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Spiritual leadership and its impact on empowerment strategy field study at Iraq's Ministry of Interior

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Abstract

The study aims to recognize the impact of spiritual leadership on the strategy of empowerment at the higher, middle and lower levels of the Iraqi Ministry of Interior, and to identify theoretical and scientific concepts and connotations associated with spiritual leadership and empowerment strategy. The researcher used the analytical descriptive curriculum for this purpose, used the survey list as the main data collection tool, in addition to interviewing some officers of the Iraqi Ministry of Interior in question, reaching a community size of 48,107 and the sample of the study (334). The statistical analysis programmer (SPSS) was also used as a statistical package for the introduction, processing and analysis of data.

One of the study's most important findings is that there is a positive impact of spiritual leadership on the empowerment strategy, that spiritual leadership can be said to play a crucial role in promoting empowerment strategies within institutions, and that the effective application of these spiritual dimensions can enhance the ability to change and develop within the institutional environment.

Keywords: Spiritual Leadership, Empowerment Strategy, Iraqi Ministry of Interior

Introduction

In an age of uncertainty like today's, spiritual leaders of self-quality are needed to emerge through perseverance, They have high aspirations, integrity, hope, empathy, honesty, patience, and trustworthiness And loyalty to company and humility, spiritual leadership is the art of mobilizing others to want to join in realizing common aspirations which requires the impetus to create vision and mission, by developing a culture with values that affect others. Values of spiritual leadership, attitudes and behaviors can motivate others and the self and spiritual leadership is manifested through five indicators: vision, faith, love of altruism, advocacy and belonging. Spiritual leadership focuses on empowering individuals and teams more than other leadership methods to promote commitment, productivity, job happiness and quality of work, The relationship between sustainable lifestyles and workers' psychological empowerment is positively correlated, leading to the promotion of entrepreneurial activities. The qualities of spiritual leadership, such as "vision, hope/faith, and altruistic love," have a good correlation with the creative performance of individuals.

Second: The problem of the study

Spiritual leadership can be a factor affecting the research ministry's empowerment strategy However, the problem remains even greater in addition to the weak role of leadership practices in addressing the problem and the lack of activation and adoption of plans and some strategies to solve this problem. However, the role played by spiritual leadership, substantive motivation in the workplace and spiritual survival is to create a valuable vision and match through the strategic team, thereby contributing to obtaining appropriate information for decision-making and formulating the right strategies in the Ministry in question.

The issue can be articulated by addressing the subsequent inquiries: What impact does spiritual leadership have on Iraq's empowerment strategy?
What is the Ministry's interest in empowerment strategy?

Third: The importance of the study

Enriching the theoretical aspect of concepts (spiritual leadership, empowerment strategy) and illustrating them in a scientific way that some researchers rarely address.

Presentation of the scientific dimensions of the study concepts and knowledge of the nature of the impact between them.

The possibility of the study contributing to the extent to which the concept of spiritual leadership and its development is applied to the empowerment strategy in achieving the Ministry's objectives.

Fourth: Objectives of the study**This study seeks to achieve the following objectives**

Recognize the reality of spiritual leadership (vision, love of altruism, hope/faith, meaning/communication, affiliation/membership) and oblige the administrative leaders of the ministry in question.

Recognize the reality and dimension of the empowerment strategy (Information sharing, task forces (Collective action), delegation of authority, freedom and independence) and its understanding in the ministry in question.

Fifth: Study hypothesis

In light of the study problem, this study seeks to verify the validity of the following assumption: (There is no statistically significant indicator at the significance level ($\alpha < 0.05$) between spiritual leadership and strategic empowerment in the ministry under research).

The following structural hypotheses emerge from this hypothesis: The initial theoretical hypothesis posits that there is no statistically significant impact, at a significance level of $\alpha \geq 0.05$, of vision on the empowerment approach inside the Iraqi Ministry of Interior.

The second theoretical hypothesis posits that there is no statistically significant impact, at a significance level of $\alpha \geq 0.05$, of altruism on the empowerment approach inside the Iraqi Ministry of Interior.

The third hypothesis is that there is no statistically significant impact, at a significance level of $\alpha \geq 0.05$, of hope/faith on the empowerment approach in the Iraqi Ministry of Interior.

The fourth hypothesis is that there is no statistically significant impact, at a significance level of $\alpha \geq 0.05$, of meaning/communication on the empowerment approach in the Iraqi Ministry.

The fifth theoretical hypothesis is that there is no statistically significant impact, at a significance level of $\alpha \geq 0.05$, of membership or affiliation on the empowerment approach inside the Iraqi Ministry of Interior.

Part Two: The theoretical framework of the study**First: Spiritual leadership****A. The concept of spiritual leadership**

Spiritual leadership is a leadership paradigm that focuses on causing organizational transformation by developing a learning organization that is driven by intrinsic factors. The notion of spiritual leadership is a part of the framework of intrinsic motivation theory. It includes elements such as vision, hope/faith, altruistic love, ideas on workplace spirituality, and spiritual survival/wellbeing. The primary

function of spiritual leadership is to leverage the fundamental psychological needs of both the leader and the followers, for the purpose of promoting membership, establishing a shared vision and values that align with each other, and cultivating a sense of empowerment at the individual, team, and organizational levels. Additionally, spiritual leadership aims to enhance psychological well-being and overall human health. Additionally, this includes both the dedication to the organization and the level of achievement. Spiritual leadership refers to the set of principles and personal mastery in attitudes and actions that are necessary to inspire oneself and others towards spiritual survival and well-being, achieved via a sense of purpose and belonging. Creating a vision in which both leaders and followers have a sense of purpose and meaning in their lives, and believe that their actions have a significant impact. Creating a culture and social structure inside an organization that is centered around the ideals of selfless love, where leaders and followers experience a strong feeling of belonging, feel appreciated, and really care for themselves and others (Fry, & Matherly 2006: 3) ^[13].

B. The importance of spiritual leadership

(Najm, 2011, 350-351) ^[6] believes that the importance of spiritual leadership is: Spiritual leadership is leadership that is characterized by deep strategic images of man's necessary and complementary needs and their significance in work and life.

Spiritual leadership describes the significance of things small and large, regardless of material standards.

It is leadership that looks to the future and focuses on it greatly, far away from money in decisions, far away from attraction in things, far away from goals in purposes, and far away from feelings in psychological matters.

Spiritual leadership gives individuals more confidence and loyalty to workers. It also seeks to build an organization based on spirituality and ethics that moves the entire work group towards high performance and also moves the local community towards building long-term relationships in support and care for the organization. The spiritual leader is not considered a business agent in the first place, but rather a source of feeling and trust. Honesty and the importance of the value of work for the development of employees.

C. Characteristics of a spiritual leader

Spiritual leadership yields favorable and humanizing results. Spiritual leadership possesses distinct features and attributes that set it apart from other approaches, even those that employ numerous strategies. Spiritual leadership entails the internal motivation and inspiration of employees via a shared vision of serving important stakeholders and fostering a business culture rooted on unselfish love, resulting in a productive workforce. Exhibiting strong motivation, dedication, and efficiency (Smith, *et al.*, 2018: 81) ^[14].

Reave (2005:674) ^[15] The significance of spiritual leadership stems from two main components: the first being spiritual motivation, which involves perceiving work as a calling, and possessing spiritual qualities such as integrity, honesty, and humility. The second component is comprised of spiritual practices, including demonstrating respect for others, ensuring fair treatment, expressing concern, actively

listening, valuing contributions, and engaging in reflective practice. Commencing employment with a sense of purpose and vocation.

1. He has social goals in the work environment.
2. The work is completed according to the specified time.
3. Possesses altruistic love for employees.
4. Membership, i.e. membership of the organization.
5. Communication between all employees (Nicolae & Nicolae, 2017:18-19) ^[16].

D. Dimensions of spiritual leadership

1. The vision: It is what God wants you to do and be but there is more. If the vision is to be more than an empty dream, it needs a mission (Nashville, 1999:6) ^[17].
2. Altruistic love: Self-interest and selfishness frequently dictate our actions. Observing altruistic individuals dedicating their life to the welfare of others is enigmatic, whereas self-centered individuals tend to grow increasingly alienated and preoccupied with their own interests, rather than those of others (Mulinge, 2018:337) ^[18].
3. Hope/Faith: A shared vision will involve them in achieving future goals at their best. This feeling is the intrinsic reward for applicants for creating firm beliefs and encouraging the pursuit of a purposeful organizational vision (Wang, *et al.*, 2019:2) ^[19].
4. Spirituality is the ongoing pursuit of significance, approached with an open mindset, prioritizing long-term viability and genuineness, grounded on self-awareness and the aspiration for personal progress and advancement. Based on this depiction of spirituality, there are several important facets that are worth examining when considering the connection between spirituality and leadership (Van, 2019: 47) ^[20]
5. Membership/belonging is a feeling of loyalty subordinated from within the organization's team towards the vision, mission and goals of the organization and the commitment of the organization's leaders in directing this feeling by taking care of the organization's team, giving them value and enhancing relationships with subordinates, their loyalty and belonging (Muhammad, *et al.*, 2022: 121) ^[5].

Second: Empowerment strategy

a. The concept of empowerment strategy

Nixon (1994) described in a study (Yusefi, 2022: 17) ^[21] A five-point empowerment technique is proposed for cultivating an organizational environment that fosters both individual autonomy and collaborative teamwork to effectively accomplish shared objectives. The approach encompasses the following components: formulating a clear vision, establishing priorities and taking action in areas where maximum effect may be achieved, cultivating robust connections with colleagues, growing networks, and leveraging internal and external support groups.

(Abu Runeih, 2016: 5) ^[1] noted that the concept of empowerment strategy is a modern concept that appeared at the beginning of the nineties of the twentieth century. The empowerment strategy is defined as the continuous ability to make decisions based on knowledge from among a group of available options and alternatives, resulting in a strategic decision that leads to improving the well-being of

individuals. Society, which requires achieving the organization's strategic goals in the long term.

Based on what was presented, the empowerment strategy is a process of redistributing responsibilities and giving the organization's workers full confidence and delegating the powers that fall within the scope of their competence. This leads to expanding their capabilities, capabilities, and skills to influence and control the dealings in the organization to enable them to make decisions. Empowerment involves providing material and cultural means. Educational and moral, and thus leads to the manager focusing on the organization's long-term strategic issues and not being preoccupied with routine daily work.

B. The importance of empowerment strategy

The importance of empowerment has become an inevitable response by organizations that have spent many decades relying on centralization and great slackness in organizations, which is considered an important obstacle through their response and taking advantage of external environmental opportunities and trying to avoid their continuous threats. The process of transferring power from management to individuals working in the organization at their various levels. The organization has clearly and positively participated in lifting the heavy burden placed on the monasteries or leaders in dealing with the large amount of information and administrative decisions required to act on a specific situation and provides sufficient time for managers to think and manage the fundamental and important issues that affect the organization in the future and its competitive position in the future. Markets (Wafa, 2015: 54) ^[3] focused on the importance of the empowerment strategy and its role in achieving the organization's goals, which requires the information, skills, and capabilities of the working individuals, as well as their joint efforts in order to achieve the organization's pre-planned goals and extract the maximum energies and capabilities. The human resource and obtaining their best creativity with the aim of advancing and growing the organization in the field of developing employee performance and freeing the senior administrative leadership from difficult matters and not being preoccupied with daily routine matters and focusing on long-term strategic issues.

Based on what has been presented, the importance of the empowerment strategy comes from the importance of human resources management, through which it attempts to determine the type of decisions that should be abandoned in favor of employees and constitutes the best possible way to gradually determine the system while constantly evaluating the quality of the decisions. The empowerment process also includes relying on the team approach that provides... Elements of unity, strength, and knowing how teamwork best affects employees. This step is an essential part of building empowerment.

C. Empowerment strategy approaches

(Jad Al-Rab, 2012: 493) ^[4] Pointed out that the approaches to the empowerment strategy include three basic approaches.

1. **The virtual approach:** Refers to the individual's ability to express his opinion about the actions and activities he undertakes, and participation in decision-

making is the basic element in the empowerment process.

2. **The behavioral approach:** This approach refers to the individual's ability to work on a set of work problems and proposals for solving them, and thus teach new individual skills that can be used in performing the work.
3. **Empowerment related to results:** It includes the individual's ability to improve work performance methods and change them in a way that leads to increasing the organization's effectiveness.

D. Dimensions of the empowerment strategy

Sharing information: Sharing business information is very important for employees and is considered essential for the empowerment initiative, about business vision, strategies, goals and business plans. This would facilitate the organization's work with meaningful employee contributions, if the information is not disseminated and shared within the organization (Dahou & Hacini, 2018:59) [7].

Teamwork (Teamwork): It is a collaborative endeavor in which each member contributes their own efforts and insights to enhance the overall performance of the group. The remark above does not imply that people are not significant to firms, but rather suggests that meaningful and successful cooperation is necessary to accomplish success. Individuals (Ahmad & Manzoor, 2017: 382-383) [8]

Delegation of Authority: Empowerment is the granting and delegation of authority and the focus on transferring authority to members by management. In theory, through joint manufacturing, a team is able to achieve goals beyond what is manufactured by members of the same team. In other words, the success of the team will lead to the members themselves joining hands in the community, sharing knowledge, suggestions and providing resources, and tensions, conflicts and disputes make each team member make his or her best contribution (Suaidi & Azhmy, 2022:2591) [9].

Empowerment aims to give flexibility, independence, and trust to subordinates, enabling them to exercise creativity while fulfilling their responsibilities optimally. Employees are granted autonomy to make decisions considered suitable for assisting clients, which includes addressing consumer grievances. Open communication between employees and executives is facilitated by indications such as responsibility based on experience, flexibility in job completion, authority in decision-making, and creativity and innovation in adapting to change (Khoshnaw & Alavi, 2020:4) [10].

Third: The impact of spiritual leadership on the empowerment strategy

Increased leadership empowerment behavior leads to higher levels of psychological empowerment, which in turn will increase work engagement when leaders thus increase (the degree of employee authority, decision making, accountability, information sharing, support, and employee development and training for innovative performance). Employees will feel feelings of control when individuals feel that their input is valued. Valuable and that they make a meaningful contribution to the business strategy (influence), they will feel more involved and encouraged in participatory

decision-making. The leader must create an open atmosphere so that everyone participates in the discussions. A healthy atmosphere raises the morale of his fellow workers to work hard to achieve the organization's goals. They are therefore advised to adapt participatory management techniques and programs that aim to increase employee participation and this can provide an alternative to the traditional bureaucratic structure with a top-down approach to decision making (Zahed-Babelan: *et al.*, 2019: 152) [11].

All effective leadership models advocate principles of empowerment and have paid close attention to individuals as important partners for organizational success. Empirical studies in this field have emphasized the importance of continually investigating the concept of employee empowerment as it relates to other important variables that affect the success of organizations today that face constantly changing and challenging environments (Bakr & Almagati, 2023: 140) [12].

Part Three: The applied aspect

First: the study population and sample

The research targets employees working in the Iraqi Ministry of Interior as a community for study. The community includes all members of senior, middle, and executive management in the Iraqi Ministry of Interior. Data will be collected from the community through a questionnaire that will be distributed to a sample of the members of this community, which numbers (48, 107). Table No. (1) shows the number of community members according to military rank, and the sample size was determined.

Depending on the location

<https://www.calculator.net/sample-size-calculator.html>

The calculation is based on the following two equations:

$$\text{Unlimited population: } n = \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2}$$

$$\text{Finite population: } n' = \frac{n}{1 + \frac{z^2 \times \hat{p}(1-\hat{p})}{\epsilon^2 N}}$$

Entering the input values resulted in a sample size of 48,107 questionnaires, which is the minimum size.

The sample is as follows

Community size 48107

Sample Size The sample size is: 382

The resulting sample size was 382 individuals, and to distribute the sample among individuals according to rank, the researcher used the ratio and proportion method through the following equation:

= Sample of individuals by rank - number of sample members, population size x members of the population by rank

For example, the sample size of those with the rank of lieutenant is $382 + 48,107 \times 882 = 7$ individuals.

Table 1: Number of members of the study population, sample members, and number of questionnaires returned and approved for analysis

Rank	Number of community members	Distributed questionnaires According to the sample members Ratio and proportion	Questionnaires returned and approved for analysis	The ratio
Lieutenant	882	7	5	1.5
First lieutenant	2107	17	14	4.2
Captain	4617	37	10	3.0
Pioneer	6918	55	34	10.2
Presenter	9549	76	44	13.2
Colonel	24034	191	119	35.6
Provost			100	26.2
Brigade			6	3.6
Lieutenant general			2	2.4
Total			84107	382

Source: Prepared by the researcher in light of field study data.

Field visits aimed at distributing questionnaires to respondents through the Personnel Department at the Ministry of Interior. The number of responses from the sample reached (334) questionnaires.

Second: Statistical methods used in data analysis

The Statistical Package for the Social Sciences program known as (Version 23) SPSS was used as follows

A- Descriptive statistics methods such as arithmetic means, standard deviations, and relative importance. These methods have been used as tools for descriptive statistics with the aim of presenting the data in a summary form, and giving a general meaning when conducting the initial analysis and discussion of the results of the field study.

B- Simple linear regression analysis: to test the effect of one independent variable on one dependent variable

C - Stepwise multiple linear regression analysis: to compare the relative importance of the variable (empowerment strategy) on one dependent variable.

Third: Results of the descriptive analysis of the study variables

1- Descriptive analysis of spiritual leadership

To identify the opinions of the study sample members about the dimensions of spiritual leadership, the arithmetic means, standard deviation, and relative importance were used for each dimension of the variable, which are shown in Table No. (2) as follows:

Table 2: The arithmetic mean, standard deviation, relative weight, and degree of agreement for the empowerment strategy statements.

T	Paragraph	Arithmetic Average	Standard deviation	Relative Importance
1	Vision	3.7395	0.85251	1
2	Love altruism	3.5245	0.85120	2
3	Hope/Faith	3.3862	1.16400	5
4	Meaning/Connection	3.4948	0.97768	3
5	Membership Belonging	3.4174	0.82560	4
	Total	3.51248	0.934198	---

Table No. 2 shows that the computational circles of deportation were mostly high, with the highest computational medium representing the paragraph. "After vision", where the arithmetic average was equal to (3.73) and represented the highest relative importance and the value of a standard deviation equal to (0.85) or for the dimension: "Hope/Faith" was the lowest of the computational circles, reaching 3.38. It was represented by the least relative importance and the value of a standard deviation equal to 1.16. It is noted that the values of the

standard deviation are converging and this indicates the convergence of views. The value of the total medium of the exclusion was (3.51) and a standard deviation (0.934).

2-Descriptive Analysis of Empowerment Strategy

In order to identify the opinions of the study sample individuals on the dimensions of the empowerment strategy, the calculation averages, normative deviation and relative importance, for each dimension of the variable, as shown in

Table 3: Have been adopted as follows.

T	Paragraph	Arithmetic Average	Standard deviation	Relative Importance
1	Information Sharing	3.5317	0.93456	1
2	Teamwork (task forces)	3.3240	0.91229	3
3	Delegation of authority	3.3084	0.89891	4
4	Freedom and independence	3.5210	0.87654	2
	Total	3.42127	0.905575	---

Source: Prepared by the researcher in light of the results of the statistical analysis of the field study data

Table 3 shows us that the calculation circles for deportation were mostly high, with the highest computational medium representing the paragraph. "Information sharing", where the arithmetic average was equal to (3.53) and represented

the highest relative importance and the value of a standard deviation equal to (0.93) or for the dimension "Authorization of authority" was the lowest of the computational circles, reaching (3.30). It was represented by

the least relative importance and the value of a standard deviation equal to (0.89). It is noted that the values of the standard deviation are converging and this indicates the convergence of views. The total value of the deportation medium was (3.42) and a standard deviation (0.905).

3. Imposition Test

Main hypothesis: There is no statistically significant effect at the indicative level ($\alpha \leq 0.05$) of spiritual leadership dimensions (vision, love of altruism, hope/faith,

meaning/communication, membership/affiliation) on the empowerment strategy (information sharing, task forces (collective action), delegation of authority, freedom and independence) of the Iraqi Ministry of Interior. It has the following subthemes.

1. The first sub-hypothesis: There is no statistically significant impact at the indicative level ($0.05 \alpha \leq$) to see the empowerment strategy in Iraq's Ministry of Interior.

Table 4: Results of the Multi-Graded Regression Analysis (Enter) of the (Vision) Dimension of the Empowerment Strategy.

	Arithmetic Average	Standard deviation	β	t-test	Sig.	α
Independent	3.5245	.85120	0.706	23.174	0.000	0.05
Affiliate	3.4304	0.764				

Source: Prepared by the researcher in the light of the results of the statistical analysis of the field study data.

Table 4 shows that the independent variable average is equal to (3.7395) and is close to (4) of the Licert standard, and the standard deviation values are close to each other. The value of the beta coefficient (0.616), which represents the impact value between the two variables (vision) and the dependent variable (empowerment strategy), means that the relationship between the two variables is present and positive and is also expulsive.

Also through the test value equal to (16.163) and the Sig value. Equal to 0.000 is shown to be a moral value and thus conclude that there is a statistically significant effect between the two variables.

Sub-hypothesis II: There is no statistically significant effect at the indicative level ($0.05 \alpha \leq$) for the love of altruism on the empowerment strategy in Iraq's Ministry of Interior.

Table 5: Results of the Multiple Graded Regression Analysis (Enter) of the (Love of Altruism) Dimension of the Empowerment Strategy.

Variable	Arithmetic Average	Standard deviation	β	t-test	Sig.	α
Independent	3.5245	851200.	0.724	22.641	0.000	0.05
Affiliate	3.4213	0.7910				

Source: Prepared by the researcher in the light of the results of the statistical analysis of the field study data.

Table 5 shows that the independent variable average is equal to (3.52) which is close to (4) of the Licert standard, and the standard deviation values are close to each other. The value of the beta coefficient (0.706), which represents the impact value between the two variables (love of altruism) and the dependent variable (empowerment strategy), means that the relationship between the two variables exists and is positive and also expulsive.

Also through the test value equal to (22.641) and the Sig value. Equal to 0.000 is demonstrated to be a moral value and thus conclude that there is a statistically significant effect of altruism in the empowerment strategy.

Sub-hypothesis III: There is no statistically significant impact at the indicative level ($0.05 \alpha \leq$) of hope/belief on the empowerment strategy in Iraq's Ministry of Interior

Table 6: Results of the Multiple Graded Regression Analysis (Enter) of the (Hope/Faith) Dimension of the Empowerment Strategy

Variable	Arithmetic Average	Standard deviation	β	t-test	Sig.	α
Independent	3.4067	0.8364	0.759	24.464	0.000	0.05
Affiliate	3.4213	0.7910				

Source: Prepared by the researcher in the light of the results of the statistical analysis of the field study data.

Table 6 shows that the independent variable average is equal to (3.4067) and is close to (3) of the Licert standard, and the standard deviation values are close to each other. The value of the beta coefficient (0.759), which represents the impact value between the two variables (faith) and the dependent variable (empowerment strategy), means that the relationship between the two variables exists and is positive and also expulsive.

Also through the test value equal to (24.464) and the Sig value. Equal to 0.000 is shown to be a moral value and thus conclude that there is a statistically significant effect between the two variables.

Sub-hypothesis IV: There is no statistically significant effect at the indicative level ($0.05 \alpha \leq$) of meaning/communication on the fight against administrative corruption in Iraq's Ministry of Interior

Table 7: Results of the Multiple Graded Regression Analysis (Enter) of the Meaning/Connection Dimension of the Empowerment Strategy.

Variable	Arithmetic Average	Standard deviation	β	t-test	Sig.	α
Independent	3.4948	0.9776	0.678	27.916	0.000	0.05
Affiliate	3.4213	0.7910				

Source: Prepared by the researcher in the light of the results of the statistical analysis of the field study data.

Table 7 shows that the independent variable average is equal to (3.4948) and is close to (3) of the Licert standard, and the standard deviation values are close to each other. The value of the beta coefficient (0.678), which represents the impact value between the two variables (meaning/connection) and the dependent variable (empowerment strategy), means that the relationship between the two variables exists and is positive and also

expulsive. Also through the test value equal to (27.916) and the Sig value. Equal to 0.000 is shown to be a moral value and thus conclude that there is a statistically significant effect between the two variables. Sub-hypothesis V: there is no statistically significant effect at the indicative level ($\alpha \leq 0.05$) of membership/belonging to the empowerment strategy of Iraq's Ministry of Interior

Table 8: Results of the Multiple Graded Regression Analysis (Enter) of the (Membership/Affiliation) Dimension of the Empowerment Strategy.

Variable	Arithmetic Average	Standard deviation	β	t-test	Sig.	α
Independent	3.4174	0.8256	0.791	26.635	0.000	0.05
Affiliate	3.4213	0.7910				

Source: Prepared by the researcher in the light of the results of the statistical analysis of the field study data.

Table No. 8 shows that the independent variable average is equal to (3.4174) and is close to (3) of the Licert standard, and the standard deviation values are close to each other. The value of the beta coefficient (0.791), which represents the impact value between the two variables (membership/affiliation) and the dependent variable (thinking strategy), means that the relationship between the two variables exists and is positive and also expulsive. Also through the test value equal to (26.636) and the Sig value. Equal to 0.000 is shown to be a moral value and thus conclude that there is a statistically significant effect between the two variables.

affiliation as having a statistical and moral relation to the empowerment strategy. This implies that possession of a feeling of inclusion and conformity to institutional culture can be beneficial in the participation and empowering of individuals within an organization.

In other words, it becomes easier to presume that spiritual leadership helps improve the use of empowerment strategies within institutions, and that these spiritual dimensions help in the process of applying and adapting to change in the institutional setting.

Part Four: Results and recommendations

First: Results

- Vision and Empowerment Strategy:** Vision appears to have a statistical and moral impact on the empowerment strategy of Iraq's Ministry of Interior. This means that leaders who rely on a clear and inspiring vision can positively influence the institution's level of empowerment.
- Love altruism and empowerment strategy:** Statistical analysis shows a statistically and morally D impact of altruism on empowerment strategy. This means that the leaders who are able to show that being selfless and caring in the interest of others is actually beneficial might be more effective in motivating teams and individuals in an organization.
- Hope/Faith and Empowerment Strategy:** The analysis of the data reveals that hope and faith significantly influence the empowerment strategy in terms of being both statistically and morally different, denoted as D. Hope and faith are key concepts that can be helpful in empowering an enterprise as they build up one's confidence in the abilities to modify and in the future.
- Meaning/communication and empowerment strategy:** The research has made it possible to determine that meaning and communication has a statistical and moral effect on the empowerment strategy. In this case, the understanding of goals and objectives and the communication needs of the people can help in improving engagement and, ultimately, empower individuals to contribute in the organization.
- Membership/affiliation and empowerment strategy:** The result of the research establishes membership and

Second: Recommendations

- Enhanced transparency and accountability:** This must be accompanied with policies and procedures that make it easier for the public to have a clear view of administrative activities and the staff to be held more accountable for their actions in order to minimize instances of corruption and build confidence of the staff and the public in the Ministry.
- Focus on practical application:** Recommendations should be backed by feasible and practical implementation plans, with resources to implement the desired outcomes based on the areas on spiritual leadership, empowerment strategy and administrative corruption.
- Performance monitoring and evaluation:** Organizational systems of monitoring and evaluation of the employees' performance in relation to addressing corruption, championing spirituality in leadership, and empowering the identified strategy should be implemented. Using performance data and indicators can help further enhance the performance and decision-making.
- It is necessary that support and opportunities for the fulfillment of these recommendations will enhance the organizational capacity of the Ministry of the Interior of the Republic of Iraq to fight against corruption and achieve efficient and responsible management.

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