

# The Role of Spiritual Leadership in Employee Loyalty in the General Company for Communications and Informatics in Iraq

---

## ABSTRACT:

The main objective of the current research is to clarify the role played by the spiritual leadership through the loyalty of the workers in one of the communications companies affiliated to the Iraqi Ministry of Communications. Spiritual leadership and loyalty of workers in the General Telecommunications Company. The research followed the descriptive analytical approach in the research, based on the analysis of its data on the SEM structural modeling equation.

The research reached to prove its main hypothesis, based on the results that showed the presence of a significant effect of spiritual leadership on the loyalty of the employees of the telecommunications company. A set of recommendations of interest to the research sample was formulated in light of the above results.

**Keywords:(spiritual leadership, employee loyalty, General Company for Communications and Informatics).**

## 1. INTRODUCTION:

Spiritual leadership is of great importance In stimulating employees' awareness, encouraging them, and increasing their loyalty to the entity to which they belong So we find that a lot of Successful companies Trying to ensure the loyalty of its employees in order to make its work successful and increase production capacity by instilling work in a team spirit To apply his philosophy in managing its business and achieving its goals by competing with its peers in...all sector at.

And Current search between Spiritual leadership and loyalty of employees at the General Company for Communications and Informatics Contributes to identification Goals and work requirements Companies in general And the telecommunications company in particular In particular.

Y The current research adopts the analysis of the relationship between a variable They Spiritual leadership The second variable is Employee loyalty.

## 2. RESEARCH METHODOLOGY:

### 2.1. RESEARCH PROBLEM:

The problem of the current research lies in determining the role of spiritual leadership and the level of loyalty of employees in the company or the sector in which they work, and determining the level of loyalty of its employees, which makes them less or more capable of remaining within the fields of existing competition, as well as determining the loyalty of employees to the work philosophy of the General Company for Communications and Informatics and its weak overall performance and encouraging them. To work as a team, the current research relied on summarizing its problem to the following question: Is the relationship between...Spiritual leadership And the loyalty of employees at the General Telecommunications Company :Is the relationship between spiritual leadership and employee loyalty in the General Telecommunications Company strengthened?

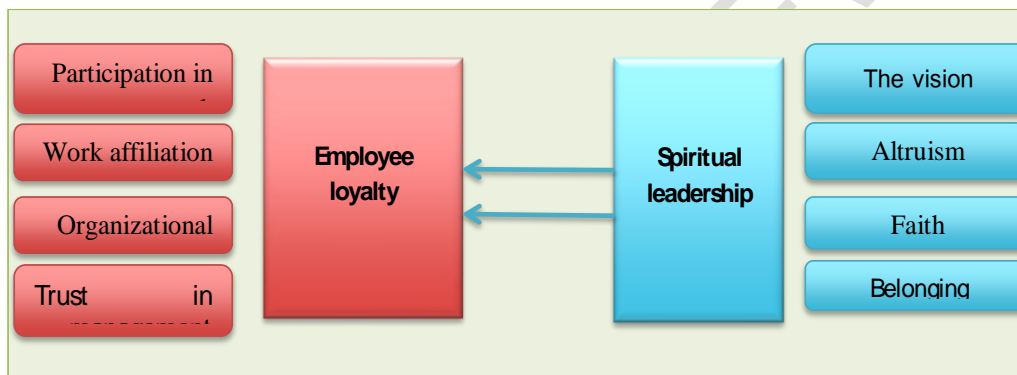
### 2.2. RESEARCH OBJECTIVE:

The current research aims to the following:

- 1- Diagnosing the problems that the General Telecommunications Company suffers from regarding the loyalty of its employees and proposing the necessary solutions to them.
- 2- Identifying the fundamental problems that the telecommunications sector suffers from by following the philosophy of spiritual leadership among its employees and changing views about their loyalty to that important sector.
- 3- Increasing the role of the human and emotional aspect in influencing workers in that important sector that is the subject of the research

### 2.3.RESEARCH IMPORTANCE:

The importance of the current research is highlighted through its treatment of two variables (spiritual leadership and job loyalty), the most important of which are in analyzing the performance of the telecommunications sector, especially the General Independent Telecommunications Company. It also represents a problem linked to each other in the middle of the night, which is the communications sector through research that dealt with it through psychological influences and their influence, including what increases modern productivity in field service, and what increases the importance of the research is the lack of need for research in statistical analysis, which determines With outstanding results required. Hypothetical outline of the research:



**Figure No. (1): Hypothetical diagram of the research**

research assumes:-

The current research is based on a main hypothesis:

There is a statistically significant relationship between the spiritual leadership variable and the employee loyalty variable in the General Telecommunications and Informatics Company. The following sub-hypotheses branch out from them:

- A - The dimension of vision has a statistically significant effect on the employee loyalty variable
- B- The altruism dimension has a statistically significant effect on the employee loyalty variable.
- T- The dimension of hope and faith has a statistically significant effect on the employee loyalty variable.
- D- The affiliation dimension has a statistically significant impact on the employee loyalty variable.

### 2.3.SEARCH METHODS:

The current research in collecting, tabulating, and analyzing data follows a descriptive analytical approach and draws conclusions from it in a way that serves its goals.

### 2.4.RESEARCH POPULATION AND SAMPLE:

The current research population is represented by the communications sector in general and the General Telecommunications and Informatics Company in particular, while its sample is

represented by a group of its employees at various levels, numbering 000 respondents who were chosen intentionally.

### **3.THEORETICAL FRAMEWORK OF THE RESEARCH:**

#### **3.1.The concept of spiritual leadership:**

The concept of spiritual leadership is about spiritual growth and wholeness through its various dimensions, especially in terms of the emphasis on interconnectedness and integration of spiritual values into organizational and personal practices(Fairholm & Gronau,2015).Spiritual leadership is defined as a set of values, attitudes and behaviors designed to motivate employees and create well-being, thus enhancing knowledge processes in the organization(,Martinez Soto,2017).Spiritual leadership is one of the theories of positive leadership based on self-motivation. The manager, through a clear vision that he believes in, motivates himself and his subordinates to do whatever it takes to achieve organizational goals efficiently and effectively through selflessness. Love, humility, trust, tolerance, concern and acceptance of the values of others, instills hope and faith in his subordinates and wishes to achieve this goal. (Ismail, 2017)The study (Suresh & Kumar: 2021) defines spiritual work as motivating and motivating employees through hope/belief in the organizational vision and corporate culture based on values of selfless love to provide a highly motivated, committed and productive workforce.In 2018, Wagner defined spiritual leadership as an informal leadership theory of organizational change aimed at creating an internally motivated learning organization, where the goal of spiritual leadership is to create vision and value alignment at both the strategic and individual levels, ultimately promoting higher levels of organizational commitment and productivity.

#### **3.2Dimensions of spiritual leadership:**

##### **1-Vision**

The vision refers to what the organization seeks to achieve in the future (Jahandar et al. 2017), and (Polat: 2011) explained that the vision is about an attractive future for the organization and that its role is to encourage awareness of this future, and leaders must be present and mediate with the future and committed Develop a vision that reflects high expectations, create standards of perfection and attract stakeholders.

Nafei (2018:) also confirmed in his research that due to the intensity of competition and the development of technology, leaders need to pay more attention to positioning in the future; He also emphasized that spiritual leaders need to motivate subordinates through a clear organizational vision.

##### **2- Altruistic love:**

This means providing oneself with the needs of others rather than one's own and it is also a feeling of wholeness" that stems from care, concern and appreciation for oneself and others (Gunduz, 2017) and followers who show genuine care, concern and appreciation for themselves and others through love and altruism lead to their sense of belonging and belonging (Fry et al, 2016). Spiritual leadership is achieved through the pursuit of values-based love. Altruism through personal vision, which helps create a sense of connection and membership in the organization. This begins with focusing on one's life and practice. Through unconditional care, selflessness, loyalty, and kindness. and interest, self-esteem, and esteem of others (Feller &Lombaard, 2018). It includes motivated employees who strive to find meaning in life at work.

##### **3- Faith :**

Likewise, hope is the values, attitudes, and behaviors that indicate that the desired and expected thing will be achieved, and hope increases with faith and certainty.

Faith is more than just a desire for something. It depends on values, attitudes, and behaviors that express expectations about what is expected and expected. Certainty and confidence in achieving it, such as hope or expectation. Faith is considered a source of confidence in achieving the organization's vision and mission (2015 et al, Fry, )

##### **4- Belonging :**

Membership includes the cultural and social structures to which individuals feel they belong and seek to be understood and valued. Membership gives individuals a sense of belonging, and when individuals feel that they are members or belong to an organization, there is a sense of understanding and appreciation that arises from mutual relationships and connections in social interactions. (2011, Fry)

#### **4.1. The concept of employee loyalty:**

Bidwell (2011) defines it as a positive feeling among individuals about their work in the organization that prompts them to adhere to the values and goals of the organization, and to be enthusiastic about working there and spreading good values. The image he gives to others. (Gharbi and Qawareh, 2019) see it as the worker's attachment to his work institution and his true desire to continue working without leaving it. Also, (Youssef, 2019: 12) sees it as feelings generated by the person and giving the impression that the person desires it and sacrifices for the sake of his colleagues. And the work of his organization.

Employee loyalty is the focus of attention of researchers and scholars in the field of administrative thinking, especially human resources management. Loyalty is defined as "organizational citizenship behavior that demonstrates loyalty to the organization by promoting the organization's interests and image to the outside world." (Peloso, 2004). Loyalty is defined as "a process involving cognition, emotion, desire, behavioral effects, psychological attachment or commitment to the organization and development due to increased satisfaction" and loyalty to their job and supervisor, including the perception of personal responsibility for the job and their intention to seek new job opportunities. (Trivellas et al, 2010: 78). Loyalty is also defined as one of the effective behaviors that describes a feeling of pride and support for the organization (Chen & Lin, 2013, 100).

Loyalty is used as a general term to denote a person's sincerity, or especially feelings of attachment, which may be directed towards another person or group of people (Iqbal et al., 2015: 1).

There are some things in common between worker loyalty: - (Marttensen&Gronholdt, 2006)

- 1- Developing a strong relationship with the organization and temporarily dissatisfied with accepting the job.
- 2- Interested in improving performance, making suggestions for improvement, willing to participate in various educational and training activities, etc.
- 3- That his behavior and behavior be consistent with the organization's values, vision and goals.
- 4- He is unlikely to look for work elsewhere and wants to stay with the organization in the short and long term.
- 5- Working and feeling proud of working in the organization compared to others
- 6- They care and make an extra effort when needed, which is linked to individual performance and contributes to the value of the organization.

#### **4.2. Dimensions of employee loyalty:**

##### **1- Participation in work:**

They (Omar et al: 2010) found that most employees want to engage in work because of emotional commitment to the organization, and emotional commitment means employees' desire to present a good image. This is the daily life of an organization. Working within a team helps individuals achieve efficiency and enjoy it to maximize profit. The ability to take care of customers in the right way leads to the prosperity of the organization.

Although Chughtai (2008) saw in his study that sharing work helps internalize values related to the goodwill of the work or the importance of the value of the work to others, those who share their work with others see this as a very important element. Are they satisfied with their lives? Self-satisfaction is closely related to how they perform their jobs. In other words, the engagement of individuals who perform well at work is important for self-esteem, so we found individual work engagement rates.

##### **2- Work affiliation:**

In general, it is an individual's perception of social support, which is strongly related to work-related outcomes, including job satisfaction and worker performance. It can be said that the feeling of belonging is enhanced by the support of colleagues and supervisors (Mark & Smith, 2012).

The sense of belonging is also defined as an individual's positive feelings about his work environment or organization and the level of support he receives from a psychological and social perspective. Their research shows that a sense of belonging in the workplace is linked to emotional health. It should be noted that the sense of belonging can affect the level of personal experience and plays an important role in employees' subjective well-being and organizational identity, and therefore they believe that the sense of belonging in the organization may have a positive impact on the personal experience of employees. (Cockshaw & Sochet: 2010).

**3- Organizational commitment:**

It is a condition that characterizes the employee's relationship with the organization and has an impact on the decision to continue his membership in the organization. Commitment is usually measured by the desire to work hard with the goal of improving the organization and finding some alignment between the values of the organization and the employee, which results in commitment to work hours rather than leaving. Loyalty and commitment to work is an attitude that reflects personal desires and loyalty. It is a permanent process through which an individual expresses interest in the organization and its continued success. (Pandey & Khare, 2012)

Organizational commitment is the sense of identity and the individual's dependence on the organization. He believed that commitment will affect some basic behaviors such as movements, absences, etc., and may have many positive effects. Commit to being more organized and staying organized in the workplace. (Kashefi: 2013)

**4- Trust in management:**

There must be real communication between management to achieve realistic goals and to motivate workers to work and thus invest their potential and trust in management, because the value of employees is simply a combination of current performance and future potential (Wakeman 2013). Niculescu (2015) believes that the role of management is to build the confidence of employees by protecting them, setting standards and policies in the workplace, and supporting them. Employees who have confidence in management will have better performance. Managing with confidence promotes cooperative behavior of employees through participation in decision-making, which leads to positive business results.

Productivity increases when results are clear and management supports workers to work efficiently and effectively, thus meeting their needs and the organization. The basic elements for building trust between workers and management are: systems, feedback, positive work attitude, mutual communication and effective internal cooperation, motivation and moral well-being of workers. Additionally, more power leads to greater productivity (McCloud 2014).

**5. Dimensions of employee loyalty:**

First: statistical description

1- Spiritual leadership axis:

**Table No. (1): It is clear Descriptive statistics for the dimensions of the spiritual leadership axis**

| Interviewer   | Vision | Altruistic love | Hope and Faith | Belonging | Spiritual leadership |
|---------------|--------|-----------------|----------------|-----------|----------------------|
| Sample volume | 100    | 100             | 100            | 100       | 100                  |
| Missing data  | 0      | 0               | 0              | 0         | 0                    |

|                            |       |       |       |       |       |
|----------------------------|-------|-------|-------|-------|-------|
| <b>SMA</b>                 | 3.94  | 3.90  | 4.09  | 4.15  | 4.01  |
| <b>standard deviation</b>  | 0.529 | 0.535 | 0.540 | 0.455 | 0.386 |
| <b>Relative importance</b> | 0.79  | 0.78  | 0.82  | 0.83  | 0.80  |
| <b>Answer level</b>        | high  | high  | high  | High  | high  |
| <b>Ordinal importance</b>  | 3     | 4     | 2     | 1     |       |

Source: Prepared by the researcher based on Outputs of statistical program analysis SPSS.

It is clear from Table No. (1) that the sample size was (100) respondents, and there were no missing data. It is also clear that the dimension of belonging ranked first among the dimensions of spiritual leadership, as the arithmetic average of the dimension of belonging reached (4.15), while the dimension of altruism ranked in the first place among the dimensions of spiritual leadership. The fourth and final ranking has an arithmetic mean of (3.90). Overall, the spiritual leadership axis received an average of (4.01) with a standard deviation of (0.386) and a relative importance of (0.80). The answer level indicates that the level of the spiritual leadership axis in its dimensions is high.

## 2-Spiritual leadership focus:

Table No. (2): It is clear Descriptive statistics for the dimensions of the employee loyalty axis

| <b>Interviewer</b>         | <b>Participation in work</b> | <b>Work affiliation</b> | <b>Organizational commitment</b> | <b>Trust in management</b> | <b>Employee loyalty</b> |
|----------------------------|------------------------------|-------------------------|----------------------------------|----------------------------|-------------------------|
| <b>Sample volume</b>       | 100                          | 100                     | 100                              | 100                        | 100                     |
| <b>Missing data</b>        | 0                            | 0                       | 0                                | 0                          | 0                       |
| <b>SMA</b>                 | 4.02                         | 4.19                    | 3.85                             | 4.22                       | 4.06                    |
| <b>standard deviation</b>  | 0.579                        | 0.447                   | 0.706                            | 0.523                      | 0.427                   |
| <b>Relative importance</b> | 0.80                         | 0.84                    | 0.77                             | 0.84                       | 0.81                    |
| <b>Answer level</b>        | High                         | high                    | high                             | very high                  | high                    |
| <b>Ordinal importance</b>  | 3                            | 2                       | 4                                | 1                          |                         |

Source: Prepared by the researcher based on the analysis outputs of the statistical program SPSS.

It is clear from Table No. (2) that the sample size was (100) respondents, and there were no missing data. It is also clear that the dimension of trust in management ranked first among the dimensions of employee loyalty, as the arithmetic mean of the dimension of trust in management reached (4.22), while it came in first place among the dimensions of employee

loyalty. The organizational commitment dimension is ranked fourth and last with an arithmetic average of (3.85). Overall, the employee loyalty axis received an average of (4.06) with a standard deviation of (0.427) and a relative importance of (0.81). The level of the answer indicates that the level of the employee loyalty axis in its dimensions is high, except for the dimension of trust in management. It is very high.

Second: Testing hypotheses

The main hypothesis: There is a statistically significant influence relationship between the spiritual leadership variable and the employee loyalty variable in the General Company for Communications and Informatics.

Through the structural model of the main hypothesis represented in Figure No. (1) and Table No. (3), it is clear that there is a strong correlation between spiritual leadership and employee loyalty, estimated at (0.81), and that spiritual leadership affects employee loyalty by (B=0.896), where The critical value reached (13.727) with a significance level lower than the level of morale (0.05), and that spiritual leadership explains (0.66) of the changes that occur in employee loyalty. This value indicates that the quality of the regression equation is weak because the value of the coefficient of determination (explanatory value) is less. (0.71), and (0.34) of the changes are due to other variables not included in the current research.

Based on the above, we reach acceptance of the main hypothesis, which states the following: There is a statistically significant influence relationship between the spiritual leadership variable and the employee loyalty variable in the General Company for Telecommunications and Informatics.

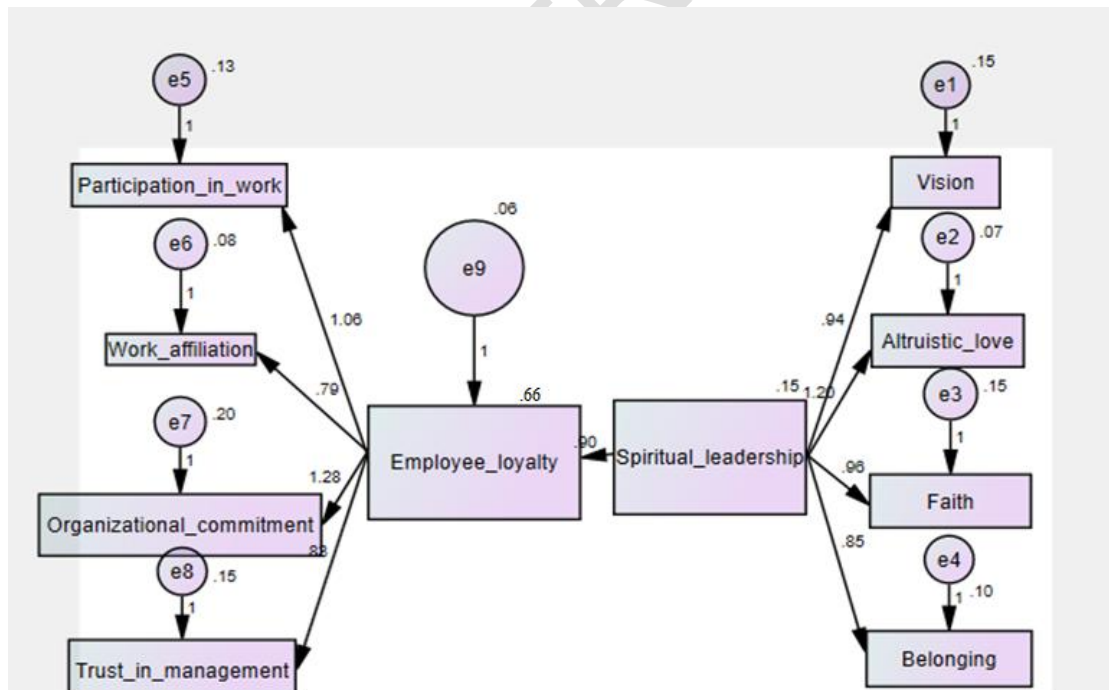


Figure No. (2): shows the regression path for the main hypothesis

Table No. (3): Shows the estimates of the influence model between spiritual leadership and employee loyalty

|  | Estimate | S.E. | C.R. | P |
|--|----------|------|------|---|
|--|----------|------|------|---|

|                           |      |                      | Estimate | S.E.  | C.R.   | P   |
|---------------------------|------|----------------------|----------|-------|--------|-----|
| Employee loyalty          | <--- | Spiritual leadership | 0.896    | 0.065 | 13.727 | *** |
| Vision                    | <--- | Spiritual leadership | 0.943    | 0.100 | 9.414  | *** |
| Altruistic love           | <--- | Spiritual leadership | 1.202    | 0.070 | 17.243 | *** |
| Hope and faith            | <--- | Spiritual leadership | 0.961    | 0.102 | 9.379  | *** |
| Belonging                 | <--- | Spiritual leadership | 0.854    | 0.082 | 10.418 | *** |
| Work affiliation          | <--- | Employee loyalty     | 1.058    | 0.086 | 12.370 | *** |
| Organizational commitment | <--- | Employee loyalty     | 0.792    | 0.069 | 11.492 | *** |
| Trust in management       | <--- | Employee loyalty     | 1.284    | 0.105 | 12.252 | *** |
| Work affiliation          | <--- | Employee loyalty     | 0.831    | 0.091 | 9.182  | *** |

**Source: Amos analysis output**

The following sub-hypotheses branch out from the main hypothesis:

The first sub-hypothesis: The vision dimension has a statistically significant effect on the employee loyalty variable in the General Company for Communications and Informatics.

Through the structural model in Figure No. (2) to test the sub-hypotheses, it is clear that the dimensions of spiritual leadership are able to explain (0.67) of the changes that occur in the employee loyalty variable in the General Company for Communications and Informatics, while (0.33) of the changes are attributed to variables that were not included. Current search scope.

It is also noted from Figure No. (2) and Table No. (4) that the regression coefficient for the vision dimension reached (0.25), with the critical value reaching (4.317) and with a significance level less than the level of significance (0.05). Through this, we reach acceptance of the first sub-hypothesis, which states On: The vision dimension has a statistically significant impact on the employee loyalty variable in the General Company for Communications and Informatics.

The second sub-hypothesis: The dimension of altruism has a statistically significant effect on the variable of employee loyalty in the General Telecommunications and Informatics Company.

It is noted from Figure No. (3) and Table No. (4) that the regression coefficient for the altruism dimension reached (0.30), with the critical value reaching (4.706) and with a significance level less than the level of significance (0.05). Through this, we reach acceptance of the second sub-hypothesis, which states: The dimension of altruism has a statistically significant effect on the variable of employee loyalty in the General Company for Telecommunications and Informatics.

The third sub-hypothesis: The dimension of hope and faith has a statistically significant effect on the variable of employee loyalty in the General Company for Communications and Informatics.

It is also noted from Figure No. (3) and Table No. (4) that the regression coefficient for the dimension of hope and faith reached (0.23), with the critical value reaching (4.199) and with a significance level less than the level of significance (0.05). Through this, we reach acceptance of the third sub-hypothesis, which It states: The dimension of hope and faith has a statistically significant effect on the variable of employee loyalty in the General Company for Communications and Informatics.

The fourth sub-hypothesis: The dimension of belonging has a statistically significant effect on the variable of employee loyalty in the General Company for Communications and Informatics.

It is also noted from Figure No. (2) and Table No. (4) that the regression coefficient for the belonging dimension reached (0.10), with the critical value reaching (1.472) and with a significance level (0.141) greater than the significance level (0.05). Through this, we reach the rejection of the sub-hypothesis. The fourth one states: The dimension of belonging has a statistically significant effect on the variable of employee loyalty in the General Company for Communications and Informatics.

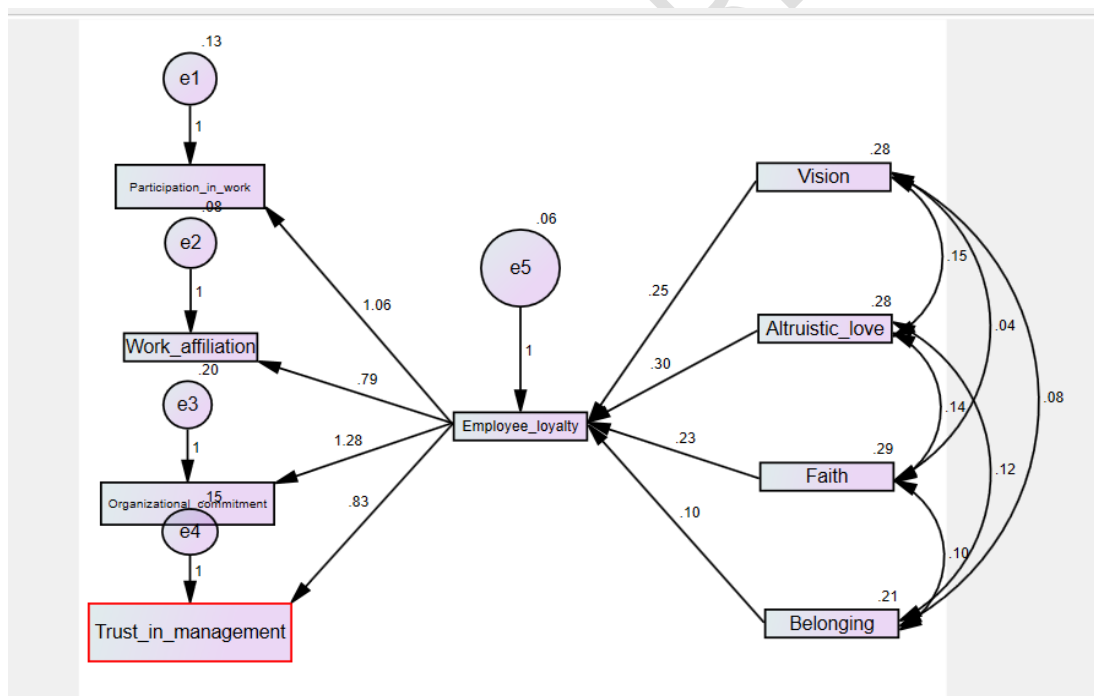


Figure No. (3): shows the regression path for the sub-hypotheses

**Table No. (4): Shows the estimates of the effect model between the dimensions of spiritual leadership and employee loyalty**

|                  |                      | Estimate | S.E.  | C.R.  | P   |
|------------------|----------------------|----------|-------|-------|-----|
| Employee loyalty | <--- Vision          | 0.246    | 0.057 | 4.317 | *** |
| Employee loyalty | <--- Altruistic love | 0.302    | 0.064 | 4.706 | *** |

|                                  |                       | Estimate | S.E.  | C.R.   | P    |
|----------------------------------|-----------------------|----------|-------|--------|------|
| Employee loyalty                 | <--- Hope and faith   | 0.229    | 0.055 | 4.199  | ***  |
| Employee loyalty                 | <--- Belonging        | 0.095    | 0.065 | 1.472  | .141 |
| Participation in work            | <--- Employee loyalty | 1.058    | 0.086 | 12.370 | ***  |
| Trust in management              | <--- Employee loyalty | 0.831    | 0.091 | 9.182  | ***  |
| <b>Belonging for work</b>        | <--- Employee loyalty | 0.792    | 0.069 | 11.492 | ***  |
| <b>Commitment Organizational</b> | <--- Employee loyalty | 1.284    | 0.105 | 12.252 | ***  |

Source: Amos analysis output

## 6. Conclusions and recommendations

### First: Conclusions

- 1- There is an application of spiritual leadership in its dimensions (vision, altruism, hope, faith, and belonging) in order to achieve the loyalty of employees in the General Company for Communications and Informatics.
- 2- There is a strong correlation between spiritual leadership and the loyalty of employees at the General Company for Communications and Informatics.
- 3- There is also a statistically significant relationship between the spiritual leadership variable and the loyalty variable of employees in the General Company for Communications and Informatics.
- 4- The dimensions of spiritual leadership, represented by (vision, altruism, hope, and faith), have a statistically significant effect on the variable of employee loyalty in the General Company for Communications and Informatics.
- 5- The dimension of spiritual leadership, represented by (belonging), does not have a statistically significant effect on the variable of employee loyalty in the General Company for Telecommunications and Informatics.

### Second: Recommendations

- 1- It is good for leaders to know the importance of spiritual leadership and its impact on multiple aspects of the company being investigated
- 2- The great interest of leaders in the employees of the institution under investigation
- 3- Enhancing the level of spiritual leadership among leaders in the researched institution
- 4- Paying attention to employees who submit development proposals to the company under investigation through financial and moral encouragement
- 5- Redistribute tasks and responsibilities by updating job descriptions to encourage them to increase their giving and their sense of loyalty to the organization.

### REFERENCES :

- 1- 1- Ahmed Ismail Madani Al-Dardiri (2017) The role of knowledge management in developing organizational creativity, Journal of Social Studies and Research, No. 24, 149-162.
  - 2- 2- Gharbi, Sabrina, and Qawareh, Muhammad (2019) Academic freedom as an approach to developing organizational loyalty, an analytical study at KasdiMerbah University, Horizons of Science Magazine (15) 205-193
-

- 3- Fry Louis W., Vitucci S., & Cedillo M., (2005), Spiritual leadership and army transformation: theory, measurement, and establishing a baseline, *The Leadership Quarterly*, 16 (5), 835-862.
  - 4- Fry, L., & Egel, E. (2017). Spiritual leadership: Embedding sustainability in the triple bottom line. *Graziadio Business Review*, 20(3), 2-16.
  - 5- Gündüz, Ş. (2017). The relationship between spiritual leadership and organizational cynicism: The moderating effect of emotional intelligence. *Doğuş University Dergisi*, 18(2), 117-132.
  - 6- Jahandar, P., Tafreshi, M.Z., Rassouli, M., Atashzadeh-Shoorideh, F., & Kavousi, A. (2017). Nurses' perspective on spiritual leadership: A qualitative study based on fry's spiritual leadership model. *Electronic physician*, 9(11), 5721.
  - 7- Martinez Soto, L. (2017). Spiritual leadership and organizational knowledge processes: New relations in the field of knowledge management. *Journal of Applied Christian Leadership*, 11(2), 26-51.
  - 8- Nafei, W. (2018). The Role of Workplace Happiness in Achieving Organizational Brilliance a Study on Sadat City University. *International Journal of Business and Management*, 7(12), 26-41.
  - 9- Polat, S. (2011). The level of faculty members' spiritual leadership (SL) qualities display according to students in faculty of education. *Procedia-Social and Behavioral Sciences*, 15, 2033-2041.
  - 10- Suresh, P., Kumar, R., (2021). An Examination of the Role of Spiritual Leadership and Servant Leadership on Knowledge Creation. 9th International Conference on Contemporary Issues in Management. DOI: <https://doi.org/10.34293/>.
  - 11- Wagner, T. A., (2018), Exploring the Spiritual Leadership Practices of Female Private College and University Presidents, PHD, Adrian Dominican School of Education of Barry University.
  - 12- Fairholm, M.R. and Gronau, T.W. (, "Spiritual leadership in the work of public administrators", *Journal of Management, Spirituality and Religion*, Vol. 12No., 4 pp. - .354-373
  - 13- Feller, J. & Lombaard, C., (2018), Spiritual formation towards Pentecostal leadership as discipleship, *KOERS — Bulletin for Christian Scholarship*, 83(1), 1-12.
  - 14- Fry, L. W., Hannah, S. T., Noel, M., & Walumbwa, F. O. (2011). Impact of spiritual leadership on unit performance [RETRACTED]. *The Leadership Quarterly* 22, pp.259–270
  - 15- Bidwell, M. J. (2011). Paying more to get less: Specific skills, incomplete information and the effects of external hiring. *Administrative Science Quarterly*, 56(3), 369-407.
  - 16- Peloso A.,(2004), "The Antecedents of the Employee Loyalty-Customer Loyalty Relationship", Submitted in fulfillment of the requirements for the degree of doctor of philosophy, Queensland University of Technology.
  - 17- Trivellas P., Kakkos N., and Reklitis P., (2010), "Investigating the impact of motivation on loyalty and performance intentions in the Greek banking sector," 7th International Conference on Enterprise Systems, Accounting and Logistics (7th ICESAL 2010) 28-29 June 2010, Rhodes, Greece, Pp.74-88.
  - 18- Chen Y., and Lin S.,(2013), "Modeling Internal Marketing and Employee Loyalty: A Quantitative Approach", *Asian Social Science*; Vol.9, No.5;2013, P.99-109
  - 19- Martensen A., and Gronholdt L.,(2006), "Internal Marketing: A study of Employee Loyalty, Its Determinants And Consequences", *Innovative Marketing*, Volume 2, Issue 4, 2006, Pp.92-116.
-

- 20- 20- Omar, M.W., Jusoff, K., & Hussain, H. (2010). Employee Motivation and its Impact on Employee Loyalty'. *World Applied Sciences Journal*, 8(7), 871-873.
- 21- 21- Chughtai, A. A. (2008). Impact of job involvement on in-role job performance and organizational humanitarian behavior. *Journal of Behavioral and Applied Management*, 9(2), 169.
- 22- 22- Mark, G., & Smith, A. P. (2012). Effects of occupational stress, job characteristics, coping, and distributional style on the mental health and job satisfaction of university employees. *Anxiety, Stress & Coping*, 25(1), 63-78.
- 23- 23- Cockshaw, W. D., & Shochet, I. (2010). The link between belongingness and depressive symptoms: An exploration in the workplace interpersonal context. *Australian Psychologist*, 45(4), 283-289.
- 24- 24- Pandey, C., & Khare, R. (2012). Impact of job satisfaction and organizational commitment on employee loyalty. *International Journal of Social Science & Interdisciplinary Research*, 1(8), 26-41.
- 25- 25- Kashefi, M. A., Adel, R. M., Abad, H. R. G., Aliklayeh, M. B. H., Moghaddam, H. K., & Nadimi, G. (2013). Organizational commitment and its effects on organizational performance. *Interdisciplinary journal of contemporary research in business*, 2(12), 501-510.
- 26- 26- Wakeman, C. (2013). B, It's Time to Rethink Employee Engagement. Retrieved from: [www.forbes.com](http://www.forbes.com), accessed on August 28, 2015.
- 
- 27- 27- Niculescu, D. C. (2015). The Impact Of Trust On Organizational Performance: A Study Of Selected Institutions In Romanian Financial And Banking Institutions. *Business Excellence and Management*, 5(3), 22-39.
- 28- 28- McCloud, A. (2014). *Productivity: Improving Productivity- Increasing Productivity - Discover How to Mastermind Your Life for Peak Performance Success*, Pro Mastery Publishing.
-