

## The Role of Spiritual Capital in Developing Proactive Behavior: The Mediating Role of the Psychological Empowerment of the Employees

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**Abstract:** The research aimed to analyze and understand the relationship between the independent variable spiritual capital with its dimensions (spiritual leadership, spiritual survival, spiritual communication, spiritual motivation) and the dependent variable developing proactive behavior with its dimensions (prevention of problems, assuming responsibility, employee voice, employee creativity) mediated by psychological empowerment of workers with its dimensions (efficiency, influence, meaning, independence). The research problem was represented by the following question (What is the relationship between spiritual capital and proactive behavior mediated by psychological empowerment of workers in the Karbala Education Directorate)? The importance of the research was clarified through the results obtained from the survey of the opinions of the research sample represented by (272) participants from the employees of the Karbala Education Directorate as a community, amounting to (800) employees, adopting the questionnaire form prepared according to the five-point Likert scale, and descriptive statistical methods were used, including the arithmetic mean and standard deviation, as well as analytical statistical techniques, including linear regression and correlation coefficient) using the (SPSS) program and the (Sobel) test for the importance of the mediating role. It reached a set of conclusions, the most prominent of which was the effectiveness of the mediating role of psychological empowerment of employees in enhancing the relationship between spiritual capital and proactive behavior in the Karbala Education Directorate, the research community.

**Keywords:** Spiritual capital, proactive behavior, psychological empowerment of employees, Karbala Education Directorate/Iraq.

### Introduction

Educational institutions, especially education directorates, are the cornerstone of building advanced societies. One of these institutions' most prominent challenges is enhancing proactive employee behavior. This challenge comes in light of the rapid changes witnessed by the work environment, which require individuals to adapt and develop continuously.

This research aims to study the role of "spiritual capital" in enhancing proactive behavior through the psychological empowerment of employees in the Karbala Education Directorate. The research assumes a positive relationship exists between these variables and that enhancing spiritual capital among employees contributes to increasing their sense of psychological empowerment, thus leading them to take initiative and anticipate events.

## 1. Methodology

The section discusses the problem, objectives, importance, research methodology, information collection tools, analysis, and statistical processing.

**1.1 The problem:** The problem was revealed through a set of questions:

- What is the relationship of influence between spiritual capital and proactive behavior?
- What is the relationship of influence between spiritual capital and psychological empowerment of employees?
- What is the role of psychological empowerment in the relationship between spiritual capital and proactive behavior?

## 1.2 Objectives

The objectives are revealed as follows:

- Adding knowledge to the scientific library.
- Verifying spiritual capital and its impact on the organization's performance.
- Knowing the impact of proactive behavior.
- Benefiting from the mediating variable to enhance the role of spiritual capital.

## 1.3 the importance

The importance can be explained as follows: -

- Knowing how to apply the independent variable, spiritual capital, through theoretical and field studies.
- Generating cognitive information that the organization can adopt in addressing its low performance.
- Determining the strength of the association between the variables that work to develop proactive behavior.

## 1.4 The hypothetical model

Represents the logical relationships that clarify the picture of the variables' reality.

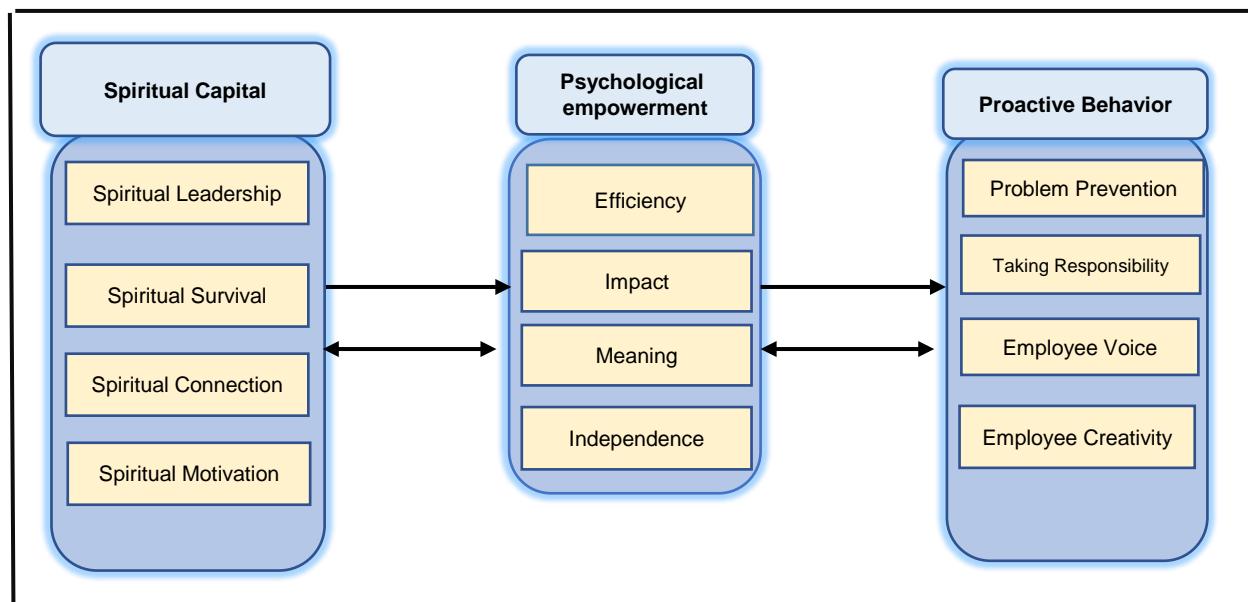


Figure (1) The hypothetical model of the research

Source: Prepared by the researcher based on scientific sources.

## 1.5 Research hypotheses.

Hypotheses Through the title, we can formulate hypotheses as follows:

- 1- There is a direct effect with a statistically significant moral significance of spiritual capital on the psychological empowerment of employees in the researched directorate.
- 2- There is a direct effect, statistically significant moral significance, of the psychological empowerment of employees on proactive behavior in the research directorate.
- 3- There is a direct effect with a statistically significant moral significance of spiritual capital on proactive behavior in the researched directorate.
- 4- There is an indirect effect, with a statistically significant moral significance, of spiritual capital on proactive behavior through the psychological empowerment of employees in the research directorate.

## 1.6 Research Methodology

A descriptive/analytical approach was adopted to frame the theoretical aspect and study and analyze the correlation relationships and directions of influence between the research variables.

## 1.7 Study community and sample

The appropriate choice of the place of application of the study and the researched community is one of the essential aspects that achieve the accuracy and validity of the results. In testing the study's hypotheses, the Karbala Education Directorate will be chosen as a practical place to apply the study. This researched directorate occupies great importance in the educational sector in Karbala Governorate in particular, where the sample size was chosen based on statistical tables (Krejcie, 1970: 608), where the number of the community for all individuals and employees of the researched directorate reached (800) individuals, and accordingly, according to the statistical tables, the optimal sample size is (260) people at least, to ensure that the requirements of the study are met, the researchers distributed (280) questionnaires to a random sample of workers in the Karbala Education Directorate, as shown in the table below.

Table (1) Response of the sample members studied

the condition	Spreader	Falsehood	Non-refundable	suitable for analysis
the number	280	3	5	272
percentage	100.00%	1.1%	1.8%	97.1%

The study sample had different characteristics, whether in terms of personal or professional characteristics, which were represented by (age, gender, educational qualification, and number of years of service), as shown in the table below:

Table (2) Demographic information for the study sample"

Age	Recurrence	%
18 - 30 years	88	32.35%
31 - 40 years	63	23.16%
41 - 50 years	74	27.21%
51 years and over	47	17.28%
Total	272	100
Gender	Recurrence	%
Male	184	67.65%
Female	88	32.35%
Total	272	100
Educational Qualification	Recurrence	%
Preparatory	42	15.44%
Bachelor's	139	51.10%

Master's	54	19.85%
PhD	37	13.60%
Total	272	100
Number of years of service	Recurrence	%
Five years or less	66	24.26%
6 to 10 years	87	31.99%
11 to 15 years	54	19.85%
16 to 20 years	34	12.50%
20 and over	31	11.40%
Total	272	100

### 1.8 "Determining the stability coefficient, classifying the study scale, and determining the normal distribution of data."

"The study scale is coded to facilitate data management in the SPSS and Amos programs. Ver. 26.

- The statistical method most suitable for the nature of the data and its distribution must be determined to achieve genuine results that accurately reflect the research community, as the test was conducted on the study variables. The data is usually distributed, as most studies suggest that the permissible values for the flattening and skewness coefficients should be within the range of +1.96-1.96 (Hair et al., 2010).
- Additionally, (Cronbach's alpha) coefficient, regarded as reliable when it is equal to or greater than 0.70, is used to determine the level of stability (Nunnally & Bernstein, 1994). The stability coefficient of the scale and the normal distribution conditions were met in the manner provided in the following table":

Table 3: Study scale""

"The dimension"	"Number of questions"	"Kurtosis"	"Skewness"	Cronbach alpha	"the scale"
Spiritual Leadership	4	0.789	-1.432	86.8%	Bartholomew & Hart, 2019: 113
Spiritual Survival	4	1.398	-1.321	92.6%	
Spiritual Connection	4	1.108	-1.103	%91.3	
Spiritual Motivation	4	1.265	-1.419	%91.8	
Spiritual Capital	16	1.140	-1.319	90.6%	
Efficiency	3	1.651	-1.314	89.5%	
Impact	3	1.116	-1.045	78.4%	
Meaning	3	0.987	-0.889	86.9%	
Autonomy	3	1.519	-1.543	%90.2	
Employee Empowerment	12	1.318	-1.198	86.3%	
Problem Prevention	3	1.654	-1.211	84.6%	Spreitzer, 1995
Taking Responsibility	3	1.068	-1.621	92.1%	
Employee Voice	3	0.755	-1.266	94.1%	
Employee Creativity	3	1.021	-1.303	%90.2	
Proactive Behavior	12	1.125	-1.350	90.3%	Parker & Collins, 2010

Source: Produced by the individual conducting the study

## 2. Theoretical framework of the study

### 2.1 Spiritual capital

**1-The concept:** Both (Kolady & Egyptotokon, 2018: 2) see that spiritual capital represents a set of subjective, intangible, and transcendental characteristics emanating from the individual's spiritual or religious beliefs and experiences that can be used in economic and social activity.

(Kaijin & Zihua, 2020: 244) indicated that it is the unique spiritual qualification of the individual to interact with life and its value, and it is characterized by a set of characteristics represented by spontaneity, orientation towards value, self-awareness, meaning, general outlook, and empathy. Tolerance varies according to the situation, in addition to humility and the ability to build calm in the face of crises.

**2-Importance:** (Ariyanto et al., 2023: 290) The term was used in many fields of administrative and economic sciences and is helpful as it is generated with individuals as a result of the intrinsic spiritual values and is an essential element for the success of the organization and its future value.

Amiri et al., 2021: 102-104 stated that spiritual capital is a factor of productive movement and energy in organizations and leads to achieving competitive advantage, as it works to understand high human values and feel empathy and understanding with other individuals while respecting cultural diversity.

**3-Dimensions:** were adopted The dimensions referred to by (Bartholomew & Hart, 2019: 113) because of their relevance to the research content.

**A. Spiritual Leadership:** Spiritual Leadership (Jufrizen et al., 2019: 68) explained that spiritual leadership is the leadership that makes spiritual values , fundamental beliefs and values, and philosophies in behaviors, and it relies on idealism, mercy, and heavenly values in implementing goals. (Kaijin & Zihua, 2020: 244) explained that it is positive leadership that relies on ethical behaviors and spiritual values that the leader possesses in dealing with workers in the workplace and motivating them to perform tasks and duties, in addition to building a shared vision in values through feelings of love, hope, and altruism among them, which leads to improving the results and goals of the organization.

**B. Spiritual Survival:** Spiritual Survival (Astakoni et al., 2021: 59) explained that spiritual survival refers to the feelings of real and actual belonging of employees and the quest to translate this structure into a process of spiritual connection consistent with employees' spiritual beliefs. (Jufrizen et al., 2019: 66) Indicated that spiritual survival represents the process of developing and preserving feelings with a social and organic connection within the organization, which enhances employees' sense of belonging and develops the concept of spiritual capital.

**C. Spiritual Outreach:** (Adu & Agyin, 2014: 208) indicated that it is a process of direct or indirect connection to transfer ideas and information with the presence of a common understanding characterized by spiritual characteristics and good relations between the two parties and working to maintain spiritual communication as a successful means of accomplishing work. (Jufrizen, et al., 2019: 66) indicated that it is the employee's feeling of spiritual connection and communication at the group or organizational level, and at the same time serves the rapid access to information and exchange of opinions And to deliver the organization's message.

**D. Spiritual Motivation:** Spiritual Motivation (Manel et al., 2023: 35) is the driving force and motivator for workers within the group or organization to accomplish work through spiritual behavior, intellectual abilities, values , and capabilities. (Ngaliman, 2019: 960) They have indicated that it is the main reason for all workers to perform their work efficiently, responsibly, and with great spiritual motivation, which generates job satisfaction and loyalty and provides added value to others and the organization. A person with a high spiritual motivation will be more productive than a person who does not have a spiritual or low spiritual motivation.

## 2.2 Proactive behavior.

**1- The concept.** (Nie et al., 2022: 3) Explained that it is a prior action directed towards a future activity that makes the worker anticipate, deliberate, and plan before events or any production or service process occur, so it is a proactive action. Among (Bohlmann et al., 2021: 619) is a concept that refers to proactive work behavior that aims to change and improve the current situation oriented towards the future, whether at the individual level to possess skills, knowledge, and experiences or at the organizational level to improve performance and gain competitive advantage.

**2- Importance.** As explained (Qiu et al., 2015: 1104), the proactive work behavior of employees achieves several goals, including preparing for future events to seize opportunities and avoid threats, then saving money and effort, and allowing flexibility through the openness of the two years, and in the end there is a future roadmap.

(Tsai, 2022: 2) explained that employees' proactive behavior contributes to organizational success, achieves primary goals, and motivates employees to develop themselves, in addition to its contribution at the leadership level and what the work needs in all fields.

**3- Dimensions.** The dimensions mentioned by (Parker & Collins, 2010) were adopted as follows: -

**A. Preventing problems.** (Larsson & Magnusson, 2019: 4) Indicated the process of making proactive decisions to prevent and avoid the problem from occurring in the first place, as the desired results are good and far from the error that complicates the work. (Nguyen, et al, 2020: 3) confirmed that it represents the leader's ability to develop appropriate solutions to problems before they occur through the process of anticipation and analysis and the use of his skills and efficiency. Accordingly, proactive work gives the organization a competitive advantage.

**B. Taking responsibility.** (Tan & Yu, 2018: 335) It is a voluntary and constructive process and effort undertaken by individuals in the form of an initiative aimed at improving the outputs of the production or service process or improving organizational or functional work. (Levy, 2019: 104) indicated that it is a proactive behavior that works to develop the process of implementing work by relying on the voluntary effort of workers, as well as aiming to change in the context of the job and organizational change, and assuming responsibility is linked to the efficiency and responsibility of the working individual.

**C. Employee voice.** (Guzman & Espejo, 2019: 75) The voice of the Employee behavior and clarifying and communicating the group's demands and points of view to decision-makers. It is also a voluntary behavior of group members that seeks to achieve their and the organization's goals together.

**D. Employee creativity.** (Strobl, et al, 2020: 814) indicated that it is the process of generating distinctive ideas and methods and discovering and exploiting opportunities, as well as the behavior directed to implementing and applying all that is new in knowledge, technology, and mechanisms for developing and improving job performance in the organization. (Shin et al, 2017: 71) explained that it refers to developing and improving products, services, ideas, and procedures by individuals working within a functional system with a complex environment through functional activities and processes as a proactive activity.

## 2.3 Psychological empowerment of employees.

**1. The concept** (Amor et al., 2021: 780) explained that it is the freedom granted to the individual to participate effectively in completing job tasks, bear responsibility, and know the role and level of authority given to him. (Limit, 2021: 2) indicated a process that allows the individual to control and dominate his work in terms of authority and responsibility, which is a practice that results in awareness, motivation, and a sense of belonging to the organization and working skillfully and cognitively.

**2. Importance:** can be explained by what (Nwachukwu, 2019: 14) indicated that psychological empowerment of workers works as an effective tool used by the organization in terms of enabling them technically and administratively to increase the efficiency and skill that allows workers to increase their production and service performance and contribute effectively to raising their feelings with a kind of freedom and self-confidence in their organizations. (Opaea, et al, 2020: 3) indicated that it generates excellent work energy in workers who can work freely in the field of participation in decision-making, in addition to contributing effectively to solving problems and the individual's sense of belonging to the group and the organization, thus improving its performance.

**3. Dimensions** (efficiency, impact, meaning, autonomy) Spreitzer, 1995) were adopted. We will discuss this as follows: -

**A. Efficiency** (410: Hahm, 2017) indicated that it is the ability and distinction that an individual possesses to accomplish work quickly and efficiently through the elements of strength he possesses, such as creativity, innovation, and initiative, which lead to the organization being superior. (Bose, et al, 2020: 5) indicated that it represents the individual's possession of the elements of eligibility, skill, and ability to accomplish the job responsibilities assigned to him compared to others, enhancing job satisfaction and organizational belonging.

**B. Influence:** (Liu et al., 2019: 8) explained that it represents the process of self-convincing individuals that the work roles they perform, which result in administrative and organizational outputs, have a significant impact and that their activities affect the course of business in the organization. (Avan, 2016: 280) is the individual's feeling of the possibility of influencing the work he performs and his contributions in the field of professional and administrative work, as well as affecting the field of work of his colleagues through advice and creativity.

**C. Meaning:** (Zhang et al., 2020: 5) indicated that meaning represents the feeling of working individuals that the tasks they perform in their organizations have great value and meaning and are consistent with their goals and the goals of the organization. (Burk, 2016: 5) explained that it refers to the feeling that the individual has towards work that represents the actual value of his efforts, has meaning for his achievements and achieving goals, and generates importance and a sense of satisfaction, happiness, and psychological comfort.

**D. Independence** (Gozukara & Simsek, 2016: 74) indicates working with a specific position toward a task or work, starting by studying it and expressing an opinion and determination to accomplish it with high efficiency and skill. It is free to think and develop solutions to problems and contribute to decision-making. (Bester et al., 2015: 3) Discussed independence as representing the individual's freedom in the mechanism and implementation of tasks, with the development of plans and procedures necessary for this implementation, as he does this with self-reliance.

### **3 The practical aspect:**

#### **3.1 Descriptive statistics for the study variables**

"In this section of the analysis, we aim to determine the study variables' reality by examining the dimensions of each variable about the opinions of a sample of 272 respondents from the Karbala Education Directorate. The level of response to the sample's views will be determined using a five-point Likert scale, taking into account the sample's responses to the questionnaire.

The results of calculating the mathematical mean of the respondents' answers are displayed in the table below".

"Table (4) Weighted average and response level."

"Answer scale"	"Answer direction"	"Weights"		(Weighted average)	
"very good."	"I strongly agree."	(100%)	(84.2%)	5	4.21
"Good"	"I agree"	(84%)	(68.2%)	4.2	3.41
"Middle"	"Neutral"	(68%)	(%52.2)	3.4	2.61
"Weak"	"I do not agree."	(52%)	(36.2%)	2.6	1.81
"Very weak"	"I strongly disagree."	(36%)	(20%)	1.8	1

"The comparison of the dimensions was conducted to achieve the lowest coefficient of variation (C.V.) and the highest level of relative importance, indicating high consistency and strong response. The study also considered the availability, practice, interest, and homogeneity of the health institution regarding the main dimensions and variables."

### 1- Spiritual Capital

"The table below summarizes the results concerning the spiritual capital variable, which attained an average of 3.352 with a standard deviation of 0.872. The coefficient of variation was 26.0%, indicating that the dimensions of the variable were centered around neutrality. The findings reveal that the workers in the studied directorate possess an average level of awareness regarding the leadership's integration of spiritual capital. The management needs to foster a positive environment grounded in truth and honesty, enhance motivation and enthusiasm among employees, and promote participation in spiritual activities, including guidance and social interaction. Additionally, efforts should be made to cultivate meaningful relationships, disseminate the organization's mission and future vision, and instill positive values and altruism within the workforce. The results indicated the following dimensions":

- "The dimension of Spiritual Leadership attained an arithmetic average of 3.381, with a standard deviation of 0.842, resulting in a coefficient of variation of 24.9%. This dimension ranks second in terms of importance".
- "The dimension of Spiritual Survival attained the highest arithmetic mean of 3.436, with a standard deviation of 0.739, and exhibited the lowest coefficient of variation at 21.5%, thereby ranking first in terms of significance".
- "The dimension of Spiritual Connection attained the highest arithmetic mean of 3.351, with a standard deviation of 0.929. It exhibited the lowest coefficient of variation at 27.7%, ranking third in terms of significance".

"The dimension of Spiritual Motivation attained the lowest arithmetic mean of 3.241, with a standard deviation of 0.979, and exhibited the highest coefficient of variation at 30.2%, ranking last in terms of importance".

Table (5) Summary of descriptive indicators for the dimensions of the spiritual capital variable

Dimensions of the Spiritual Capital	MEAN	S.D	C.V	Agreement rate	Answer direction	NO.
Spiritual Leadership	3.381	0.842	%24.9	%67.6	Neutral	2
Spiritual Survival	3.436	0.739	%21.5	%68.7	Agree	1
Spiritual Connection	3.351	0.929	%27.7	%67.0	Neutral	3
Spiritual Motivation	3.241	0.979	%30.2	%64.8	Neutral	4
<b>Spiritual Capital</b>	<b>3.352</b>	<b>0.872</b>	<b>%26.0</b>	<b>%67.1</b>	<b>Neutral</b>	

"Data were analyzed using the statistical program SPSS version 27."

## 2. The psychological empowerment of employees

"The table below presents a summary of the results pertaining to the psychological empowerment of workers. An average score of (3.332) was attained, accompanied by a standard deviation of (0.812). The coefficient of variation stands at (24.4%), indicating that the dimensions of this variable are predominantly oriented towards neutrality. The findings suggest that the level of psychological empowerment among employees in the studied directorate is moderate. The directorate must reassess its commitment to fostering autonomy in defining and executing work requirements. Allowing greater freedom in task completion, aligning work with individual customs and values, and improving the capacity to adapt and refine outcomes in accordance with established strategies are essential steps for enhancement. The findings regarding the dimensions revealed the subsequent outcomes".

- "The dimension of efficiency attained an arithmetic mean of 3.281, accompanied by a deviation of 0.892, resulting in a coefficient of variation of 27.2%. This dimension ranked third in terms of importance".
- "The dimension of impact attained an arithmetic mean of 3.416, accompanied by a deviation of 0.729, resulting in a coefficient of variation of 21.3%. This dimension was positioned at the second level regarding its significance".
- "The dimension of meaning attained the lowest arithmetic mean of 3.111, accompanied by a deviation of 0.948, and exhibited the highest coefficient of variation at 30.5%, thereby ranking last in terms of significance".
- "Conversely, the dimension of independence achieved the highest arithmetic mean of 3.521, with a deviation of 0.679, and demonstrated the lowest coefficient of variation at 19.3%, placing it first in terms of significance".

"Table (6) Overview of descriptive metrics for the facets of the psychological empowerment variable among employees"

Dimensions of the Psychological empowerment of employees	MEAN	S.D	C.V	Agreement rate	Answer direction	NO.
Efficiency	3.281	0.892	%27.2	%65.6	Neutral	3
Impact	3.416	0.729	%21.3	%68.3	Agree	2
Meaning	3.111	0.948	%30.5	%62.2	Neutral	4
Independence	3.521	0.679	%19.3	%70.4	Agree	1
<b>Psychological empowerment of employees</b>	<b>3.332</b>	<b>0.812</b>	<b>%24.4</b>	<b>%66.7</b>	<b>Neutral</b>	

"Data were analyzed using the statistical program SPSS version 27."

## 3. Proactive behavior

refers to the initiative taken by individuals to anticipate and address potential challenges or opportunities before they arise.

"The table below summarizes the results for the proactive behavior variable, which attained an average of 3.292 with a standard deviation of 0.725. The coefficient of variation was 22.0%, indicating that the dimensions of the variable are oriented towards neutrality. The findings suggest that employees within the studied directorate exhibited proactive behavior at a moderate level. It is recommended that the directorate improve the integration of new technologies in the workplace, encourage employee participation by promoting and sharing beneficial ideas, enhance the contribution of innovative concepts and knowledge, facilitate changes in work procedures, and foster active involvement in proposing solutions to organizational challenges, alongside the introduction of more contemporary work methods. The results indicated the following dimensions.

- "The Problem Prevention dimension attained the highest arithmetic mean of 3.611, with a standard deviation of 0.592, and exhibited the lowest coefficient of variation at 16.4%, thereby ranking first in terms of importance".
- "The dimension of Taking responsibility attained the lowest arithmetic mean of 3.036, with a standard deviation of 0.869, resulting in the lowest coefficient of variation at 28.6%. This dimension ranked last in terms of importance".
- "The dimension of Employee Voice attained an arithmetic mean of 3.401, with a standard deviation of 0.648, resulting in a coefficient of variation of 19.1%, positioning it at the second level of importance".
- The dimension of Employee Creativity achieved an arithmetic mean of 3.121, with a standard deviation of 0.789, yielding a coefficient of variation of 25.3%, placing it at the third level of importance".

"Table 7 presents a summary of descriptive indicators for the dimensions of the proactive behavior variable".

Dimensions of Proactive Behavior	MEAN	S.D	C.V	Agreement rate	Answer direction	NO.
Problem Prevention	3.611	0.592	%16.4	%72.2	Agree	1
Taking Responsibility	3.036	0.869	%28.6	%60.7	Neutral	4
Employee Voice	3.401	0.648	%19.1	%68.0	Agree	2
Employee Creativity	3.121	0.789	%25.3	%62.4	Neutral	3
<b>Proactive Behavior</b>	<b>3.292</b>	<b>0.725</b>	<b>%22.0</b>	<b>%65.8</b>	<b>Neutral</b>	

"Data were analyzed using the statistical program SPSS version 27."

**3.2** "Confirmatory factor analysis of research variables to validate the structural integrity of the research scale, including its variables, dimensions, and items."

"Structural equation modeling, utilizing the confirmatory factor analysis method, will be employed for verification through the Amos.V. 24 software. The researcher intends to ascertain two matters with this procedure: The initial point is that the dimensions accurately represent the variable, and their texts are statistically valid and appropriate. Secondly, the data obtained from the sample aligns with the proposed structural model of the measurement. The verification process is conducted based on criteria that meet or surpass a paragraph saturation ratio of 0.40, along with match quality requirements as outlined in the following table":

Table (8) Indicators and the criteria for the degree of fit in structural equation modeling

	Indicators	Match quality rule
4	The ratio between the values of X2 and the degrees of freedom df	Less than or equal to 3
2	Goodness of Fit Index (GFI)	Greater than or equal to 0.90
3-	Comparative Fit Index (CFI)	Greater than or equal to 0.95
4-	Root Mean Square Error of Approximation (RMSEA)	Less than 0.05 or 0.08

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)," 2nd Ed. Thousand Oaks, CA: Sage, p.289.

"The subsequent figure and table indicate that all items (spiritual capital, psychological empowerment, proactive conduct) surpassed their saturation threshold (0.40), signifying their statistical validity (Costello & Osborne, 2005). Furthermore, the goodness of fit standards for the structural model exceeded the established criteria, indicating that the research variables are

multidimensional and that the data obtained from the sample align with the hypothesized structural framework of the research variables. This verifies that the data obtained from the research sample correspond to the measurement model illustrated by the research variables scale".

Table (9) Confirmatory factor analysis of research variables

(Item)	(Path)	(The dimension)	(Estimate)	"S.E."	"C.R."	Sig.
SM1	<---	Spiritual Motivation	.756	.148	10.669	***
SM2	<---		.704	.150	9.617	***
SM3	<---		.683	.160	9.219	***
SM4	<---		.678	.158	9.125	***
SC1	<---	Spiritual Connection	.692	.168	9.011	***
SC2	<---		.718	.155	9.463	***
SC3	<---		.745	.160	9.956	***
SC4	<---		.733	.151	9.726	***
SU1	<---	Spiritual Survival	.607	.154	7.184	***
SU2	<---		.762	.153	9.335	***
SU3	<---		.800	.160	9.929	***
SU4	<---		.756	.156	9.253	***
SL1	<---	Spiritual Leadership	.693	.140	8.218	***
SL2	<---		.792	.144	9.627	***
SL3	<---		.731	.130	8.747	***
SL4	<---		.626			
EF1	<---	Efficiency	.779	.155	9.301	***
EF2	<---		.677	.152	7.859	***
EF3	<---		.707	.152	8.252	***
IM1	<---	Impact	.545			
IM2	<---		.706	.161	9.780	***
IM3	<---		.745	.152	10.597	***
ME1	<---	Meaning	.761	.153	11.253	***
ME2	<---		.771	.142	11.497	***
ME3	<---		.757	.138	11.157	***
IN1	<---	Independence	.678	.150	8.424	***
IN2	<---		.782	.154	10.109	***
IN3	<---		.829	.155	10.985	***
PR1	<---	Problem Prevention	.870			
PR2	<---		.775	.070	11.893	***
PR3	<---		.820	.065	13.215	***
TR1	<---	Taking Responsibility	.783	.072	11.198	***
TR2	<---		.774	.069	10.986	***
TR3	<---		.710	.076	9.646	***
EV1	<---	Employee Voice	.722	.074	10.030	***
EV2	<---		.815	.070	12.184	***
EV3	<---		.756	.073	10.762	***
EC1	<---	Employee Creativity	.795	.066	10.982	***
EC2	<---		.805	.073	11.199	***
EC3	<---		.753	.078	10.145	***

### 3.3 Evaluating and scrutinizing the research hypotheses

"Structural equation modeling is a statistical technique utilized to examine and model the relationships among variables. This illustrates the dependence of a variable, termed the

dependent variable, on one or more variables known as independent variables, along with a variable referred to as the mediator variable. A mathematical model that delineates the relationship among the dependent variable, independent variables, and mediator variables".

"This paragraph will detail the findings of testing the influence hypothesis. They will undergo sequential testing":

1. "The primary hypothesis (H1): The moral dimension of spiritual capital has a statistically significant direct effect on the psychological empowerment of employees in the studied directorate".

"The researcher developed a structural model to evaluate the study hypotheses. The subsequent picture illustrates the structural model devised and proposed by the researcher":

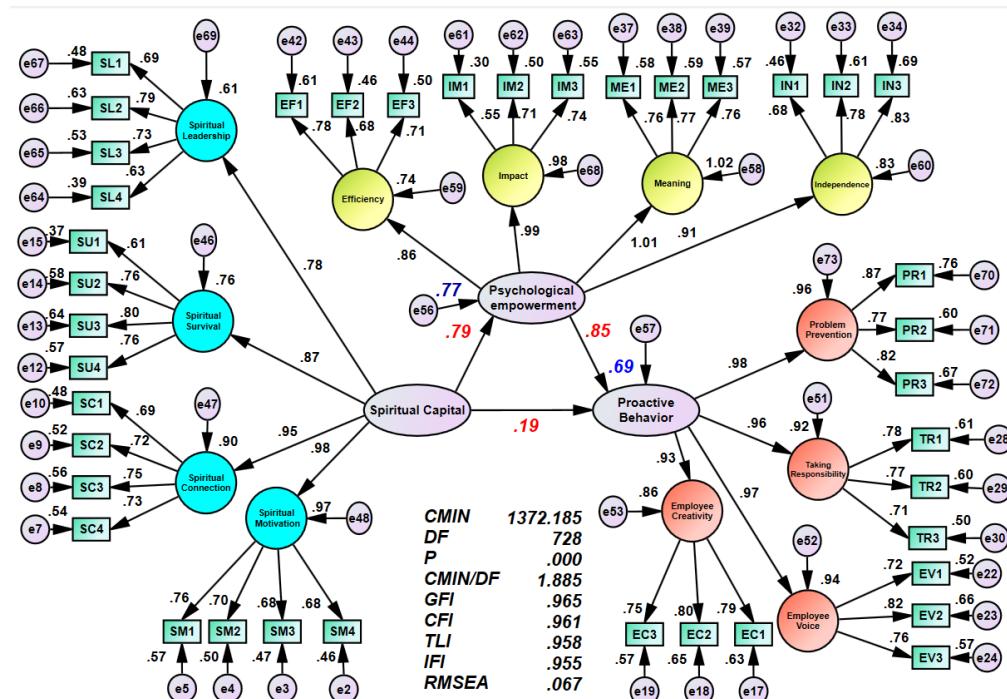


Figure (2) The effect between spiritual capital and proactive behavior mediated by psychological empowerment of employees

Source: "AMOS Program Outputs. 24"

"The table below presents the results derived from the statistical analysis concerning the criteria for the acceptance or rejection of the impact model."

"Table 8: Direct and Indirect Effects of Study Hypotheses"

"Path"			"Indirect effect"	"direct effect"	(S.E)	(C.R)	(R2)	Sig.		
spiritual capital	<---	psychological empowerment	---	0.791	0.079	12.352	0.768	<b>0.000</b>		
psychological empowerment	<---	proactive behavior	---	0.853	0.067	11.329	0.823	<b>0.000</b>		
spiritual capital	<---	proactive behavior	---	0.189	0.143	3.785	0.152	<b>0.000</b>		
spiritual capital	<	psychological empowerment	<	proactive behavior	0.674	---	0.046	22.325	0.688	<b>0.000</b>
"The amount of improvement that psychological empowerment has brought about for workers"										
spiritual capital	<	psychological empowerment	<	proactive behavior	0.485	---	0.097	18.54	0.536	<b>0.000</b>

The researcher's work is based on the results of the (AMOS V 24) software

"As shown in the table, the spiritual capital axis has a direct, positive effect on the psychological empowerment axis of employees. This effect is morally significant, with a p-value of zero, meaning it is less than the 5% significance level. The effect value reached (0.791), with a critical percentage of (12.352), which is a significant value. In other words, a one-unit increase in the value of the spiritual capital axis causes a 0.791-unit increase in the psychological empowerment axis of employees, thereby establishing a direct effect relationship. Furthermore, spiritual capital accounts for 76.8% of the variation in employees' psychological empowerment, with the remaining 23.2% attributable to factors outside the scope of this research. This means that employees in the studied department experience a rise in psychological empowerment as a result of senior management's investment in spiritual capital, which they demonstrate through their efforts to disseminate the organization's message and future vision, inculcate in employees positive values and altruism, and foster a shared vision with employees to achieve work goals".

**H2: "The second major hypothesis In the investigated department, there is a direct and statistically significant relationship between employee psychological empowerment and proactive conduct."** According to the data in the table, the proactive behavior axis has a direct positive effect on workers' psychological empowerment, and this effect is statistically significant at the 5% level of significance (p-value = 0, indicating that it is less than the 5% level). The effect value reached 0.853, and the critical percentage was 11.329. This leads us to believe that the two variables are positively related; more specifically, that a one-unit increase in the value of the psychological empowerment axis of workers results in a 0.853-unit rise in the proactive behavior axis. Furthermore, worker psychological empowerment accounts for 82.3% of the variation in proactive behavior, with the remaining 17.7% attributable to factors outside the scope of this investigation. This means that the more psychologically empowered workers are, the more proactive they will be in the researched directorate. This empowerment will come from having the skills to do other jobs, having the knowledge to do the two tasks for their work constantly improving those skills, and being able to update and modify the results according to the established strategies.

**"The third primary hypothesis (H3) says: In the studied division, spiritual capital has a direct and statistically significant impact on proactive actions".** "The results from the table above demonstrate that the proactive behavior axis is directly and positively affected by spiritual capital, with a significant effect below the 5% significance level. The effect value reached 0.189, with a critical percentage of 3.785, and the p-value was zero, indicating that the value is less than the 5% significance level. This leads us to believe that the two axes are directly related, specifically, that a one-unit gain in spiritual capital causes a 0.189-unit rise in proactive conduct. Furthermore, spiritual capital accounts for just 15.2% of the variation in proactive behavior; the remaining 84.8% is attributable to factors outside the scope of this research. Consequently, the strength of this percentage's influence and explanation is low, and it cannot be used to improve proactive behavior within the examined directorate".

**H4," The fourth alternative hypothesis Through the psychological empowerment of personnel in the examined directorate, spiritual capital has an indirect and statistically significant effect on proactive behavior."** "The table above shows that proactive behavior improves by one standard weight of (0.674), with a critical value of (22.325) and a standard error of (0.046) when spiritual capital increases by one unit in the presence of psychological empowerment of employees. According to the data in the table, spiritual capital explains 68.8 percent of the variation in proactive behavior when employees are psychologically empowered; the other 12.8 percent is attributable to variables that were not considered in the research. The results demonstrate an improvement of (0.485) in the standard estimates, which was accompanied by a decrease of (0.097) in the standard error and an improvement in the critical value of (18.54), meaning a decrease in the amount of risk that can improve the institution's ability to improve its proactive behavior. This suggests that the psychological empowerment of employees contributed to strengthening the relationship between the influence of spiritual capital and proactive behavior. Additionally, the results demonstrated that when employees are

psychologically empowered, there is a significant rise in the interpretation of proactive action, accounting for (0.536) of the variance in this activity. The figure below shows the results of the Sobel test, which show that the mediator does, in fact, affect the relationship between spiritual capital and proactive behavior. This is because the test's absolute value of .437 is larger than the tabular t-value of 1.97, confirming that the mediating variable does, in fact, affect the relationship between spiritual capital and proactive behavior".

Input		Test statistic:	p-value
$t_a$	16.567	Sobel test	7.43246600
$t_b$	6.54	Aroian test	7.65968790
		Goodman test	7.87666110
Reset all		Calculate	

"Figure (3) Sobel test based on t values."

"Source: Sobel test outputs"

#### 4. Final Thoughts and Findings

Finally, Section Four: Recommendations and Conclusions

This section summarizes the key findings from the research, covering both theoretical and practical elements. It also includes the most essential recommendations that other companies can use, all while meeting two requirements:

##### 4.1 Final thoughts and findings

1. "In general, the dimensions of spiritual capital were neutral, leading to an average of (3.352) with a standard deviation of (0.872) and a coefficient of variation of (26.0%). Employees in the studied division had an average degree of knowledge about the leadership's use of spiritual capital, according to the results".
2. "As a whole, the aspects of the employee psychological empowerment variable were neutral, leading to an average score of 3.332 with a standard deviation of 0.812 and a coefficient of variation of 24.4 percent. Employees in the studied department had an average level of psychological empowerment, according to the data".
3. "In the end, the behavior variable was successful. Because the dimensions of the variable are centered towards neutrality, the coefficient of variation was 22.0%, and the proactive average was 3.292 with a deviation of 0.725. Employees in the examined directorate exhibited average levels of proactive activity, according to the data. The spiritual capital axis in the psychological empowerment axis of employees has a direct, positive, and statistically significant effect at a level lower than the 5% significance level. The effect value was 0.791, and the critical percentage was 12.352, indicating a significant value since the p-value was zero, which is less than the 5% significance level. Based on this, we may say that the association is direct, positive, and statistically significant".
4. "The psychological empowerment of employees has a direct and positive effect on the proactive behavior axis, with an effect value of 0.853 and a critical percentage of 11.329. This value is significant because the p-value is equal to zero, which is less than the 5% significance level. We can infer a direct, positive, and statistically significant influence from this. The presence of a causal connection. We conclude that there is a direct effect relationship between the spiritual capital axis in the proactive behavior axis, with a moral significance level below the 5% level, because the effect value reached 0.189 and the critical

percentage was 3.785. The p-value was zero, which is less than the 5% level of significance, so it is significant".

5. "Employee psychological empowerment strengthened the relationship between spiritual capital and proactive behavior. The results showed an improvement in standard estimates (0.485), a decrease in standard error (0.097), and an improvement in the critical value (18.54). This indicates that the risk associated with improving the institution's proactive behavior has been reduced. Additionally, there was a noticeable increase in the interpretation of proactive behavior with employee psychological empowerment, accounting for 0.536 of the variance in proactive behavior".

#### **4-2- Ideas for improvement:**

The following are some suggestions derived from the findings that are included in the requirement:

1. The importance of actively communicating the organization's mission and long-term goals to others.
2. The importance of making an effort to inculcate a sense of generosity and positive ideals in the hearts and minds of workers.
3. Advising the organization being evaluated to prioritize creating a common goal with their staff in order to achieve their objectives.
4. In order to foster leadership skills, it is essential to encourage employees to actively participate in providing ideas and recommendations.
5. Suggesting that the investigated organization promote spiritual activities, including social communication and advice, among its staff.
6. The importance of having a motivating factor that makes workers excited and engaged
7. Making sure an encouraging environment is fostered through the use of truth and honesty in all interactions

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