



القيادة الروحية ودورها في تعزيز المسؤولية الاجتماعية للجامعات

دراسة تحليلية للقيادات العليا في الجامعة التقنية الوسطى وتشكيلاتها

Spiritual Leadership's Role in Promoting Social Responsibility: An Analytical Study at the Middle Technical University

م. محمد عيدان باني الخرزجي

Mohammed Edan Bani Al-Khazraje

alkhazrje1991@mtu.edu.iq

م. علي حسين عبد الزهرة

Ali Hussein Abdul Zahra

ali.hussein@mtu.edu.iq

الجامعة التقنية الوسطى - معهد الادارة الرصافة

Middle Technical University- Institute of Administration Rusafa

المستخلص:

هدفت الدراسة الى معرفة طبيعة العلاقة الارتباطية والتأثيرية بين المتغير المستقل القيادة الروحية وابعادها المتمثلة بالرؤية والايثار والمعنى والعضوية والمتغير التابع المسؤولية الاجتماعية، كما تهدف الى وضع الية محددة تتبناها رئاسة الجامعات في تطبيق مبادئ المسؤولية الاجتماعية ورفع مستوى الوعي لدى الطلبة والمنتسبين بالالتزام بالمسؤولية الاجتماعية وتعزيز فلسفة القيادة الروحية لدى القيادات العليا في الجامعة، وقد تم اختيار الجامعة التقنية الوسطى كموقع لتطبيق البحث، جرى اختيار عينة قصدية تتمثل برئيس الجامعة ومساعديه وعمداء الكليات والمعاهد ومعاونيهم والبالغ عددهم (67) فرد. واعتمدت الاستبانة كأداة لجمع البيانات واسترجعت (61) استبانة من مجمل الاستبانات الموزعة وبما يمثل (91%) من مجتمع الدراسة، واعتمد المنهج التحليلي الوصفي في تحليل البيانات باستخدام برنامج spss v.26 و Amos v.26، اذ اظهرت الدراسة ان استجابة القيادات العليا لتطبيق معايير المسؤولية الاجتماعية للجامعة التقنية الوسطى كانت جيدة وبناء على تحليل اجابات أفراد العينة واختبار علاقات الارتباط والتأثير فقد توصل البحث الى وجود علاقة ارتباط وتأثير بين القيادة الروحية والمسؤولية الاجتماعية.

الكلمات المفتاحية: القيادة الروحية، المسؤولية الاجتماعية، القيادات العليا في الجامعة التقنية الوسطى.

Abstract:

This study aimed to determine the nature of the correlational and influential relationship between the independent variable of spiritual leadership and its dimensions represented by vision, faith, sacrifice, meaning, and membership, and the dependent variable of social responsibility. It is also aimed to develop a specific mechanism adopted by university presidencies to apply the principles of social responsibility and raise awareness among students and affiliates to commit to social responsibility and promote

the philosophy of spiritual leadership among senior leaders at the university. The Central Technical University has been chosen as the research site, and a purposive sample has been selected consisting of the university president, his assistants, deans of colleges and institutes, their assistants; a total of (67) individuals. A questionnaire has been used as a tool to collect data. (61) questionnaires have been retrieved out of the total distributed questionnaires which represents (91%) of the study population. The descriptive analytical method was used to analyze the data using SPSS v.26 and Amos v.26 software. The study's findings shows that the responses of senior leaders to the application of social responsibility standards in the University are good, and that there is a correlational and influential relationship between spiritual leadership and social responsibility.

Keywords: spiritual leadership, Social Responsibility, Senior leaders at the MTU.

1. Introduction

Spiritual leadership plays an important role in enhancing the social responsibility of universities, as it helps to enhance awareness and commitment to social responsibility values and promotes them within the university community. Social responsibility of universities means that the university bears the responsibility of contributing to improve social, economic, and environmental conditions of the community's surrounding. It is necessary for the university to consider social responsibility towards the community in which it operates. Spiritual leadership revolves around the belief that leadership should be linked to spiritual and ethical values, and that spiritual leaders should be role models for others in the field of ethics and values. Spiritual leadership is based on many values such as justice, equality, empathy, tolerance, respect, cooperation, and solidarity. The current study attempts to answer the following questions: Is there an impact of, and role for spiritual leadership in enhancing the social responsibility of universities? And to what extent do top leaders in the Middle Technical University adopt the philosophy of spiritual leadership? The study is aimed to identify the nature of the correlational and influential relationship between the independent variable of spiritual leadership and its dimensions represented by vision, faith, altruism, meaning, and membership, and the dependent variable of social responsibility. The study is also aimed to develop a specific mechanism to be adopted by university presidencies in applying the principles of social responsibility, raise awareness among students and affiliates of the importance of its application, and ~~promoting~~ promote the philosophy of spiritual leadership in managing university affairs. A purposive sample has been chosen, consisting of the university president, his assistants, deans of colleges and institutes, their assistants, and a total of

(67) individuals. The questionnaire has been adopted as a tool for data collection, and (61) questionnaires were returned, representing (91%) of the study population. The descriptive analytical method was adopted in analysing the data using SPSS v.26 and Amos v.26 software, and appropriate statistical tools. The researchers have divided the study into four sections as follows: Section 2 addresses the theoretical aspect and presents an overview of the study variables. This includes two sub-sections – the first sub-section discusses the independent variable of spiritual leadership, while the second section focuses on the dependent variable of social responsibility. Section 3 deals with the study methodology. Section 4 focuses on the practical aspects. The study has been concluded section 5 which presents the findings and the contribution of the study, as well as some recommendations.

2. Literature Review

2.1 The Concept of Spiritual Leadership:

“Spiritual leadership is defined as that leadership based on spiritual attitudes, values, and behaviour to guide and motivate subordinates to perform work with a spirit and a high sense of belonging” (Talib et al., 2017: 4). Devi (2015: 6) defines spiritual leadership as “the highest degree of leadership knowledge that seeks to achieve peace and brotherhood among the members of the organization”. “It is a pattern of effective leadership that seeks to provide a positive atmosphere in the organization that raises employees’ morale and increases their productivity” (Wibawa, 2014: 32), while Abdizadeh & Khiabani (2014: 9) refer to it as “behaviours that seeks to develop the vision and mission of the organization to inspire employees with organizational commitment, and enhance their confidence in leadership”. It was further suggested that spiritual leadership means the inclusion of values, attitudes and behaviours necessary in order to motivate oneself and others substantially to stay spiritual during the invitation, membership and belonging (Ali et al., 2017: 265; Zou et al., 2020). Oh and Wang (2020: 229) saw spiritual leadership as embodied in the personality of the leader, his ethical behaviours, and the value of honesty, integrity, sincerity, altruism, and humility. The senior managers must be a role model for their subordinates in order to set an example for them, encourage them and push them towards giving their best at work (Gunawan & Adha, 2021: 37) They inspire leadership spiritually for the subordinates to participate in manners, roles and extra tasks inside companies and behavioral citizenship (Usman, Ali, Mughal, et al., 2021: 281). So spiritual leadership has a significant impact on employee performance (Supriyanto et al., 2020: 1110). Spiritual leadership can also engender integrity, humanity, ethics, and respect in an organization (Sapta et al., 2021: 3). When a

leader shares a purposeful vision and gives full attention to the behavior and values of his employees, those employees will feel that their work and their lives are unique and meaningful (Widodo & Suryosukmono, 2021: 2120). Confirming the model's spiritual leadership, as discussed by (Fry, 2003: 707), entails instilling hope, trust, fostering a vision, and nurturing feelings of love and altruism. Leaders who prioritize these aspects, without selfish motives, can empower employees to make independent decisions and willingly follow their guidance. This commitment to the organization becomes deeply ingrained in their core values, as highlighted by (Chen and Li, 2013: 248). As a stimulant spiritual leadership members of an organization doing their job as a good principle for life and morals and standing on love issuing hope and faith to reach their objectives (Karadag et al., 2020: 5). Spiritual leadership encompasses three critical facets: behavior, principled leadership, and the employees' need for spiritual motivation, which ultimately contributes to the organization's regulatory output. the cultural love altruistic as quality for principles of leadership to manifest from empathy, integrity and trust that the availability of perfectional experience and harmony for members of the organization (Madison & Kellermanns, 2013: 166; Widodo & Suryosukmono, 2021: 2118).

The literature thus indicates that spiritual leadership is displayed in the leader's behaviour, personality and values, through which s/he aims to establish positive values that seek to motivate others and establish social and organizational virtues based on altruism and love of goodness for others; it is also displayed in their vision for the future to achieve organizational commitment and cultivate belonging to the institution among workers.

2.2 The Importance of Spiritual Leadership

The spiritual leadership style is important in leading the organization and subordinates through the following: (Usman et al., 2021: 1; Zhang & Yang, 2021: 601; Al-Yasari et al., 2021:199; Al-Halawi, 2017: 43)

- Spiritual leadership promotes social, moral and spiritual values along with rational determination in decision-making, thus developing the vision for the employees, meeting their spiritual needs and generating their motivation towards work.
- Spiritual leaders serve as an intrinsic driving force that focuses on the spiritual needs of subordinates and attaches great importance of employees' realization of value. These leaders seek to unite the interests of employees and those of the organization.
- Influencing the behavior and actions of subordinates in a way that makes them feel the meaning of their work, gives them hope in what they do, generates a

sense of belonging, and resolves work disputes by imposing an atmosphere of harmony, tolerance, and cooperation.

- “Enhancing organizational culture by consolidating the values of love, altruism, a sense of belonging and purpose, and increasing organizational commitment through belief in vision, strengthening membership and self-realization, and raising productivity to provide support and belief in capabilities, which makes a big difference in the importance and necessity of work for the workers.”

2.3 Dimensions of Spiritual Leadership

Fry (2003) Locates five dimensions of spiritual leadership see also (Al-Halawi, 2017: 47; Muhammad and Ali, 2021: 281; Al-Maadidi et al., 2020: 121):

- ✓ **Vision:** "Vision means envisioning the future of the institution and the dream of the spiritual leader to achieve it" (Muhammad and Ali, 2021: 283). The spiritual leader endeavors to offer a vision for both the organization and its employees' future, sparking motivation within the team to pursue this vision through their belief in it. This shared vision becomes a unifying force, as it aligns with the collective values of the employees, instilling a sense of purpose and commitment among all (Al-Halawi, 2017: 47). Therefore, there must be a leadership with a vision that one can believe in, to give hope to the workers and believe in achieving it, and to enhance the meaning of work for them (Kaya, 2015: 2).
- ✓ **Hope and Faith:** Spiritual leadership fosters an environment of love, hope, and transcendent vision that touches the heart of employees in a way that prevents abuse (Ghaedi et al., 2021: 443). The spiritual leader tries to consolidate spiritual beliefs and generates faith in the necessities of work in order to motivate workers to perform their duties (Al-Shibawi and Al-Musawi, 2018: 323). He points out (Wu & Lee, 2020: 5) to that Leadership spiritual links cases of Mental positivity for employees and decreases rates of exhaustion. Therefore, it is necessary for the spiritual leader to provide hope of achievement for the subordinates, and to engender faith among the workers in achieving their expectations, and to fulfill this commitment, as faith adds certainty to hope (Al-Maadidi et al., 2020: 123).
- ✓ **altruistic love:** Working spiritual Leadership from love altruistic on developing work environment is characterized by the focus on helping others and taking care of them and sharing resources among leaders and employees and then giving the employees a sense of control on the activities related to their jobs (Bayighomog & Araslı, 2019:

644). It appears that love and altruism in appearance interest others towards gratitude, tolerance, kindness and mercy through their actions and their behaviors as back leaders Spirituals also Value Social spiritual as an example of moral behavior, honesty and fairness while interacting with others and making decisions (Ali et al., 2020: 5). and reinforce an atmosphere of mutual respect and care that leads to positive manners like tolerance, gratitude and appreciation of others for their contributions (Bayighomog & Arasli, 2022: 4).

- ✓ **The meaning– Calling:** Meaning means that employees feel that what they do is important, meaningful, and makes a difference in the organization (Talib et al., 2017: 13). The role of the spiritual leader is for the employees to feel the importance of their role in the institution and to generate the important meaning of their work in them, which gives them a feeling of positivity about their jobs and responsibilities (Al-Ghazali and Al-Khuzai, 2016: 80). Workers who feel the importance and meaning of their work will have a spiritual dimension that connects them to their work and helps them to always see the positive side and the fruitful results of their efforts and job duties.(Makkar & Singh, 2020: 247). Soapy spiritual Leadership and its followers they are substantially on search of meaning in their jobs (Ali et al., 2020: 6).
- ✓ **Membership and affiliation:** Spiritual leadership seeks to enhance interdependence among individuals, which enhances confidence in others and gives them a sense of belonging (Farmanesh et al., 2021: 7). Membership makes the employee feels accepted, appreciated, belonging and cared for, which increases the loyalty of the workers, their well-being and their ability to work (Yang & Fry, 2018: 316). Membership and personal relationship of high quality from pressure of the job but they rather reinforce the feelings of employees into cooperation on a job and decreases the need of surveillance (Ali et al., 2022: 6). It confirms that affiliation and membership achieve social responsibility and increase the degree of organizational commitment and employees' satisfaction (Wagner, 2018: 20).

2.4 The Concept of Social Responsibility: –

Known (Ismail, 2020: 86) Social responsibility is the commitment of the organization to the community in which it serves and operates. (Muhammad, 2021: 285) It is believed that it represents the institution's pledge to increase its positive benefit in society and reduce its negative effects while knowing it (Shelomentsev et al., 2017: 620). It is an ethical approach of the institution towards society by contributing to social activities such as fighting poverty, solving housing problems, eliminating unemployment, creating job

opportunities, reducing pollution, improving health services, and others. Social responsibility means that the institution is part of the society in which it operates, and therefore it bears the consequences of all its actions towards this society (Al-Jader and Al-Saeedi, 2021: 110). It is a voluntary commitment by the organization to the stakeholders not only the owners but also customers, employees, suppliers and the wider community (Tetřevová, 2013: 5). Therefore, it is part of the strategy of the organization as it seeks to reduce risks and increases returns for the organization and society (Lam, 2016: 66; Garde Sanchez et al., 2021: 2).

The researcher defines Social responsibility that activities and programs carry out the institution to achieve social goals that benefits economically, socially, and culturally for society. (Carroll, 1991: 47) Situation Four dimensions of social responsibility are the economic, legal, ethical, and voluntary dimensions. Benevolent responsibility considering that the socially responsible institution must be a benevolent initiative institution, it does not reach this stage until it has achieved its economic, legal and moral responsibility towards the society it serves.(Trynchuk et al., 2019: 459).

2.5 Universities Social Responsibility:

The social responsibility of universities is not different from the general framework of social responsibility (Mohamed, 2017: 221). It is the social responsibility that should be the column vertebral for university institutions for being effective in a form direct on the quality of life in the society, its educational activities and social research (Peric, 2012: 367). The social responsibility of universities is an ethical approach to developing society and dealing with it so as to achieve social, environmental, technical and social development (Ismail & Shujaat, 2019: 27). (Rahal, 2011: 8) believes that students should assume their social responsibility and take the initiative to serve their communities. Therefore, social responsibility is a strategy with a rational ethical approach to the university administration, through which it seeks to activate its role in community service and shouldering its social responsibility through the adoption of service and academic programs in a way that increases its positive impact to meet the needs of society and achieve the well-being of its children.(Ramos-Monge et al., 2017: 200). The existence of universities came to serve the community, so it must be taken into account the effects of its decisions on society before taking them (Lo et al., 2017: 39). The university does not only aim to achieve the scientific aspects, but rather goes beyond it to achieve societal and cultural goals (Aversano et al., 2020: 1894). As the university must be committed into putting the interest of society before its eyes and in accordance with the public interest and that of the interest and welfare of the members of the society in

which it operates.(Buffel et al., 2017: 103). So should universities take up that turn in the society and works as a worker necessarily changing to feed and develop the knowledge of society and the skills required for the labour market (Păunescu et al., 2017: 822). Senior leaders of universities play an important role in achieving social responsibility by achieving balance and compatibility between the goals of the university and the goals of other stakeholders (Garde Sanchez et al., 2020: 15).

According to the above, the universities social responsibility can be defined as a set of activities and services provided by the university to the community with the aim of developing it, raising its economic and social capabilities, and contributing to solving the problems. It is the university's ability to spread positive values and implement them in four axes: teaching, counselling, research and management by providing an educational environment and services to transfer knowledge and share it to promote social values.

2.6 Benefits of Social Responsibility of Universities

The social responsibility of universities can achieve several benefits, including: (Mohamed, 2017: 223; Kurniawan & Wibowo, 2017: 73).

- Improving the reputation of the university institution by adopting social responsibility programs.
- Attracting competencies and expertise to develop their intellectual capital and providing a safe work environment that supports innovation and creativity.
- Achieving excellence by raising the capabilities of the university and enhancing the overall performance of the institution.
- Developing and improving the quality of services provided to the community by studying the needs of the community and the problems it suffers in order to adapt activities that contribute to providing those needs and solving problems.
- Achieving fruitful cooperation and interaction between all parties of the institution and external parties in society.
- It acts as a catalyst for innovation, drives the economy and development, and is a powerful tool for change in society (Rababah et al., 2021: 16).

2.7 Social Responsibility of Universities Dimensions

The social responsibility of universities takes three dimensions: (Mohamed, 2016: 427; Al-Ahmadi & Diab, 2016: 645):

- The economic dimension: which refers to providing job opportunities, increasing sources of income, and creating value for products and services provided for society. The economic dimension of social responsibility means that the university institution is economically beneficial, that is, it aims to achieve a meaningful value for society

that benefits the community economically and benefits the members of that society (Muhammad and Sammak, 2022: 286).

- The social dimension: which refers to providing a safe work environment, strengthening social ties, and establishing positive work relationships that strengthens the bonds of the social fabric. Through the university's contribution to supporting the financing of small promising projects, providing services for eradicating illiteracy in society, providing programs for developing community capacities, rehabilitating youth, and concluding agreements with civil society organizations (Al-Ahmadi, 2016: 650).
- The environmental dimension: It means the effects left by the university institution on the environment and the extent of its contribution to the protection and preservation of the environment and the development of its resources and not harming it. By reducing pollution rates and encouraging the use of environmentally friendly alternative energy. In order for universities to achieve this dimension of responsibility, they must hold awareness seminars on the importance of preserving the environment, encourage research that seeks to invest in renewable energies, carry out campaigns to protect the environment and treat waste, and cooperate with organizations concerned with protecting the environment by carrying out With voluntary cleaning and landscaping activities (Mohamed, 2015: 213).

(Zahran, 2022: 808) adds a legal dimension to these dimensions, which indicates the extent to which universities adhere to laws, legislation, and controls that protect the rights of all parties, and the extent to which officials adhere to the laws and ethics of the profession. Charitable and social that does not aim for profit, but rather social benefit. He points out (Arceo, 2018: 395) The social responsibility of universities also represents the university's commitment to:

- Its responsibility towards students: in terms of granting them equal opportunities, supporting them, and providing them with scholarships and educational programs.
- Its responsibility towards employees: in terms of providing a healthy work environment and adherence to effective human resource policies and ethical treatment.
- Its responsibility towards the university community: represented by scientific research and other universities, such as commitment to research ethics, teaching quality, and the development of infrastructure and laboratories.
- Its responsibility towards the community: to participate in supporting and developing the community with activities that improve its capabilities and that would eradicate poverty, unemployment and illiteracy and empower it economically and culturally.

- Its responsibility towards the environment: to reduce pollutants.
- Its responsibility towards the environment and public institutions: as a transparent relationship with suppliers, cooperation with government agencies, and observance of public institutions and standards of honest competition.

3. Methodology

1.3 The Problem

Universities are currently facing many challenges related to enhancing positive interaction with society. The responsibility for this primarily falls on the senior leadership of the university. These leaders must possess leadership qualities that strengthen the university's relationship with the surrounding community. Spiritual leadership is a leadership philosophy based on values and ethics that may be one of the main factors in universities achieving social responsibility. The main research problem highlighted is the extent to which the senior leadership of the Middle Technical University adopts the philosophy of spiritual leadership in achieving social responsibility, which raises the following questions:

- Is there an impact and role for spiritual leadership in promoting the social responsibility of universities?
- To what extent do senior leaders at the Middle Technical University adopt the philosophy of spiritual leadership?
- Do the higher administrations in the Iraqi universities, including the same study, the Middle Technical University, adopt a specific mechanism for applying social responsibility in community service?

2.3 The Importance of the Study:

Research gains its importance from applying the standards of social responsibility for its great impact that benefits society and contributes to the reform of the individual and the social system, which in turn benefits the country. The importance of this research is highlighted in the fact that the application of social responsibility is one of the pillars that are adopted in the world ranking of universities, which the Middle Technical University seeks to achieve. This study provides a number of recommendations that help the Middle Technical University to apply the philosophy of social responsibility in a way that achieves quality standards and accreditation.

3.3 Study Objectives:

The study seeks to achieve the following objectives:

- Developing a specific mechanism to be adopted by the presidency of universities in applying the principles of social responsibility and raising the level of students' awareness in promoting the culture of citizenship among them.
- Overcoming obstacles and strengthening the role of senior leadership in deepening the practices of social responsibility.
- Provide a conceptual framework for spiritual leadership.
- Exploring the nature of the impact of at the Middle Technical University on social responsibility, and the consequential benefits and advantages that can contribute to the development of the university and community service.

4.3 The Study Model

The current study deals with the independent variable (spiritual leadership). (XI) And the dependent variable responsibility (YI). The procedural plan of the study consists of the following variables:

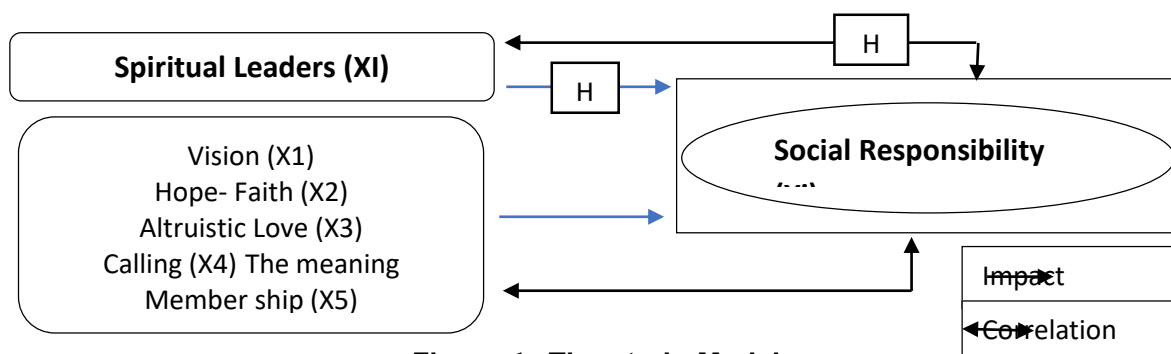


Figure 1: The study Model

5.3 The Hypotheses

Two main hypotheses can be formulated according to the procedural scheme of the research as follows:

The First Main Hypothesis (H1): There is a significant correlation between spiritual leadership (Xi) and social responsibility (Yi). The following hypotheses are derived from it:

- (H1-1) There is a significant correlation between vision and social responsibility.
- (H1-2) There is a significant correlation between faith and social responsibility.
- (H1-3) There is a significant correlation between altruism love and social responsibility.
- (H1-4) There is a significant correlation between the meaning-Calling and social responsibility.

- (H1-5) There is a significant correlation between membership and social responsibility.

The Second Main Hypothesis (H2): There is a significant impact relationship between spiritual leadership (**Xi**) and social responsibility (**Yi**). The following hypotheses are derived from it:

- (H2-1) There is a significant influence relationship between vision and social responsibility.
- (H2-2) There is a relationship of influence with a moral impact between faith and social responsibility.
- (H2-3) There is a significant influence relationship between altruism love and social responsibility.
- (H2-4) There is a significant impact relationship between the meaning-Calling and social responsibility.
- (H2-5) There is a significant influence relationship between membership and social responsibility.

6.3 The Limits of the Study

Spatial: The study was conducted at the Middle Technical University, one of the formations of the Ministry of Higher Education and Scientific Research.

Temporal: The study was conducted in its theoretical and field aspects during the period between (10/11/2022) until (18/3/2023). The questionnaire was distributed and personal interviews have been conducted at the university during the aforementioned period.

7.3 Research Methodology

The researchers have adopted the analytical study method in carrying out the research in order to achieve its objectives.

8.3 The Study Population and Sample

The study sample consisted of the university president, his assistants, deans of faculties and institutes, and their assistants; a total number of (67) individuals. A leader in the university has been appointed to the study and its formations distributing (67) questionnaires and later recovering (61). The returned completed questionnaires represented (91%) of the number of distributed questionnaires.

9.3 Study Techniques

The student's (2017) spiritual leadership questionnaire was modified and used as a tool for data collection. This questionnaire consists of 5 dimensions distributed over 3 questions except for the meaning dimension. The Abdel-Qader's (2019) Social responsibility-questionnaire was also modified and used in this study it contained 11

questions. The answers of the sample have been analyzed using statistical Package for the Social Sciences v.22 (SPSS).

4. Discussion of Result

4.1 Structural Tests for Research Standards

In order to test the consistency of the questionnaire items and to ensure the quality of the scale, the exploratory factor analysis has been relied upon to measure the adequacy of the sample and to test the relationships between the variables, as well as to determine the extent of the structural stability of the scales and the internal consistency between its paragraphs, dimensions and variables. At the university level, the research sample is as follows:

4.1.1 Exploratory Factor Analysis for the Independent Variable (Spiritual Leadership):

This variable consists of five dimensions: (vision, hope–faith, altruism love, the meaning– Calling, membership). The results of the exploratory factor analysis are shown in Table 1. The saturations of the paragraphs of its (14) dimensions range between (.851–.580), all greater than (.50), and this indicates that they are related to the dimensions of this variable and the function of it.

Table 1: the saturation matrix of the items of the spiritual leadership variable

saturations Component	Paragraph symbol	The dimension	Variable
.820	X1-1	Vision	Spiritual leadership
.809	X1-2		
.759	X1-3		
.838	X2-1	Hope – faith	
.800	X2-2		
.818	x2-3		
.658	X3-1	Altruism Love	
.816	X3-2		
.825	X3-3		
.851	X4-1	the meaning- Calling	
.839	X4-2		
.825	X5-1	Member ship	
.723	X5-2		
.580	X5-3		

Source: program results SPSS V.26.

Table 2 displays that value (KMO) Kaiser–Meyer–Olkin of (.838) is significant and greater than (.50), this indicates the adequacy of the sample size of the research.

Table 2: KMO and Bartlett test for the variable of spiritual leadership

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Bartlett's Test of Sphericity	Approx. Chi-Square	2,724,408
	Df	62
	Sig.	.000

Source: program results SPSS V.26.

4.1.2 Exploratory factor analysis of the dependent variable (social responsibility):

This variable is one-dimensional, and the results of the exploratory factor analysis are shown in the Table 3. The saturations of its (11) paragraphs range between (.805-.641), they are all greater than (.50), and this indicates that they are related to the dimensions of this variable and a function of it.

Table 3: the saturation matrix of the items of the social responsibility variable

Saturations	Component	Paragraph symbol	Variable
.805		Y1	Social Responsibility
.802		Y2	
.725		Y3	
.678		Y4	
.641		Y5	
.802		Y6	
.750		Y7	
.726		Y8	
.723		Y9	
.744		Y10	
.744		Y11	

Table 4 shows that value (KMO) Kaiser-Meyer-Olkin of (.884) is significant and greater than (.50), this indicates the adequacy of the sample size of the current research.

Table 4: KMO and Bartlett test for social responsibility variable

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.884
Bartlett's Test of Sphericity	Approx. Chi-Square	37,827,161
	Df	62
	Sig.	.000

Source: program results SPSS V.26.

4.2 Testing Factor Constancy and Structural Integrity for the Measuring Tool

Alpha coefficient-Cronbach scale is the most applied In the measurement of validity and reliability, which means that the scale actually measures the variables; it is reliable if the measurement is repeatedly done under Constant conditions and give the same result (Taherdoost, 2016: 33).

Table 5: Structural stability coefficients for variables and their sub-dimensions

Alpha Cronbach	The dimension
0.781	Vision
0.739	Hope – faith
0.805	Altruism love
0.778	the meaning- Calling
0.752	Membership
0.905	The spiritual leadership variable
0.914	The dependent variable is social responsibility

Source: Output program (SPSS V.26)

The table reveals (5) All the values of the alpha–Cronbach coefficients for the main and sub–variables ranged between (0.739–0.914), which means that all of these coefficients are statistically acceptable, proving the accuracy and stability of the measurement tool and its structural validity, and its ability to measure its variables and dimensions.

4.3 Descriptive Analysis of the Study Variables

Descriptive analysis demonstrates an important aspect of quantitative data analysis by relying on some statistical tools. The data described the behavior of the research sample, which gives the researcher a complete idea on the nature of the analyzed data. (Triola, 2012: 4). The arithmetic means has been used for the measurement. The sample's response questions and standard deviation show the extent to which values deviate from their arithmetic mean. If the value of the hypothetical mean (3) has been adopted, that is, the value of the extracted arithmetic mean that is greater than or equal to the value of the hypothetical mean is considered an acceptable value, that is (there is a response), and on the contrary, it is considered rejected, depending on a five–rank Likert scale (completely agree, agree, neutral, disagree, I completely disagree). The arithmetic means and standard deviation values are shown in sub–section 4.3.1.

4.3.1 Descriptive Analysis of the Spiritual Leadership Variable:

To find out the level of availability of the independent variable spiritual leadership in the researched organization, the researchers have conducted a number of tests related to (mean, standard deviation, and relative importance). The perceptions of the leaders in the Central Technical University are shown in the following table:

Table 6: Descriptive analysis of the independent variable (spiritual leadership)

rank	%	St. D.	Mean	Paragraph symbol	dimension	variable
2	79.7	1,006	3.99	The senior leadership seeks the participation of subordinates in formulating the vision that meets the best for the university	Vision	Spiritual leadership
1	80.3	1,000	4.01	The senior leadership works to make the vision of the university inspiring and clear to the subordinates		

9	76.5	0.942	3.82	The senior leadership is committed to implementing the university's vision and serving the interests of higher education and society		
6	78.4	0.980	3.92	The senior management believes in the mission and goals of the university and they are ready to do what is necessary to make it a success.	Hope – faith	
4	79.1	0.986	3.95	The senior leadership perseveres and goes the extra mile to achieve success for the university as a whole		
13	71.3	0.982	3.57	Senior leaders seek to spread trust and faith between them and their subordinates		
7	78.4	0.980	3.92	The supreme leadership sacrifices for subordinates and takes care of them	Altruism love	
12	74.1	0.922	3.71	Senior leadership defends subordinates and tolerates those who make mistakes unintentionally		
8	78.4	0.993	3.92	The high command has the courage to stand up for subordinates		
10	76.5	0.996	3.83	Senior leadership creates a positive feeling among subordinates that what they do is very important to them	the meaning- Calling	
11	76.5	0.996	3.83	Senior management shows that what subordinates do in general makes a difference to their colleagues and others		
3	79.7	1,005	3.98	Senior management appreciates its subordinates and appreciates their work	Membership	
14	71.3	0.982	3.57	The senior leadership reserves employee appreciation in front of other leaders in the university		
5	79.1	0.986	3.95	Employees feel that they are a team and members of one group		
	77.3	0.983	3.87	The average		

Source: program results SPSS v.26.

The set of results in Table 6 provides evidence of altered perception of Spiritual leadership but not at the required level in the organization in question. This variable achieved a general arithmetic average of (3.87) which is greater than the hypothetical mean (3), and a relative importance of (77.3), indicating the availability of the spiritual leadership variable with a general standard deviation (0.983), and a slight dispersion in the respondents' answers.

4.3.2 Descriptive Analysis of the Dependent Variable Social Responsibility:

Table 7 shows a set of results, providing evidence of altered perception Social responsibility but not at the required level of the organization in question. As this variable has achieved a general arithmetic average of (3.59) which is greater than the hypothetical mean (3), and a relative importance of (71.8), indicating the availability of the social responsibility variable with a general standard deviation (1,010), a slight dispersion in the respondents' answers.

Table 7: Descriptive analysis of the dependent variable (social responsibility)

Rank	%	St. D.	Mean	Paragraph symbol	variable
9	69.5	1,037	3.48	The university's mission and goals are compatible with the goals and values of society	Social Responsibility
6	70.8	1,046	3.54	The university fights corruption in all its forms	
5	72.5	1,049	3.62	The university respects the customs and traditions of the community	
10	63.3	1,013	3.16	The university has a declared ethical guide for all its employees	
3	74.4	1,049	3.72	The university contributes to supporting community development projects	
7	70.5	1,043	3.52	The university provides free educational and training services to the community	
11	69.2	1,050	3.46	The university implements environmental and community protection programs	
8	69.8	1,036	3.49	The university encourages optimal utilization of resources	
2	77.4	1,010	3.87	The university is working to improve its image in society by contributing to providing studies that solve some social issues and problems	
1	78.7	1,037	3.93	The university holds workshops, seminars and lectures to educate employees and students about social responsibility	
4	73.8	1,046	3.69	The university participates in volunteer work to serve the community	
	71.8	1,010	3.59	The average	

Source: program results SPSS v.26.

4.4 Evaluating the Structural Model and Testing Hypotheses

The researcher wants to test the hypotheses of this study with its hypotheses of association and direct and indirect influence at the level of the main variables and their sub-dimensions. That on a set of accurate parametric methods to conduct the hypothesis testing process, and as Come:

4.4.1 Correlation Test

This paragraph includes testing the first main hypothesis "**There is a positive and significant correlation between spiritual leadership and social responsibility.**" The correlation matrix (Table 8) shows the existence of a significant and positive correlation between spiritual leadership and social responsibility, as the value of the correlation coefficient between them reached (.849) at a significant level (0.01). This supports the validity of the first main hypothesis and its sub-hypotheses, and the rejection of the null hypothesis:

- **There is a positive and significant correlation between vision and social responsibility:** Table 8 shows the existence of a significant and positive correlation between vision and social responsibility, the value of the correlation coefficient between them reached (.816) at a significant level (1%), and this supports the validity of the first sub-hypothesis and the rejection of the null hypothesis.

- **There is a positive and significant correlation between hope – faith and social responsibility:** Table 8 shows the existence of a significant and positive correlation between hope – faith and social responsibility, the value of the correlation coefficient between them was (.753) at a significant level (0.01), and this supports the validity of the second sub-hypothesis and the rejection of the null hypothesis.
- **There is a positive and significant correlation between altruism love and social responsibility:** Table 8 shows the existence of a significant and positive correlation between altruism love and social responsibility, the value of the correlation coefficient between them has been (.807) at a significant level (0.01). This supports the validity of the third sub-hypothesis and the rejection of the null hypothesis.
- **There is a positive and significant correlation between the meaning–Calling and social responsibility:** Table 8 shows the existence of a significant and positive correlation between the meaning–Calling and social responsibility, the value of the correlation coefficient between them has been (.806) at a significant level (0.01), and this supports the validity of the fourth sub-hypothesis and the rejection of the null hypothesis.
- **There is a positive and significant correlation between membership and social responsibility:** Table 8 shows there is a significant and positive correlation between membership and social responsibility. The value of the correlation coefficient between them reached (.803) at a significant level (0.01), which supports the validity of the fifth sub-hypothesis and the rejection of the null hypothesis.

Table 8: Matrix of the relationship between spiritual leadership and its dimensions with social responsibility

		x1	x2	x3	X4	X5	X	Y
x1	Pearson Correlation	1	.834**	.850**	.848**	.845**	.839**	.849**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
x2	Pearson Correlation	.834**	1	.902**	.892**	.889**	.871**	.816**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
x3	Pearson Correlation	.850**	.902**	1	.933**	.901**	.890**	.753**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
X4	Pearson Correlation	.848**	.892**	.933**	1	.909**	.899**	.807**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
X5	Pearson Correlation	.845**	.889**	.901**	.909**	1	.890**	.806**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
X	Pearson Correlation	.839**	.871**	.890**	.899**	.890**	1	.803**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
Y	Pearson Correlation	.849**	.816**	.753**	.807**	.806**	.803**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	61	61	61	61	61	61	61

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

Source: program results SPSS v.26.

4.4.2 Influence hypotheses (second main hypothesis)

The impact hypotheses of all kinds among the current research variables, whether (direct or indirect) are verified by building a structural equations model using Amos v2.6. This is shown in figure 2.

- **Test the second main hypothesis:** The second main hypothesis (H2), “the existence of a positive influence relationship between spiritual leadership and social responsibility.” To test this hypothesis, the structural model shown in Figure 2 whose results are presented in the table 10.

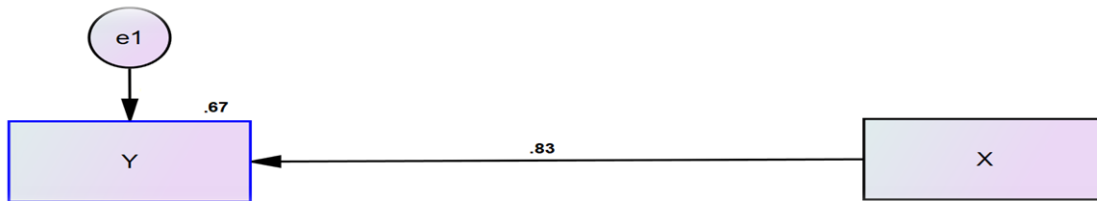


Figure 2: Structural model for testing the second main hypothesis

Source: program output Amos v.26

Table 9 presents the results of evaluating the structural model for the third main hypothesis, which shows that the path coefficient for this hypothesis reaches (0.83), achieving the desired limits of the values: each of (T-value, P-value) for the purpose of clarifying the explanatory power, the modified coefficient of determination R2 has reached (0.68). This indicates that a variable Spiritual leadership variable interpreted 68% of the Social Responsibility variable and the rest the ratio is due to other factors, not addressed by the model.

Table 9: Results of evaluating the structural model of the second main hypothesis

Modified R2	The coefficient of determination R2	The result	p Value	t Value	path parameter	track	the premise
0.59	0.67	Acceptance	0.001	9,832	0.83	X→Y	H2

Source: program output Amos v.26

4.4.3 Testing the sub-hypotheses emanating from the third main hypothesis

The sub-hypotheses emanating from the second main hypothesis (H2-1, H2-2, H2-3, H2-4, H2-5) states: There is a significant influence relationship between (vision, Hope – faith, altruism, meaning–Calling, membership) and social responsibility The Structural model in Fig (3), and table (11) display the results for these hypotheses.

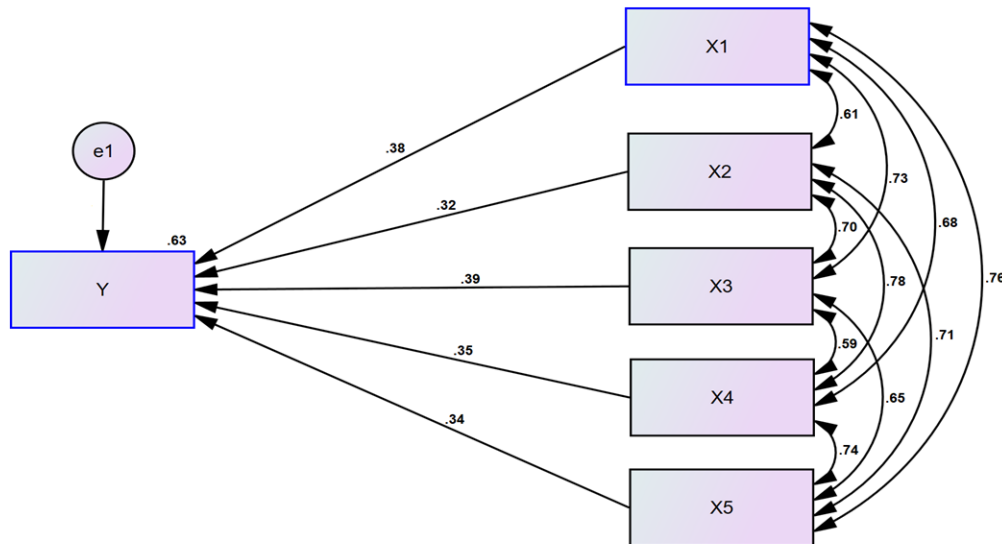


Figure 3: The structural model for testing the sub-hypotheses emanating from the second main hypothesis

Source: program output Amos v.26

Table 10: the results of evaluating the structural model of the sub-hypotheses emanating from the main hypothesis

Modified R2	R ²	The result	p Value	t Value	path parameter	track	the premise
0.60	0.63	Acceptance	0.000	5.109	0.38	X1→Y	H3-1
		Acceptance	0.000	4.043	0.32	X2→Y	H3-2
		Acceptance	0.000	5.875	0.39	X3→Y	H3-3
		Acceptance	0.000	4.949	0.35	X3→Y	H3-4
		Acceptance	0.000	4.875	0.34	X3→Y	H3-5

The second president intention which shows that all parameters path of hypotheses the five (H3-1, H3-2, H3-3, H3-4, H3-5) morale which meets the required limits values of T-value and P-value. For the purpose of showing the explanatory power, the modified coefficient of determination R2 has reached (0.72) This indicates that the dimensions Spiritual leadership explain 72% of Social Responsibility, the rest the ratio is due to other factors, not addressed by the model.

5. conclusions

This topic includes a presentation of a set of conclusions reached by the researcher by analyzing the applied side, as well as personal interviews and field visits to the researched company, which can be summarized as follows:

- Senior leaders at the Middle Technical University adopt a moderate approach in dealing with associates and students. Their behaviors are very close to the

- philosophy of spiritual leadership by promoting Value Positivity at work and dealing in a paternalistic spirit with students, with fairness and equality.
- University institutions are institutions with lofty goals whose work is not limited to providing knowledge, but rather they are influential institutions in society and are closely related to community issues and contribute to solving the problems it suffers from. adoption manners moral and bear Responsibility towards society from during incentivize employees and students on participation in activities social responsible reinforce from the job Teamwork and aims to serve everyone.
 - There is a relationship of influence and connection between spiritual leadership and social responsibility. Adoption by senior leaders of the philosophy of spiritual leadership greatly enhances social responsibility internally towards its members and students and externally towards society and other organizations. This style of leadership tries to spread an atmosphere of tolerance and safety and encourages cooperation, belonging and belief in the importance of work to serve others and love the good of others. Altruism and these virtues that the spiritual leadership seeks to achieve are the main goals of social responsibility in the internal environment of the institution. They are also compatible with maximizing the positive return to society to build a strong society economically, culturally and socially, and to provide a clean and healthy environment for this society.
 - The Middle Technical University pays great attention to activities that serve the community and encourages its affiliates to participate in community service work, such as carrying out a forestation campaigns launched by the university in implementation of the directives of the ministry with the campaign to plant one million trees, as well as implementing community activities such as visits to orphanages and the elderly, and carrying out donation campaigns in favor of organizations or agencies that provide assistance to the needy and affected.
 - Maybe for universities that enjoy led spiritual strong that enjoy with a reputation good and that Adopt Policies social Responsible, as it achieves the principles of social responsibility and increases Compatibility between them and society Ocean with it.

6. Recommendations

Important recommendations resulting from this study's findings can be summarized as follows:

- The university's commitment to holding workshops and seminars that will consolidate the spirit of social responsibility for its employees and students both in addition to

including social responsibility in the goals of the university and its formations and departments.

- Enhancing the role of the university in community service by adopting a number of voluntary actions to enhance the spirit of cooperation and the embodiment of the social responsibility of its senior leadership, and the formation of teams of students to carry out awareness campaigns such as fighting corruption, spreading the principles of citizenship, eliminating illiteracy, women's rights, fighting domestic violence and other issues of concern to society.
- Strengthening relations between the university, civil society organizations and private sector institutions through partnerships and cooperation with local communities and companies to achieve Goals social into saving opportunities a job for students, and support Researches Social and projects Student, and reinforcement education Practical and volunteer.
- The university holds cooperation protocols between international universities, activating the role of the cultural exchange program with developed countries, benefiting from their experience in social responsibility, and carrying out social studies and research. To understand the problems Social Economic in communities local and specify how maybe for universities Help in Solution. This is facing the problems.
- The need for the university to adopt the standards of social responsibility and include them in its vision and strategy. It is necessary to establish a unit or division specialized in following up the activities of community service, which takes upon itself the planning, implementation and follow-up of these activities and giving the subject great importance because it is included in the standards of international classifications of universities.
- The need for senior leaders to adhere to the concepts and philosophy of spiritual leadership and apply them through true belief in the importance of this method in managing the university institutions.
- Senior leaders in the university should take into account social responsibility when making decisions and the results of their decisions on society and work to implement common goals that serve society.

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