SPIRITUAL TRANSCENDENCE AS A MODERATOR VARIABLE ON THE RELATIONSHIP BETWEEN VISCERAL LEADERSHIP AND BULLYING BEHAVIOR AT WORKPLACE: AN EMPIRICAL STUDY IN HOSPITALS OF THE BABYLON PROVINCE

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Abstract: *The purpose of current research is to investigate the relationships among visceral leadership, spiritual transcendence, and bullying behavior in the hospitals in the province of Babylon. Based on the stratified random sampling, 450 questionnaires were distributed to nurses at the hospitals in the province of Babylon. Only 388 questionnaires were returned. Out of which 311 questionnaires were usable resulting into a response rate of 80%. Then, the data were analyzed using both AMOS v.20 and SPSS v.20 programs. The result shows the knowledge gap related to identification the nature of the relationships among visceral leadership, spiritual transcendence, and bullying behavior at workplace. The result shows the two different kind of impact relationship between research variables. The direct relationship between (visceral leadership and bullying behavior at workplace); additionally, the moderator role of the spiritual transcendence on the relationship between visceral leadership and bullying behavior at workplace; the rare of studies that investigated the relationships among visceral leadership, spiritual transcendence, and bullying behavior at workplace. Furthermore, there is a reality problem, which has a significant effect on Iraqi health sector.*

Keywords: *Visceral leadership, Spiritual Transcendence, Bullying Behavior at Workplace, and Hospitals.*

INTRODUCTION

The social, environmental, cultural, political, and economic changes that the world is currently experiencing have led to the emergence of many problems and obstacles. Facing a lot of organizations did not survive the health sector from these large and dangerous

effects, which have been highlighted in a lot of studies and research in all parts of the world and different designations. However, there are organizational variables did not take appropriate and serious study of space and analysis in order to reach the appropriate solutions and sound her. This especially has to do with the psychological and personal circumstances of individuals and workers, who are the real wealth of any organization. The most important of these variables is so-called bullying behavior in the workplace. This has become rampant behavior on the part of many individuals working in the hospital setting.

Researchers have presented many studies at the global level, highlighting the range of Bullying Behavior at Workplace s and other serious problems that face health organizations. According to Felblinger (2008), this variable is among the significant contributors to the deterioration of the physical and psychological health of the personnel who experience it. They may be subjected to sabotage and intimidation at the verbal, physical, and psychological levels. This, in turn, may lead to social isolation and low morale.

Eriksen et al. (2011) confirm that bullying behavior in hospitals is contrary to professional ethics. This is especially the case where nursing staff are concerned. Nursing staff are among the most important medical staff because they are constantly in direct contact with patients. This behavior also has a clear inverse relationship with the work of individuals working in health organizations and the level of turnover as well as their commitment to work to the level of organizational performance (Kivimaki *et al.*, 2008).

Moreover, the study of Chipps *et al.* (2013) refers that this behavior is the most serious problems facing organizations as it encourages the emergence of environments hospital unbalanced force of leaders, which lead to negatively psychological effects on the employees. Furthermore, it leads to loss employee's confidence in themselves and their colleagues and their leaders. In addition, this behavior can appear and spread among employees due to, the methods of decisions made by the leaders in hospitals, which are often unfair for subordinates (Edwards & Frances, 2007).

At the regional level, Ibrahim's study (2011) in the health sector at the Republic of Egypt highlighted the most important reasons that lead to the emergence of Bullying behavior at workplace. It identifies the exposure of workers to those behaviors and their reactions to it, as well as the degree of difference in the reactions of workers according to the variables of gender and age. The study was conducted on a sample of 384 nurses, and the results

showed that 38% were victims of bullying at work. This study found a difference between males and females with regard to their exposure and to their actions to bullying. Age was found to have a difference in exposure to bullying behavior at workplace s and reactions.

Jaradat (2013) believes the reasons for the emergence of bullying behavior at workplace in various organisations, but that the organisation identified the right time. In order to control this behavior and to ensure that its expansion because of its dire consequences for the exposed him and that could lead the organization to decadence.

Abyssinian (2014) confirms that bullying behavior in the workplace is one of the problems that require specific strategies to combat it and to ensure reduction in the organisation. It should be noted that sometimes bullying is between colleagues and sometimes by individuals who are in senior leadership positions.

The researchers in the current research believe that it is advisable to review some global and regional studies that have studied bullying behavior in the workplace with an indication of the percentages of the spread of this behavior in hospitals in those countries, as shown in Table 1.

Table 1. Spread of Bullying Behavior at Workplace in Some Countries of the World

Researcher and Year	Country	Sample	Ratio
Edwards & Frances (2007)	Ireland	Nurses	% 37
Kivimaki *et al*. (2008)	Finland	Individuals working at the hospital	% 50
Yıldırım (2009)	Turkey	Nurses	% 37
Johnson (2009)	Australia	Nurses	% 57
Eriksen *et al*. (2011)	Norway	Nurses	% 10
Ibrahim (2011)	Egypt	Individuals working in health organizations	% 37
Kaminski & Sincox (2012)	America	Nurses	% 45
Quine (2013)	British	Nurses	% 44
Almutairi *et al*. (2013)	Saudi Arabia	Nurses	% 26

Table 1 above shows the presence of a number of international studies that have sought to study bullying behavior in the workplace, while at the regional level it was not as extensive and appropriate to see the merits of and the reasons for this behavior, which is in its self a serious phenomenon. There are only two studies; one in the Arab Republic of Egypt and the

other in Saudi Arabia. Within the Iraqi context, there are no previous studies which bother to study this behavior in various organizations, specifically in Iraqi hospitals.

In this regard, Fawzi *et al*. (2007) underlines that violence in Iraqi hospitals is frequent, especially among nurses, with an increase in the number of complaints and negative feedback on the performance and delivery of health service levels due to these deviant behaviors. The most important reasons that lead to the spread of such circumstances is the measures and policies taken by management direction of these behaviors and conflicts with the absence of strategies that contribute to the reduction of these behaviors that must sometimes be up to judicial sanctions.

Hamdan & Kitaneh (2012) add that one of the most important reasons that lead to these violent episodes by nurses in Iraqi hospitals to occur is the lack of political and economic stability which is going through the country. This leads to increased incidence of stress and emotional instability, which in turn adds to the emergence of internal conflicts between female nurses and male nurses in hospitals, especially in times of night duties because of the lack of hospital leadership in these times.

The results of Abed's study (2014) show that the health-care services in Iraq face many challenges, and the most prominent and the most important of these challenges is the lack of successful and effective leaders who seek to meet the essential needs for nursing staffs in hospitals. As the effective nursing leadership is critical to the health care system, and their absence could adversely affect the performance of the work and the satisfaction of nurses and hinder them from working in harmony with each other. In Iraq nursing leaders are not trained enough to promote an appropriate regulatory atmosphere or make the appropriate decisions with the participation of everyone to complete the work of the holy humanitarian profession. They are often selected on the basis of functional relationships or experience only with non-observance of the technical aspects of leadership, such as communication and personal power or to allow the best nursing choice.

Based on the above, it can be said that the leaders who are not trained and not well-educated, could be described as having weakness and immaturity and an inability to take bold decisions, and this is what causes the leaders to be far from the awareness of leadership and they are not aware for the bad and negative results on the hospital staff, patients, and individuals. In addition, they help for the emergence of visceral behaviors and

deviance in the workplace as a reaction to the behavior and decisions of those leaders. This has been confirmed by Kakabadse *et al*. (2014), who stated that the leaders whose behavior the leadership characteristics include are based on visceral decisions and not on thought and show aggressive and harshness in dealing, and the negative emotions will often encourage some individual workers from approaching the leaders. On the other hand, attacks on other individuals at workplace may take place.

Therefore, the current research has sought to shed light on this relationship between the visceral leadership and the bullying behavior at workplace in sensitive and important organizations with a direct link to human life. A contribution of the research is reducing or bridging the knowledge gap in the relationship between these two variables, by studying the variable spiritual transcendence which serves as a moderating variable on the relationship between the visceral leadership and the behavior of bullying behavior at workplace. The current study is the first that provides these variables in one hypothetical framework.

Based on the facts that were presented above, the researchers can determine the formulation of the current research problem as follows: "The growing bullying behavior at workplace in the Iraqi organizations' environment in general and hospitals in particular, stems from poor leadership and increase visceral tendency, which controls many of the decisions and actions with the absence and lack of interest or adequate promotion of a culture and ethics of spiritual transcendence. This in turn helps individuals and leadership to overcome obstacles in this relationship and to increase awareness, communication, and mutual trust between the leadership and the employees on the one hand, and between colleagues on the other hand".

RELEVANT LITERATURE

First: Visceral Leadership

Visceral leadership is a contemporary concept that began to take its place in research and specialized studies within the business management field. In any, case within the transition to accredited organizations on the emotion and spirituality of the workplace, at the root of this concept must be the definitions of what is meant by leadership and visceral.

The term leadership is defined by Jones & George (2012) as the ability to inspire workers to give their best to achieve the planned results. Leadership also involves directing workers to move in the right direction as well as remain committed and motivated to achieve their

goals in line with organizational goals. Leaders guide the organization in a practical way make it more cohesive and coherent. But from the point of Roppins & Judge (2013), leadership means influencing others regarding their understanding, consensus, and what processes should be used. According to these authors, leadership means facilitating the work of the individual as well as the collective efforts by influencing people, directing them toward achieving the organization's goals.

The term visceral has been identified by Athari (2014) within the context of visceral psychological, in which the individual has the drive to give attention to things of a certain type. This term also indicates a special affection for recognition and a desire to move toward a special position. The term visceral as it is known from its meaning as ordered within oneself interact with the outer perimeter to set off towards the response and saturation as well as the authority does not adhere directly but from the general trend of behavior which, in practice, in the same context, described visceral power biological innate pay the individual to behave in a certain way, or is a complex of fungal replies, which aims to achieve this purpose.

Moreover, Athari (2014) confirms that visceral interactions manifest in three ways: cognition, emotion and the desire to achieve. They interact with the outside interesting and agitate with diverse manifestations, and they set out to achieve their goal of saturation. This interaction and starting is innate and does not differ from one individual to another. The behavior of the visceral is something controlled by the human will and the magnitude of the person's interests, whether intellectual, emotional, or moral, which include their perception of the universe, life, and society. It shall be consistent with it in conformity with the general principles of life. Therefore, the behavior of any person give aggressive or contraction actions. It is different from person to person depending on the degree of his faith and his belief, as well as varied visceral diversity of a person composition and his being. Indeed, the flesh, spirit and each of its functions, all of them needs organic and compassionate at the same time, which consider as sources of the visceral or reason of emotion. Moreover, they are considered basis, which branch out different of visceral and motives, and needs.

Based on the foregoing, the researchers believe that there is a close relationship between leadership and the visceral, and the result of the link between these two terms are so-called

visceral leadership. Moreover, it also includes other definitions reported in other studies. As defined by Loewenstein (1994), emotional behavior destructive was so far from mental behavior. Therefore, it directly affects into a decisions making. Biased, a leader under the thinking of not logical makes sense influenced by visceral emotional factors. That affect varies from one person to another depending on the circumstances, which involve the environment in which the leader lives. According to the expertise and experience, which often make it selfish and actions. This is what leads to followers all means in order to achieve personal goals at the expense of other goals.

Brito et al. (2006) also emphasize the behavior that emanates from the visceral emotion and hasty unconsciously, lead to the leadership of the workers in a way foolish unethical based on a selfish basis. Therefore, the leader's decisions will be influenced by the happy talk of workers close to him, and this may lead the leader to be hasty and make childish decisions that lead to the creation of conflicts between employees or between organizations. This would occur because of a lack of impartiality and a lack of decision-making at appropriate times, not acknowledging past mistakes, not feeling future remorse, and not accepting change. This is destructive behavior that leads workers in a reckless manner. Where they determine their own destiny and make their own decisions about achieving their goals in a visceral way, far from reflection and prudence. This would result in roughness in people's dealings with each other, far from all humanitarian rules, and would lead the organization into the abyss (Kakabadse et al., 2014).

This is a novel concept, and empirical studies are rare. Kakabadse *et al.* (2014) found four main dimensions to visceral leadership which can be developed and used to measure this variable. It was identified, in the study to test visceral behavior, as the behavior of moving toward negative feeling and emotion rather than relying on the mind and cognition. This tendency has an impact on the decision-making process. Thus this model is described as a basic of visceral behaviors in workplace, which are located in perceptions and awareness of relevant personnel, and through those characteristics visceral enables us to determine the roles of the leader and the extent of the impact on the behavior of employees, and these dimensions can be classified under the matrix, which show in Figure 1 below.
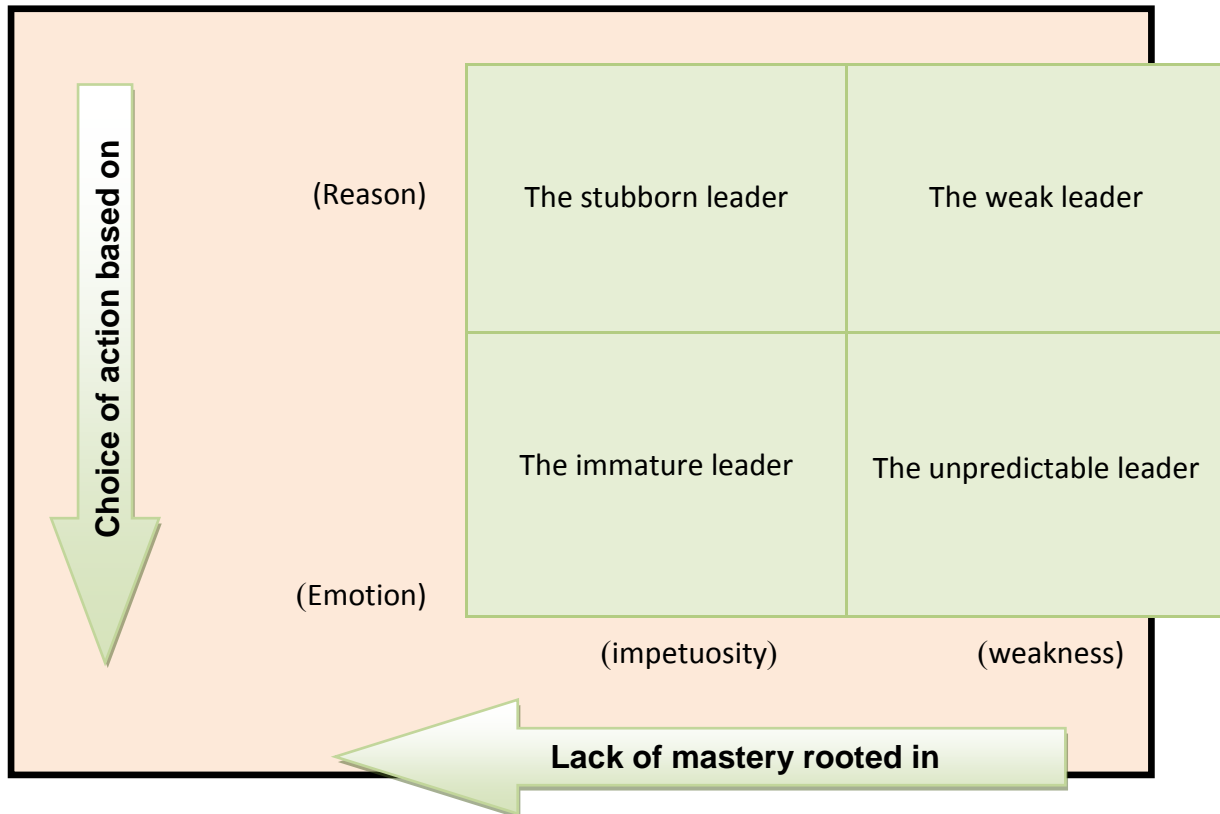
Choice of action based on

(Reason)

| The stubborn leader | The weak leader |
| The immature leader | The unpredictable leader |

(Emotion)

(impetuosity)   (weakness)

Lack of mastery rooted in

Fig. 1. Visceral Leadership Dimensions

Source: Kakabadse *et al*. (2014). "Destructive Behaviors and Leadership: The Source of the Shift from a Functional to Dysfunctional Workplace", International Journal of Social Science Studies

The above dimensions can be illustrated as follows:

1- **Immature Leader:** This is a leader whose visceral behavior is revealed through his or her decisions, which show emotional negativity when they are made. Such decisions are also made without forethought and prudence. The immature leader is characterized as hasty and even reckless in the decision-making process, leading to the exposure of the interests and goals of workers at risk.

2- **Stubborn Leader:** The stubborn leader is one who shows visceral behavior by making decisions that appear to be contradictory. Some of the decisions this leader makes may seem prudent, but at the same time, he or she may be hasty in resolving important issues involved with those decisions. Thus, his or her leadership behavior may be inconsistent and unstable.

3- **Weak Leader:** This leader's visceral behavior is revealed through his or her decisions, which show an inclination to stall in order to avoid excessive emotion during the decision-

making process by prolonging deliberations and consultations with nurses. This leader then follows the path of least resistance, and that's what leads to a loss of confidence between the leadership and the workers. The result is that workers become indifferent and do not bear responsibility because of the leader's treatment of their decisions and their goals.

4- **Unpredictable Leader:** This is a leader whose visceral behavior is evident through his or her decision-making, which is described largely as emotionally negative and shows little experience. In addition, this leader is weak in the decision-making process, and this visceral behavior indicates an emotional trend and a surrender to his or her feelings and negative emotions rather than using mindful logic and reflection during the process of decision-making.

Second: Spiritual Transcendence

Though spiritual transcendence was rare addressed in business management research and scientific studies, it was being addressed in the fields of religion and ancient religious rituals and in specific countries such as India and China. However, this term began to draw the attention of those interested in human behavior and they set out to study its impact on the performance of business organizations through the recurrent action of its principles in the behavior of workers and the creation of an ethical work culture (Pardasani *et al.*, 2015).

Spirituality involves faith; that is why many people confuse it with religion. However, religion can affect spirituality in the workplace, because faith is part of religion, and from these meanings manifested gloss-wide, there seems to be a clear correlation between the word *spirituality* and the meanings of transcendence, integrity, and generosity. When we talk about a person having a spiritual high, this implies a dignity and moral virtue. A group of types of spirituality help personnel access the concept of spiritual transcendence, as follow (Haylix, 2014):

- Mystical spirituality: characterized by the desire to be far away from the physical world and personal relationships.
- Authoritarian spirituality: characterized by the desire to understand rules and regulations.
- Intellectual spirituality: characterized by the desire to use intellectual knowledge to understand spiritual theories; sometimes called theology.
- Service spirituality: is the desire to provide the service to others.

- Social spirituality: it is the desire to provide social support for workers and considered a basic feature of spiritual attributes.

Mitroff (2008) said that the majority of studies were considered to religion in the first place in the interpretation of spirituality but that's what makes this view attendant religious and intellectual intolerance, but this enable the individual to be free from that in the case exceeded that intolerance through transcendence in the behaviors and sustain sound social relations and moral openness and tolerance.

Arriba (2013) mention that the spiritual transcendence is an individual's transcendental awareness, which is linked to the ability to understand the person of his relations with all people and in different environments around him, and the ability to coordinate and adapt between scenes and situations that faced in his life, any Provide and development of the individual's ability to use a deep understanding of the social relationships of reciprocity with himself and others. As we can call on the transcendent awareness that the recognition of the natural truth that are broad and multi-dimensional, and it refers to the overall meaning and public goals in the march of human action and the exploitation of maximum efforts and creations in order to provide the appropriate service to the community and workers in the work environment, and all this can be leads to tolerance, endurance and analytical thinking and acceptance of ordinary and contrasting experiences, Based on the foregoing ,from the researchers point view the need to clarify some definitions of spiritual transcendence, which appeared in some of the world studies. As defined by Khoshtinat (2012) That it is the highest of growth levels in various aspects, including mental, psychological and cognitive, emotional and dealing with others for self-realization and self-esteem and the exploitation the highest level of expertise away from selfishness in order to achieve Superior objectives, Or that the advancement of human experience which involves stimulating mental development, problem solving and individual learning and a sense of belonging to the group and the team in order to achieve common goals and to ensure that life built on the foundations of happiness and social welfare (Beheshtifar & Zara, 2013).

Post & Wade (2014) defined spiritual transcendence as the ability to express the feelings, ideas and experiences and behaviors that create by searching for good and straight working and that let to validate insight the workers in organizations in order to find what is the best and highest is built on the basis of educational. Also has defined as a framework of

organizational values that appear through the culture of the organization, which encourages employees to show their expertise inherent in order to reach to the highest possible tender, tolerance and moral superiority toward the organization and workers.

It can be explained by the concept of spiritual transcendence through two dimensions Pardasani *et al*. (2015):

- **Goals Universality:** it is indicate to the compatibility and harmony between the objectives of personnel and that will help them to Provide the welfare and get rid from internal conflicts and they feel comfortable and get rid of the mental illnesses such as anxiety and stress and as a result of that they feel with Their entity and their effectiveness in achieve what they want.

- **Social Connectedness:** The process of exchange of ideas, opinions and experiences, information, beliefs and feelings between workers in the hospital and which enhances the positive feeling rates, which helps to get rid from the feeling of fear from the other, which helps to provide what is best and highest for them or for the hospital.

Third: Bullying Behavior at Workplace

The modern concept of bullying behavior at workplace has attracted the attention of researchers and stakeholders of academic and human rights. Through cognitive contributions that are almost very limited, and this is a main reason who pay a researcher to the select of this concept is why in order to highlight on the most important basic ideas associated with it.

Gharaibeh (2015) mentions that bullying is a basic desire to abuse and is expressed by through actions, as those who bully are harming a particular person or group of people. Those who bully usually have more influence, and they carry out the attack without justification. This is repeated infr`ingement with a great deal of a sense of enjoyment. Bullying includes both direct harm, such as physical abuse (physical, verbal, or property), and indirect harm, which includes abusive jokes, dissemination of rumors, social exclusion, abuse in public relations, and imposed isolation on the targeted individual. These behaviors generally range from an abusive look to mockery to attacking with a sharp tool, taking into account that not every adverse reaction is bullying. Bullying is a case of a loss of balance of power, and it can be concluded that bullying behavior at workplace is different from other violent behaviors by the following characteristics:

1- It is repeated on a regular basis.

2- It does not happen by accident or on special occasions, but will be thought out and planned in advance.

3- It means the occurrence of abuse and harassment of the individual events of the target.

According to Swedish writer Dr. Heinz Leymann (1996), an expert in the study of the causes of bullying behavior, this behavior is a phenomenon which can be expressed as being a form of psychological terrorism that involves hostility and communication, is unethical, and which can be directed by someone or several people in an orderly fashion towards a particular person. It involves continuous abusive treatment, repeated over a certain period of time, and this is what negatively affects the performance of personnel and causes deterioration in their psychological and health status (Wilkin *et al.*, 2011).

As observed by the Canadian Center for Occupational Health and Safety bullying, behavior in the workplace is a pattern of repeated intimidation, planned in advance, or a series of acts or verbal comments that could affect workers and isolate them socially, making them feel humiliated or subjecting them to physical attacks.

In order to complete the meaning of the concept of bullying behavior at workplace, well will review some of its definitions that have been given in previous studies. As defined by Yahaya *et al*. (2012), an aggressive style that leads to the creation of a hostile, negative environment in order to achieve personal goals in the interests of individuals makes them feel weak, and suffer humiliation and psychological reactions. Similarly, deviant behavior will lead to damage to personnel, physically or psychologically, causing them to suffer negative moods and a decrease in morale, as well as legal and regulatory problems (Gardner *et al*., 2013).

Wei, Yeh & Wang (2014) defined offensive behavior as frequently using infringement by word and deed and the threat of harmful acts to someone else, who has difficulty in defending himself. As well as that, extreme negative behavior leads to an imbalance of power between workers in the organization, which can cause a spread of humiliation and negative acts to workers, thus leading to transformation of the work environment to a hostile environment, where people sometimes go as far as physical violence or crushing human dignity in order to achieve their personal desires (Cowan, 2015).

The concept of bullying behavior at workplace can be clarified by six key dimensions as follows:

- **Physical Violence:** This is physical assault or threats on personnel in circumstances relating to their work, directly or indirectly leading to physical damage or stress-related diseases that lead personnel to nervous collapse.

- **Verbal Violence:** This is behavior that leads to psychological and emotional abuse of workers in the workplace, which includes verbal abuse, intimidation, manipulation, yelling, cursing or using racist epithets and other degrading and humiliating terms by the employer. All this reduces the value of personnel.

- **Social Isolation & Humiliating Behaviors:** Humiliating behavior is faced by the individual and makes him unable to cope with things and conflicts, and social isolation is one of the major causes of the exposure of workers to disease, depression, mental illness and sometimes the loss of life, knowing that social isolation can be equated with loneliness or the inability to engage in social adjustment for any individual who does not have a network or group of friends.

- **Distrust Behavior:** This is behavior used by employers against workers, treating them with brutality, lack of respect and intimidation, continuously leading to a state of loss of trust between the parties involved in those organizations on the one hand, and low self-confidence of the nurses on the other hand, which is a serious psychological morbidity condition which comes from anxiety of some people concerning the progress and successes achieved, which in turn will steal the limelight from the powerful people in the organization.

- **Organizational Measures:** This is one of the styles of behavior taken by the managers and decision-makers against subordinates in order to make things easy and meet administrative requirements in order to achieve common goals within the hospital, according to the powers vested in them under the law. However, some of them issued and implemented some negative and intimidating regulatory actions that are outside the scope of the law, and which are against the freedom and peace of individuals and the interests of workers, in order to achieve personal goals already planned.

- **Attacking Personal Attributes:** One behavior or factor that causes Bullying Behavior at Workplace is attacking personal attributes, especially when there is a previous

position with some of the people who could be victims of spreading rumors and lies against personnel, or by depriving them of their identity by not allowing them to participate in organized and collective practice which must be given importance and priority, whenever there is a chance to work, helping them to protect themselves from exploitation and abuse by employers.

PROPOSED RESEARCH MODEL AND HYPOTHESES

First: Proposed Research Model

The researchers developed a scheme hypothetical nature of the relationship between the three basic variables appears as shown in Figure (2) below.
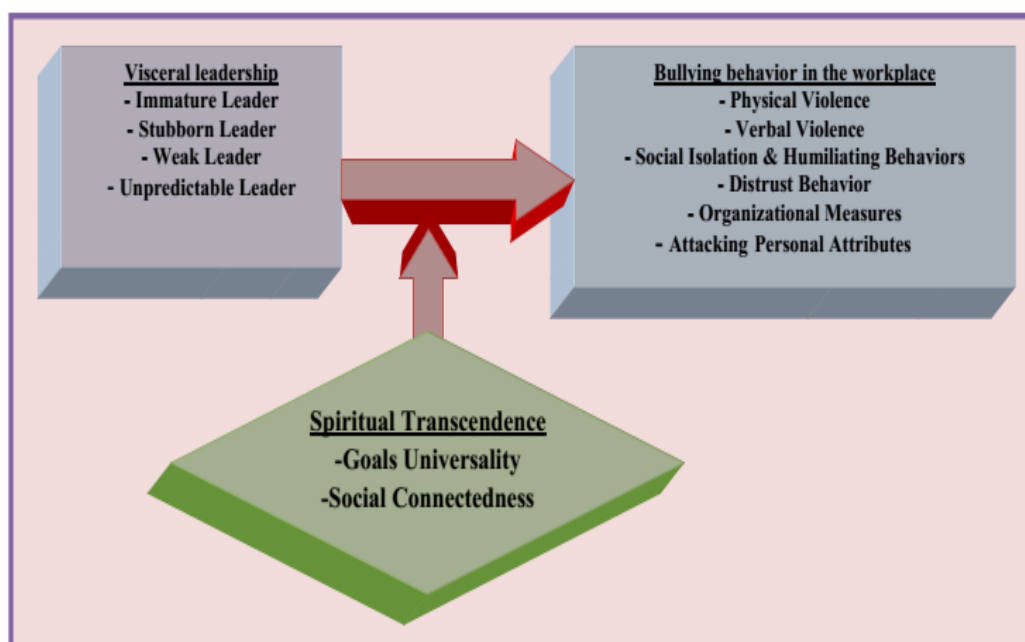

Fig. 2. Theoretical Framework of the Research

Shown in Figure (2) above, that the visceral leadership variable is measured through behaviors and decisions of each of (immature leader, leader stubborn, weak leader, unpredictable leader), which an independent variable. In addition, spiritual transcendence moderator variable which is measured through (goals universality, social connectedness). Additionally, bullying behavior in the workplace, which are measured by dimensions (physical violence, verbal violence, social isolation & humiliating behaviors, organizational measures, attacking personal attributes, distrust behavior) as a dependent variable.

Second: Hypotheses of the Research

H1: The visceral leadership has a significant and positive effect on the bullying behavior in the workplace

Despite the lack of studies on these two variables directly, but the researcher found some studies on this relationship, but in a simple and indirectly, as shown in the studies and the following opinions:

Skogstad *et al*. (2007) mention that there is a direct relationship between leadership and taken decisions or between negative regulatory changes and Bullying Behavior at Workplace s. Some of these decisions serve as graders disagreements and internal conflicts between individuals, which in turn lead to the emergence of cases of bullying behavior at workplace. They added that the operation life of contemporary be in a permanent change in the decisions and other organizational changes within organizations, which in turn lead to a variety of negative consequences for workers, including, increasing workloads and personal relationships strained and job insecurity, all of which lead to serious consequences encourage increased intimidation and attacks on workers.

Giorgi (2009) pointed out that the shortcomings in the leadership behavior in and out of his way safely and correctly such as tyrannical leadership behavior and use of force, destruction and authoritarian toward subordinates and indifference to the feelings of others encourage the emergence of Bullying Behavior at Workplace the fact that the negative leadership behavior lead to the creation of a repressive climate and the lack of internal and external communications and feel of individual that the violence style and intimidation is the best way to achieve their goals and desires.

Wilkin *et al*. (2011) added that leadership often contribute to the spread of Bullying Behavior at Workplace s, especially when behave leadership authoritarian arbitrary behaviors tight control that feel of employees that they are working more than they earn from wages any feelings of fairness and justice in the deal their leaders toward their desires and goals and this what leads to increased stress levels resentment.

H2: The spiritual transcendence has as moderator role on the relationship between visceral leadership and bullying behavior in the workplace

Some previous studies have shown that spiritual transcendence can acts as a moderator variable between both the independent variable and the dependent variable. Narimani *et al*. (2011) said that can be identified as a variable soothing spiritual transcendence through knowledge of the scientific, academic and psychological effects that help workers in organizations to overcome the situations and diseases of anxiety and increase self-confidence. Jalilvand & Azimirad (2012) mention in their study the importance of spiritual

transcendence in the settlement and get rid of the competitive concern among workers in organizations by spreading the spirit of love and tolerance among themselves. The study that provided by Hanfstingl (2013) focused spiritual transcendence as a moderating variable role in a statement the relationship between humanitarian ego and psychological health status experienced by the individual when confronted one of the problems at work.

METHODOLOGY

First: Target Population

The target population of any research refers to the employees group in any sector who share similar characteristics (Sekaran, Bougie 2010; Zikmund *et al.* 2010). In the current research, the population refers to all nurses working in some hospitals of the province of Babylon.

Second: Sample and Procedures

Based on an application of proportionate stratified random sampling technique, questionnaires were randomly distributed only 450 questionnaires were distributed to nurses at the hospitals in the province of Babylon. Respondents were given one month time to complete the questionnaires to ensure that they had sufficient time to fully concentrate on the best answers. The questionnaires were subsequently collected for analysis. From the questionnaires randomly distributed, only 311 questionnaires were usable resulting into a response rate of 80%. Then, the data were analyzed using both AMOS v.20 and SPSS v.20 programs.

Third: Measures

The current research used a Likert scale with a gradient of Five-Point in the questionnaire to measure the level of response to the research sample, and consisting of (not quite, it was agreed I do not agree, neutral, agree, totally agree) to measure the variables of the research, For the purpose of measuring the visceral leadership variable been relying on four dimensions, namely, (leader immature, leader stubborn, weak leader, leader volatile) through the development scale by the researcher based on the intellectual and theoretical foundations in the research of each of (Kakabadse *et al*., 2013) and formed (40) items, To measure the spiritual transcendence has been used scale (Harmer (2009 and through the dimensions of the two bases (Goals Universality, Social Connectedness) and consisting of (11) items. The bullying behavior in the workplace shall be relying on a scale of each Jimenez *et al*. (2007) and Einarsen *et al*. (2002), and through six dimensions, namely, (Physical

Violence, Verbal Violence, Social Isolation & Humiliating Behaviors, Distrust Behavior, Organizational Measures, Attacking on Personal Attributes) and consisting of (34) items.

ANALYSIS AND RESULTS

First: Structural relationships among exogenous and endogenous latent variables

In order to test the substantive hypotheses, a final structural model was developed. It was run with 45 items to assess one exogenous latent variables (Visceral Leadership- VL) and two endogenous latent variables (Spiritual Transcendence-ST and Bullying Behavior at Workplace -WB) were presented in this model. This is because the overall results presented evidence of a good model fit (p = .057, GFI = .916, and RMSEA = .016) and the Chi-square index was significant (χ^2 = 636.746, df = 582, χ^2/df = 1.094). Hence, it can be concluded that these conditions meet the requirement of an acceptable model. The final structural model is shown in Figure 3 below:
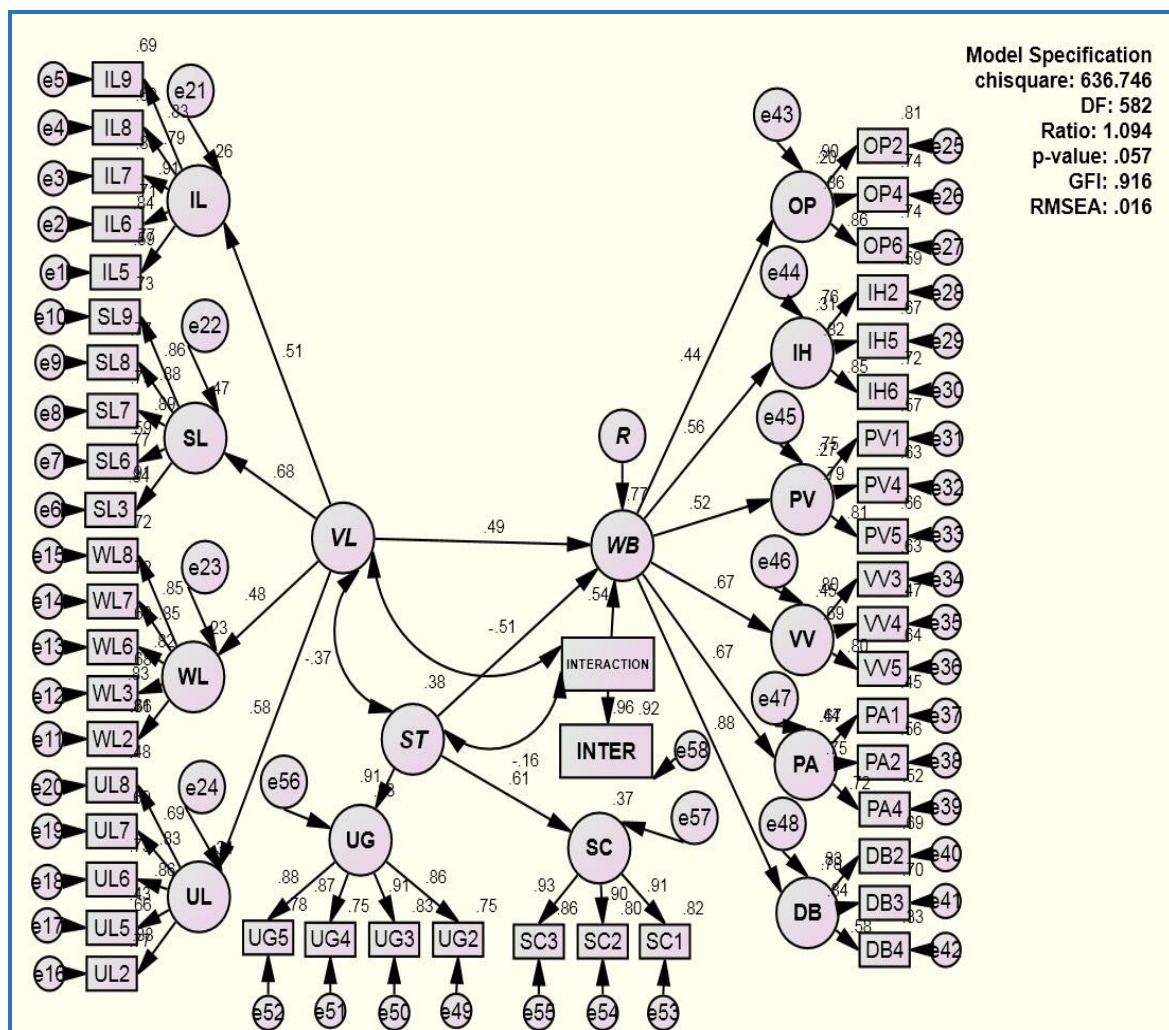

Fig. 3. Structural Model of the Relationships between Variables

According to Falk and Miller (1992), the R^2 for the any endogenous variables in the structural model should be equal to or greater than .10 in order to be at satisfactory level. Likewise, Chin (1998) argued that the R^2 values of .67, .33, and .19 for any endogenous latent variables in any structural model can be defined as "substantial", "moderate" and "weak". In the current research, the values of R^2 for the latent and endogenous variables are greater than the suggested cut off criterion of .10 and substantial (R^2 = .77).

Hypotheses testing and discussion

SEM analysis was used to test the two hypotheses proposed in the current research. The result of this analysis is used to accept or reject the hypotheses based on the significance of the standardized path coefficient of the relationships and C.R. value.

The testing relationships in SEM are the relations that go directly and moderately between exogenous latent variable and endogenous latent variable. Below, Table 2 shows the status of hypotheses in final structural model:

Table 2. Relationships between Variables in a Final Structural Model

Path			Estimate	S.E.	C.R.	P
WB	<---	VL	.488	.132	4.033	***
WB	<---	ST	-.512	.049	5.243	***
WB	<---	INTERACTION	.544	.042	6.334	***

Note: *** Significant at .001 level

Table 2 shows that one direct relationships of the paths are statistically significant. Comparing these results with the hypotheses, the standardized path coefficient of .488 seems to indicate that VL have a positive and statistically significant effect on WB use (H1). This finding of the (H1) reinforce the work by Skogstad et al. (2007); Giorgi (2009); Wilkin et al. (2011). Also, the standardized path coefficient of -.512 suggests that ST have a negative and statistically significant effect on WB. Furthermore, the path between interaction variable and WB was .544, suggesting that parameter value of interaction variable has a positive and statistically significant effect on WB, which refers to accept the moderator role of ST (H2). This finding of the (H2) reinforce the work by Middlebrooks & Noghiu (2010); Klenke (2007); Dent et al. (2005); Giffin (2014); Omer & Ahmed (2014); Chawla (2014); Hanfstingl (2013); Azimirad & Jalilvan (2012); Narimani et al. (2011).

CONCLUSIONS, LIMITATIONS AND FUTURE DIRECTIONS

Still, the current study could not find any published academic literature on the relationships among visceral leadership, spiritual transcendence, bullying behavior at workplace, particularly in the hospitals. Hence, it is very hard to find empirical studies supported by evidence that focus on the moderator role of spiritual transcendence on the relationship between visceral leadership and bullying behavior at workplace. In bringing this gap, the current research contributes to the knowledge by investigating the direct and indirect relationships among those variables. Indeed, the moderating role of spiritual transcendence on the relationship between visceral leadership and bullying behavior at workplace is considered an original contribution of the current research.

The current research was limited to the Iraqi hospitals context. Therefore, the study can be replicated in different countries or sectors, as this would most likely strengthen and validate the findings of some of the hypotheses. Hence, the relationship among those variables should be explored in future studies. Furthermore, the researchers used a quantitative approach for investigating the relationships among the variables of the current research. Further research should be done using both quantitative and qualitative approaches in order to determine other factors that can lead to enhance spiritual transcendence to pull the relationship between visceral leadership and bullying behavior at workplace of any organization.

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