكان العمل

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#### ملخص

تهدف هذه الدراسة الى بيان اثر القيادة الاصيله في روحانية مكان العمل الروحانية في مكان العمل بين أعضاء هيئة التدريس في الجامعات الدولية في إقليم كردستان العراق. استخدمت استمارة الاستبيان لجمع البيانات من 170 من أعضاء هيئة التدريس بالجامعات الدولية. وتشير نتائج هذه الدراسة إلى أن القيادة الاصيله تلعب دوراً مهماً في تكوين في مكان العمل. كما أكدت النتائج أن هناك علاقة معنوية بين أبعاد القيادة الاصيله (الشفافية العلائقية، المنظور الأخلاقي الداخلي، الوعي الذاتي ومعالجة التوازن)، والروحانية في مكان العمل ككل، علاوة على ذلك أظهر البحث أن تأثير القيادة الاصيله بشكل

عام وأبعادها على الروحانية في مكان العمل لدى أعضاء هيئة التدريس دالة احصائياً. وختاماً ومن اجل التعمق في العلاقة بين القيادة الصيلة وروحانية مكان العمل اقترحت هذه الدراسة الى اجراء دراسات نوعية في هذا المجال.

**الكلمات المفتاحية:** القيادة الأصيلة ، الروحانية في مكان العمل ، الجامعات الدولية ، أعضاء هيئة التدريس