GENEROUS LEADERSHIP AND ITS ROLE IN DEVELOPING HUMAN RESOURCES

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Abstract
This study seeks to identify the role of generous leadership in its dimensions (moral generosity, material generosity, social generosity) in human resource mining with its dimensions (data collection and analysis, diversity and inclusion analysis, training needs analysis). The study adopted the descriptive-analytical method as a tool to analyze the relationship between the variables, while the questionnaire served as the main tool for collecting data from the study sample consisting of (327) employees at the University of Samarra, which constituted the research field adopted by the study. The findings revealed a positive impact of generous leadership on human resource mining. Based on these results, the study presented several recommendations, the most important of which was the necessity for senior management and decision-makers at the University of Samarra to deepen the culture of diversity and inclusion, benefiting from the strong relationship between them and generous leadership to ensure a work environment that values everyone in their diversity and benefits from their capabilities. The study also demonstrated intellectual originality by examining the relationship between the variables of generous leadership and human resource mining.
Keywords: Generous leadership, Human resource mining, University of Samarra.

INTRODUCTION

The contemporary business environment has witnessed profound transformations that have compelled organizations of all types and sizes to reconsider their managerial and organizational strategies to ensure sustainability and success. Focusing solely on material and operational aspects is no longer sufficient to achieve competitive advantage; rather, attention to human resources has become the primary driver of growth and innovation. In this context, modern managerial concepts have emerged, aiming to maximize the benefits of human potential not only from the perspective of efficiency and productivity but also from a deeper perspective that considers the human and social dimensions of employees. Among these concepts, *generous leadership* stands out as a leadership model that transcends traditional approaches, and *human resource mining* emerges as a strategic orientation based on data to explore and develop latent capabilities.

STUDY METHODOLOGY

Research Problem: The rapid developments in the business environment, represented by technological, social, cultural, and economic changes, as well as the intensification of competition, have driven organizations to focus on human resources and to move toward mining, exploring, and identifying the human capital that can enhance the organization's ability to respond to and adapt to these changes. In order to help organizations achieve their objectives and reach the most valuable human resources, various managerial concepts have appeared to support organizational orientations in meeting their goals. One of the most important of these concepts is *generous leadership*, a leadership style based on giving and generosity aimed at enhancing employee well-being, which may be one of the solutions that organizations can adopt to achieve their objectives, confront these challenges, and ensure sustainability.

Based on the foregoing, the research problem can be expressed through the following main question:
What is the role of generous leadership in human resource mining at the University of Samarra?
From this main question, the following sub-questions are derived:
• What is the level of practice of generous leadership in its various dimensions at the University of Samarra?
• What is the level of application of human resource mining in its various dimensions at the University of Samarra?

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• Is there a statistically significant relationship between generous leadership and human resource mining at the University of Samarra?

• Does generous leadership, in its combined and individual dimensions, affect human resource mining at the University of Samarra?

Significance of the Study

This study derives its significance from multiple theoretical and practical aspects, which can be summarized as follows:

• **Bridging the research gap:** The study contributes to filling the gap concerning the linkage between the concepts of generous leadership and human resource mining, both of which are relatively modern concepts, thereby enriching the Arabic and international literature in the field of human resource management and leadership.

• **Clarifying the integrative relationship:** The study provides a theoretical framework that explains how generous leadership can serve as a fundamental driver and supporter of human resource mining processes, thus enhancing comprehensive understanding of the role of leadership in investing in human capital.

• **For decision-makers:** The findings of the study can serve as a reference for decision-makers in developing policies and programs that strengthen generous leadership and support human resource mining strategies to maximize the utilization of human potential.

• **Defining dimensions and indicators:** The study helps in formulating the dimensions and indicators through which both generous leadership and human resource mining can be measured, thereby providing a foundation for future research.

• **Highlighting the importance of generous leadership:** The study emphasizes the role of generous leadership in creating a stimulating work environment, which may increase employee satisfaction, loyalty, and commitment.

Objectives of the Study

The study aims to achieve the following main objectives:

• To identify the level of practice of generous leadership in its dimensions (moral generosity, material generosity, social generosity) at the University of Samarra.

• To determine the level of application of human resource mining in its dimensions (data collection and analysis, diversity and inclusion analysis, training needs analysis) at the University of Samarra.

• To explore the nature of the correlation between generous leadership and human resource mining at the University of Samarra.

• To determine the extent to which generous leadership, in its combined and individual dimensions, influences human resource mining at the University of Samarra.

Hypothetical Framework of the Study

A methodological treatment of the research problem, in accordance with its theoretical framework and field implications, requires the construction of a hypothetical model that reflects the nature of the relationship between the study variables. Figure (1) illustrates the variables and dimensions of the study through the hypothetical framework, as follows:

1. **Independent variable:** Generous leadership, measured through its dimensions (material generosity, moral generosity, social generosity) based on the study of Parolini et al. (2020).

2. **Dependent variable:** Human resource mining, measured through its dimensions:

o Data collection and analysis, based on the study of Dhamija & Arora (2021).

o Diversity and inclusion analysis, based on the study of Al-Sawalfah (2024).

o Training needs analysis, based on the study of Al-Shuboul & Matouh (2015).
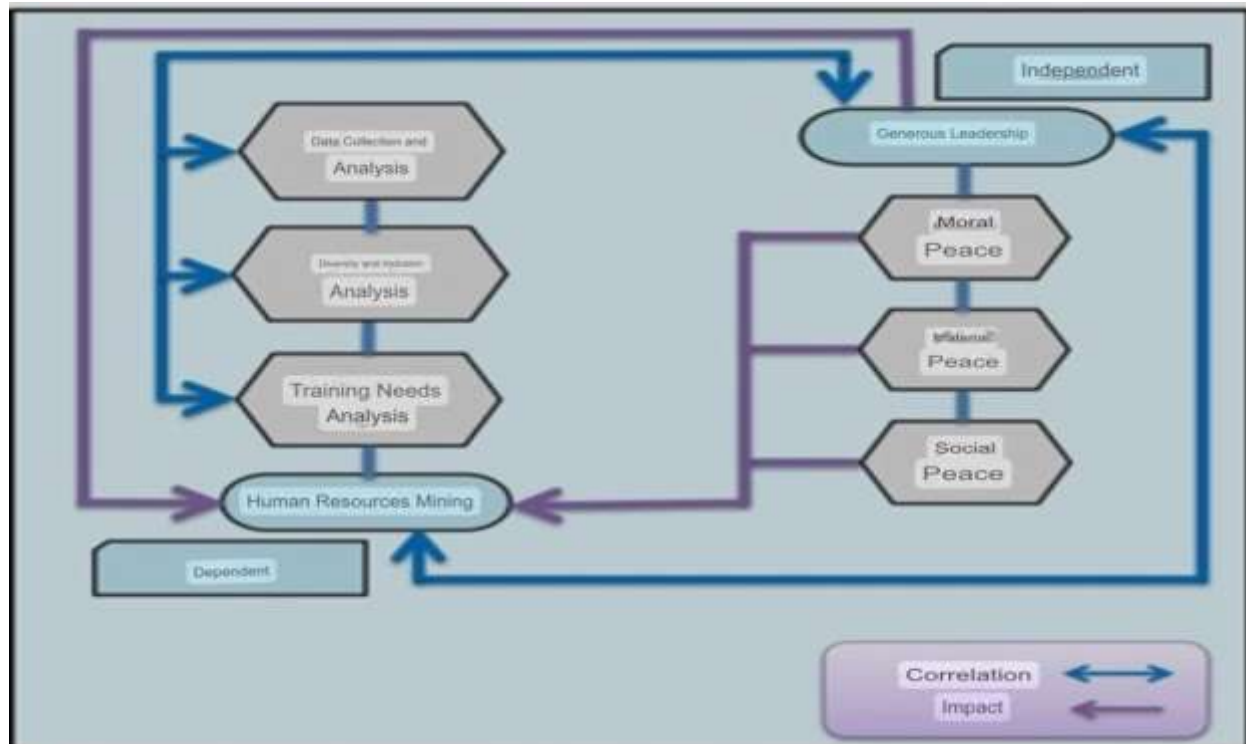
Figure (1): The Hypothetical Framework of the Study

Research Hypotheses

Based on the hypothetical framework of the study and to address the questions raised in the research problem, the following hypotheses were formulated:

1. **Main Hypothesis 1:** There is a statistically significant correlation between generous leadership and human resource mining at the University of Samarra.

o **Sub-hypothesis 1:** There is a statistically significant correlation between generous leadership and data collection and analysis at the University of Samarra.

o **Sub-hypothesis 2:** There is a statistically significant correlation between generous leadership and diversity and inclusion analysis at the University of Samarra.

o **Sub-hypothesis 3:** There is a statistically significant correlation between generous leadership and training needs analysis at the University of Samarra.

2. **Main Hypothesis 2:** Generous leadership has a statistically significant impact on human resource mining.

o **Sub-hypothesis 1:** Moral generosity has a statistically significant impact on human resource mining.

o **Sub-hypothesis 2:** Material generosity has a statistically significant impact on human resource mining.

o **Sub-hypothesis 3:** Social generosity has a statistically significant impact on human resource mining.

3. **Main Hypothesis 3:** The dimensions of generous leadership are present at the University of Samarra.

4. **Main Hypothesis 4:** The dimensions of human resource mining are present at the University of Samarra.

THEORETICAL FRAMEWORK

The Concept of Generous Leadership

The past decade has witnessed a more explicit and specialized focus on generous leadership as a distinctive and highly valuable approach in the contemporary work environment. Authors such as Adam Grant, in his influential book *Give and Take* (Grant, 2013), highlighted the idea that successful leaders are often givers who share their time, knowledge, and connections without expecting an immediate return, thereby driving both individual and organizational success. More recently, Joe Davis, in his book *The Generous Leader*, presented practical strategies for leaders to promote generosity in communication, listening, inclusion, and development (Davis, 2024, p. 15).

Similarly, recent studies, such as that of Parolini, Cross, and Katz (2020) in their article *Leading with Generosity: How to Unlock the Power of Relationships*, emphasized the importance of generous leadership in building strong and effective relationships within organizations and enhancing social capital. This ongoing development reflects global

recognition of the necessity of leadership that prioritizes human flourishing and both individual and collective empowerment in the workplace.

The researchers argue that generous leadership goes beyond a mere managerial style to represent an integrated leadership approach characterized by generosity, altruism, and benevolence, which contribute to fulfilling material, moral, and social needs and creating a positive work environment that fosters creativity and innovation.

Dimensions of Generous Leadership

Scholars have proposed various dimensions of generous leadership, depending on their fields of study, academic schools of thought, and cultural and intellectual backgrounds. However, the researchers adopted the dimensions identified in the study *Leading with Generosity* (Parolini et al., 2020), which confirmed the significance of generosity in building strong and effective organizational relationships. These three dimensions moral generosity, material generosity, and social generosity interact to provide a comprehensive model of generous leadership. The researchers selected these dimensions, believing them to be most aligned with the research field and most capable of achieving the intended objectives and expected results. The dimensions are discussed as follows:

1. Moral Generosity

Moral generosity is considered a fundamental element in both human and leadership relationships due to its vital role in fostering support within the workplace. Goleman (2017, p. 155) defined moral generosity as the empathetic approach of leaders in understanding the emotional needs of their teams and responding to them, thereby enhancing a supportive and psychologically safe environment. Grant (2016, p. 160) explained that moral generosity is characterized by genuine care, active listening, and continuous encouragement and emotional recognition of team members, which builds bridges of trust and creates an organizational environment where individuals feel valued not merely as tools to achieve goals.

According to Al-Rubaie (2017, p. 30), this dimension represents the leader's ability to show empathy toward employees' feelings and concerns and to provide psychological support that enhances job satisfaction. Collins (2018, p. 180) defined moral generosity as the leader's ability to connect with subordinates on an emotional level, affirming their feelings and providing them with a sense of belonging and understanding. George et al. (2015, p. 170) emphasized that it is a leadership style that prioritizes employees' emotional well-being, recognizing that emotional stability is crucial for performance and engagement. Al-Filali (2019, p. 22) described it as a deep understanding of human emotions within the team, accompanied by appreciation and encouragement from the leader that motivates individuals to exert their best efforts.

The researchers conclude that moral generosity consists of a set of leadership behaviors focused on providing emotional support, encouragement, and psychological appreciation for employees. This contributes to creating a positive and stable work environment, enhancing employees' sense of belonging to the organization, empowering them to perform optimally, and enabling resilience in the face of challenges.

Challenges Facing Moral Generosity

Despite the pivotal role of leaders in promoting moral generosity within organizations, several challenges may hinder their ability to embody and deliver this human dimension to their teams. These challenges often stem from leadership pressures and workplace dynamics:

a. **Performance pressures and achieving material goals:** Leaders face immense pressure to deliver tangible financial and operational results, which may drive them to neglect moral aspects, believing that dedicating time to empathy, recognition, or psychological support could hinder efficiency or slow down performance (Porter & Kramer, 2011, p. 66).

b. **Leadership fatigue and burnout:** Increasing responsibilities and the burden of making difficult decisions may emotionally and psychologically exhaust leaders. When leaders are fatigued, their ability to show empathy, provide genuine support, or even notice the moral needs of their teams diminishes (Leiter, 2016, p. 120; Maslach).

c. **Difficulty balancing empathy with discipline requirements:** Leaders often struggle to balance demonstrating empathy and moral support with the need to enforce discipline and make difficult decisions (e.g., restructuring or negative performance evaluations). Leaders may fear that moral generosity could be perceived as weakness or lack of firmness (Grant, 2016, p. 170).

d. **Lack of awareness of emotional intelligence skills:** Some leaders may excel in technical and managerial competencies but lack awareness of the importance of emotional intelligence and its components, such as empathy and self-awareness. This gap prevents them from translating good intentions into effective behaviors of moral generosity (Goleman, 2017, p. 165).

2. Material Generosity

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Material generosity is considered one of the essential aspects of leadership, playing a vital role in supporting and motivating employees by providing resources and rewards. Grant (2016, p. 235) defined it as leaders' willingness to offer tangible resources and financial or in-kind benefits to employees beyond what is expected, with the aim of enhancing their well-being, improving their work conditions and personal lives, and materially recognizing their efforts.

According to Collins (2018, p. 240), material generosity includes providing employees with financial and material opportunities, as well as all tools and resources needed to perform their work efficiently. It also involves incentives and benefits that increase satisfaction and loyalty, in addition to contributing to employee development and improving their quality of life, such as paid training opportunities or extra benefits.

George et al. (2015, p. 245) defined it as the leader's provision of rewards and material incentives that reflect appreciation for employees' efforts and encourage them to maintain outstanding performance. Similarly, Harter et al. (2019, p. 300) described it as leaders' support of employees through the provision of modern technologies and necessary equipment, which facilitates their work and enhances productivity.

The researchers argue that material generosity refers to leaders providing tangible resources and material benefits beyond expectations, such as financial incentives, comprehensive benefits, paid training opportunities, and equipping the workplace with advanced technologies, with the aim of enhancing employee well-being, boosting productivity, and ensuring job stability.

Manifestations of Material Generosity

Material generosity encompasses a wide range of practices, all aimed at providing tangible support to employees:

a. **Fair compensation and rewards:** Offering competitive salaries, performance-based incentives, and recognition bonuses for exceptional contributions (Grant, 2016, p. 245).

b. **Investment in infrastructure and resources:** Ensuring that employees have access to the latest technologies, software, and equipment necessary to perform their work efficiently and comfortably, in addition to providing a healthy and supportive work environment (George et al., 2015, p. 255).

c. **Paid training and development opportunities:** Allocating budgets for professional development programs, advanced training courses, workshops, or even support in obtaining specialized professional certifications (Al-Rubaie, 2017, p. 42).

d. **Financial flexibility and supportive programs:** Providing options such as employee-friendly loans, financial support during emergencies, or assistance in personal financial planning (Al-Filali, 2019, p. 30).

3. Social Generosity

Social generosity is a fundamental pillar in building positive social relationships. According to Grant (2016, p. 255), social generosity refers to the leader's use of their personal network, influence, and relationships to support and empower others, providing them with opportunities for professional and personal growth, and broadening their horizons by connecting them with influential individuals or entities. It reflects leaders' willingness to leverage their networks and influence to create opportunities and facilitate the career advancement of their subordinates.

Collins (2018, p. 260) emphasized that social generosity goes beyond simple mentoring to become a genuine sponsorship of talents, where leaders act as advocates and supporters for the professional progress of their team members within the wider professional community.

Al-Rubaie (2017, p. 35) defined social generosity as leaders' utilization of their relationships and influence to provide career development and promotion opportunities for their team members. Similarly, George et al. (2015, p. 270) described it as a practice whereby leaders act as sponsors and advocates for their team members, enhancing their visibility and potential both inside and outside the organization.

The researchers argue that social generosity refers to leaders' strategic use of their social networks, influence, and connections to support and empower employees by creating professional development opportunities, linking them with influential contacts, and acting as sponsors and advocates for their advancement. This, in turn, helps build positive social relationships that serve both individual and organizational goals.

Benefits of Social Generosity

Collins (2018, p. 290) explained that employees are able to build strong relationships with influential figures in their field by expanding their positive social networks, which opens new horizons for collaboration and growth. Social generosity can contribute to a number of benefits, the most important of which include:

a. **Expanding career opportunities:** A socially generous leader helps employees access training, projects, or positions that may not otherwise be available to them, thereby enhancing their career paths (George et al., 2015, p. 275).

b. **Building strong social capital:** By connecting employees with broad professional networks, they gain new knowledge and experiences, increasing their market value and adaptability in different work environments (Harte et al., 2019, p. 300).

c. **Enhancing an inclusive workplace:** A socially generous leader can use their influence to support talents from diverse backgrounds, contributing to the development of a more inclusive and diverse workforce (Al-Rubaie, 2017, p. 35).

d. **Developing future leaders:** Through the provision of social support and opportunities, leaders can help nurture the next generation of leaders capable of taking on greater responsibilities inside and outside the organization (Al-Filali, 2019, p. 25).

e. **Increasing self-confidence:** When leaders sponsor and present employees in professional forums, employees gain more self-confidence, and their potential becomes more visible, thereby advancing their careers (George et al., 2015, p. 295).

f. **Fostering a sense of belonging to the broader professional community:** Employees feel they are part of a larger professional community, which strengthens their sense of belonging and motivates them to contribute effectively (Harter et al., 2019, p. 305).

g. **Enhancing organizational reputation and attractiveness:** The organization becomes known as a supportive environment for talent growth and development, which strengthens its reputation and attracts top talent (Sallam et al., 2022, p. 12).

h. **Developing a sustainable leadership culture:** By sponsoring and developing future leaders, the organization ensures leadership continuity and the availability of necessary talents for future growth (Al-Rubaie, 2017, p. 35).

The Concept of Human Resource Mining

The concepts of human resource mining have varied due to the differences in intellectual schools from which researchers emerge and the environments in which studies were conducted, resulting in differing perspectives and definitions.

Al-Harbi (2018, p. 123) defined human resource mining as a modern concept that focuses on identifying, developing, and motivating human capabilities to achieve organizational goals. Sharma et al. (2019, p. 20) indicated that human resource mining aims to predict technological trends related to employees' activities and sectoral pathways. Bharadwaj et al. (2017, p. 15) viewed it as relying on big data analysis to identify patterns and information that support decision-making in human resources. Similarly, Ozcan et al. (2020, p. 5) considered it a strategic tool in modern HRM, enabling organizations to analyze employee-related data to make informed decisions and improve HR processes. Ulrich (2017, p. 15) also regarded human resource mining as a strategic approach to HRM that focuses on identifying, developing, and leveraging human capital to improve organizational performance.

Based on the above, the researchers define human resource mining as the process of obtaining high-value human resources through data analysis and extracting insights about the skills and capabilities required in the education sector.

Dimensions of Human Resource Mining

Researchers have proposed various dimensions of human resource mining. However, the present study adopted the following three dimensions, as they best align with the research field and are expected to help achieve the study's objectives:

1.   **Data Collection and Analysis** (Dhamija & Arora, 2021).
2.   **Diversity and Inclusion Analysis** (Al-Sawalqa, 2024).
3.   **Training Needs Analysis** (Al-Shboul & Matouh, 2015).

The Concept of Data Collection and Analysis

The dimension of data collection and analysis in human resources has witnessed significant developments over the decades. The proliferation of personal computers and databases has transformed the methods of data collection and storage, allowing for more complex analyses using statistical software, with an increasing focus on performance measurement and training evaluation (Dessler, 2020, p. 80). The emergence of human resource management systems has enabled organizations to collect and electronically store vast amounts of employee data, opening new avenues for analyzing this data and extracting valuable insights (Marler & Boudreau, 2017, p. 23).

Al-Otaibi (2019, p. 156) defined data collection as the process of gathering data from various sources, while data analysis is the process of using statistical and mathematical methods to understand and interpret the collected data. Bharadwaj et al. (2017, p. 15) emphasized that big data analysis aims to identify patterns and information that assist in human resource decision-making. Gupta et al. (2021, p. 30) indicated that data collection and analysis involve

gathering data from various sources, such as employee records, periodic evaluation results, and training and development data.

The researchers view data collection and analysis as a fundamental pillar of modern human resource management, providing the necessary tools for informed and effective decision-making. Through data analysis, organizations can improve their operations, enhance employee satisfaction, and achieve a competitive advantage.

2. Diversity and Inclusion Analysis

Diversity refers to the presence of a wide range of differences and unique characteristics among individuals, including visible dimensions such as race, gender, age, and physical abilities, as well as invisible dimensions such as cultural background, education, sexual orientation, and perspectives, which enrich the workplace with varied experiences (Roberson, 2019, p. 30). Inclusion refers to the degree to which employees feel valued, respected, and a sense of belonging within the organization, and that they are able to fully express themselves and contribute their unique inputs without fear of bias or marginalization, thereby enhancing trust and collaboration (Saks & Gruman, 2019, p. 40). Together, diversity and inclusion constitute an organizational framework aimed at fostering a work environment that values a wide range of individual differences, including demographic, cultural, and experiential backgrounds (Roberson, 2019, p. 15).

Cox Jr. (2018, p. 25) noted that diversity and inclusion aim to ensure that all individuals feel a sense of belonging, appreciation, and equal opportunities for participation and growth. Hewlett et al. (2017, p. 40) explained that they can be viewed as a synergistic approach, where the deliberate presence of diverse individuals is integrated with practices that create a sense of belonging and psychological safety, enabling all employees to effectively contribute their unique perspectives toward achieving organizational goals.

Steps for Diversity and Inclusion Analysis

To implement diversity and inclusion analysis effectively, the process involves several key steps:

a. **Defining the scope and objectives:** Before starting, it is essential to determine the diversity dimensions to focus on (e.g., age, gender, race) and the inclusion indicators to measure, along with setting clear objectives for the analysis (Roberson, 2019, p. 90). This ensures efforts are concentrated on the areas most important to the organization.

b. **Collecting standardized data:** Demographic and job-related data should be gathered from reliable sources such as HR systems while ensuring confidentiality and privacy of employee information (Armstrong & Taylor, 2020, p. 200). Qualitative data should also be collected through anonymous surveys and focus groups to understand employee experiences (Saks & Gruman, 2019, p. 150).

c. **Analyzing quantitative and qualitative data:** This step involves analyzing differences in the representation of various groups across roles and levels, examining pay gaps, turnover rates, and promotions (Dutt et al., 2016, p. 120). Qualitative data is analyzed to identify common sentiments, challenges, and areas for improvement from the employees' perspective.

d. **Identifying gaps and biases:** Using analytical results, areas lacking diversity or inclusion or exhibiting systematic biases in HR processes are identified (Ely & Thomas, 2020, p. 70). This may include gaps in recruitment, promotion, or access to training opportunities.

e. **Developing recommendations and interventions:** Based on identified gaps, actionable recommendations are formulated to address issues. These may include policy changes, targeted training programs, mentoring and coaching initiatives, or awareness campaigns (Chung et al., 2021, p. 100).

f. **Implementation, monitoring, and measurement:** After applying the recommendations, their impact is continuously monitored using predefined key performance indicators (Noe et al., 2021, p. 250). This allows assessment of the initiatives' effectiveness and adjustment as needed to achieve the desired objectives.

Training Needs Analysis

Training needs analysis within the context of human resource mining is a systematic and ongoing process of collecting and evaluating information to identify gaps between current competencies and those required to perform specific job tasks or achieve the organization's strategic objectives (Blunt, 2018, p. 40). This analysis aims to determine who needs training, the type of training required, and how it can be delivered effectively to ensure maximum return on investment in human resources (Culp & Cheyney, 2020, p. 55).

Goldstein & Ford (2018, p. 30) defined training needs analysis as a systematic process to identify the gap between the current state of skills, knowledge, and capabilities within the organization and the desired state to achieve its strategic and operational goals. It is an organized approach to gathering and analyzing data to determine the educational or developmental needs of individuals, teams, or the organization as a whole (Blunt, 2018, p. 50). Some describe it as an

assessment of performance gaps that can be addressed through training or development, taking into account organizational objectives and specific job tasks (Culp & Cheyney, 2020, p. 65).

The researchers view **training needs analysis** as a systematic process that involves collecting and analyzing quantitative data (such as performance data, skills assessments, productivity indicators) and qualitative data (such as employee surveys and manager interviews) across different organizational levels to identify gaps in current and future competencies. The goal is to design and develop targeted and effective training programs that contribute to achieving the organization's strategic objectives and enhancing its competitive capability.

Practical Mechanisms for Leveraging Training Needs Analysis

To maximize the benefits of training needs analysis as a dimension of human resource mining, organizations can implement the following mechanisms:

a. **Defining performance indicators linked to training:** Training needs analysis should be connected to clear performance indicators, such as improving productivity, increasing customer satisfaction, or achieving sales targets (Gupta & Kumar, 2019, p. 105).

b. **Collecting multi-source data:** This involves gathering quantitative data from performance management systems (PMS), skill records, and productivity data, in addition to qualitative data through self-assessment surveys, manager and employee interviews, and focus groups (Noe et al., 2021, p. 250).

c. **Applying data mining and analysis techniques:** Utilize descriptive analysis to identify current skill gaps, diagnostic analysis to understand the causes of these gaps, and predictive analysis to forecast future needs based on organizational or technological changes (Mohanty & Balakrishnan, 2020, p. 70).

d. **Setting training objectives and strategies:** Based on the insights gained, clear and specific training objectives are established, such as developing new leadership skills or enhancing technical competencies for a particular team (Goldstein & Ford, 2018, p. 150).

e. **Continuous monitoring and evaluation of training impact:** Track the impact of training programs on individual and organizational performance using predefined indicators. This allows assessment of training effectiveness, calculation of return on investment, and adjustment of future programs (Culp & Cheyney, 2020, p. 110; Armstrong & Taylor, 2020, p. 250).

f. **Linking training to career pathways:** The results of training needs analysis should be integrated with career planning and professional development systems to ensure that training contributes to employee growth and career progression within the organization (Al-Sharif, 2017, p. 90).

Practical Section

Testing the Hypotheses

This section focuses on testing the main and sub-hypotheses of the study using a set of statistical indicators, followed by a discussion of the results in a manner that enhances their scholarly value and provides the field with systematic interpretations that offer applicable mechanisms based on the study's findings.

First: Testing the Correlation Hypothesis

The Pearson correlation coefficient was used to measure the strength and direction of the relationship. This type of correlation is commonly used to test the relationships between variables, as shown in the following table:

Table (1) – Ranges and Strength of Correlation

Ranges	0	$\pm(0.1\text{-}30)$	$\pm(31\text{-}70)$	$\pm(71\text{-}99)$	$\pm(1)$
Strength	No correlation	Weak correlation (positive or negative)	Strong correlation (positive or negative)	Very strong correlation (positive or negative)	Perfect correlation (positive or negative)

Source: Fahmy, Mohamed Shamil Bahaa El-Din. *Statistics Without Struggle: Concepts with Applications Using SPSS*, First Edition, Research Center, Saudi Arabia, p. 539.

First Main Hypothesis: There is a statistically significant correlation between generous leadership and human resource mining at Samarra University. This hypothesis is subdivided into several sub-hypotheses:

a. **First Sub-Hypothesis:** There is a statistically significant correlation between generous leadership and data collection and analysis.

b. **Second Sub-Hypothesis:** There is a statistically significant correlation between generous leadership and diversity and inclusion analysis

c. **Third Sub-Hypothesis:** There is a statistically significant correlation between generous leadership and training needs analysis.

Table (2) – Correlation between Generous Leadership and Human Resource Mining by Its Dimensions

Generous Leadership		
Human Resource Mining	**Correlation Coefficient**	**(P-value)**
	0.801	0.000
Data Collection and Analysis	0.654	0.000
Diversity and Inclusion Analysis	0.774	0.000
Training Needs Analysis	0.727	0.000

Source: Prepared by the researchers using SPSS V26.

Table (2) shows the following:

1.   There is a very strong positive direct correlation between generous leadership and human resource mining, with a correlation coefficient of (0.801) at a significance level of (0.000), indicating that the relationship is statistically significant. This result reflects that leaders' practice of generous behaviors (such as support, appreciation, empowerment, and motivation) directly contributes to enhancing the university's ability to collect and analyze human resource data, understand diversity, and identify training needs. In other words, this type of leadership creates an organizational environment that maximizes the utilization of human capital through data, making generous leadership a key driver for the effectiveness of HR processes and the improvement of strategic decisions within the university.

a. There is a strong positive direct correlation between generous leadership and data collection and analysis, with a coefficient of (0.654) at a significance level of (0.000). This indicates an active cooperative relationship between leadership style and data management skills within the university. Generous leaders not only provide direction but also create safe spaces for participation, enabling HR teams to obtain reliable and unambiguous information. In the context of Samarra University, this reflects the leadership's ability to motivate employees to express their performance and needs honestly, enriching the database and making it more realistic and effective for decision-making.

b. There is a very strong positive direct correlation between generous leadership and diversity and inclusion analysis, with a coefficient of (0.774) at a significance level of (0.000). This indicates that generous leadership contributes to building an organizational environment that promotes fairness and equality, encourages respect for individual differences among employees, and helps the university achieve organizational inclusivity and better utilization of diverse talents. This leadership style goes beyond traditional administrative patterns and embodies the concept of organizational inclusion, treating differences as added value rather than obstacles by providing support, inclusion, and equal opportunities for all.

c. The results show a strong positive direct correlation between generous leadership and training needs analysis, with a coefficient of (0.727) at a significance level of (0.000). This suggests that generous leaders do not merely provide training opportunities but design them based on a deep, individualized understanding of needs within a university setting such as Samarra University, where disciplines and career paths vary. This type of leadership creates a precise alignment between employees' actual needs and the professional development provided. Leaders act as engaged listeners who identify gaps and transform them into genuine learning opportunities driven by trust.

Based on the obtained statistical results, the first main hypothesis is accepted at both the overall and sub-hypothesis levels.

Second: Testing the Effect of Variables and Dimensions

After analyzing the correlation, the next step is to test the effect, aiming to reveal the extent to which the independent variable influences the dependent variable, either at the overall level or through its sub-dimensions. This analysis is essential to understand the explanatory power of the studied variables in the research field. The test relies on regression models and path analysis to determine the magnitude and direction of the effect and assess its statistical significance using appropriate indicators and coefficients.

First Main Hypothesis (Second): There is a statistically significant effect of generous leadership on human resource mining, subdivided into several sub-hypotheses.

Table (3) – Path of Generous Leadership's Effect on Human Resource Mining

Impact path	simple linear regression	Analysis of Variance ANOVA	Model Summary

Generous Leadership ⬇ Human Resource Mining	Constant	β	t	Sig	F	Sig	R²	R
	0. 973	0.779	24.090	0.000	580.338	.0000	.6410	0.801

Source: Prepared by the researchers using SPSS V26.

Table (3) shows that there is a statistically significant positive effect of generous leadership on human resource mining at Samarra University. The regression coefficient value ($\beta = 0.779$) indicates that an increase of one unit in the level of generous leadership corresponds to an increase of 0.779 units in the level of human resource mining practices, reflecting the strong positive impact of this leadership style. The high t-value (t = 24.090) with a significance level of (0.000) confirms that the effect of generous leadership on human resource mining is statistically significant at the 0.05 level, which enhances the reliability of the explanatory model. The regression equation was as follows:

YY = 0.973 + 0.779 XX

Where:

XX: Generous Leadership

YY: Human Resource Mining

The results of the analysis of variance (ANOVA) showed a clearly high value (F = 580.338) with a significance level of (0.000), indicating that the model as a whole is statistically valid and suitable for explaining the relationship between the two variables. Regarding the explanatory power of the model, the coefficient of determination ($R^2 = 0.641$) indicates that 64.1% of the variance in human resource mining is explained by generous leadership behavior, reflecting a strong impact of this variable. This is consistent with the correlation coefficient (R = 0.801) tested in the first main hypothesis.

These results reflect that the leaders at Samarra University exhibit generosity, sharing their knowledge and experience rather than hoarding it. Such leadership fosters a work environment that values experimentation, relies on data, and seeks truth. When employees perceive their leader as willing to support them unconditionally, they become more inclined to share information, analyze performance, and propose solutions, making human resource mining an active process fueled by trust-building leadership that liberates human potential.

Several sub-hypotheses derive from the second main hypothesis as follows:

   Sub-hypothesis 1: Moral generosity has a statistically significant effect on human resource mining.   .a

Table (4): Path Analysis of the Effect of Moral Generosity on Human Resource Mining

Impact path	simple linear regression				Analysis of Variance (ANOVA)		Model Summary	
Moral Generosity ⬇ Human Resource Mining	Constant	β	t	Sig	F	Sig	R²	R
	1.530	0.598	16.851	0.000	283.969	.0000	0.466	0.683

Source: Prepared by the researchers using SPSS V26.

Table (4) shows that the dimension of moral generosity, as one of the dimensions of generous leadership, exerts a positive and statistically significant effect on enhancing human resource mining practices at the University of Samarra. The effect value was ($\beta = 0.598$), indicating that each additional unit in moral generosity contributes to an increase of (0.598) in human resource mining, representing a moderate to strong direct effect. The high value of (t = 16.851) with a significance level of (0.000) confirms that the effect is statistically significant at the 0.05 level, reflecting the stability of the model and the strength of the actual effect in the studied sample. The regression equation is as follows:

YY= 1.530 + 0.598 XX1

Where:

XX1: Moral Generosity.

In the context of ANOVA analysis, the F-value was (F = 283.969) with a significance level of (0.000), indicating that the regression model reliably explains the relationship and is suitable for analysis. Regarding the explanatory power

of the model, the coefficient of determination ($R^2 = 0.466$) means that 46.6% of the variance in human resource mining is explained by moral generosity, which is a substantial proportion indicating a significant effect. The correlation coefficient ($R = 0.683$) corresponds to the one tested in the first sub-hypothesis of the first main hypothesis.

The results indicate that leadership practices based on respect, appreciation, recognition of efforts, and psychological support serve as an effective foundation for enhancing the organization's capacity to analyze data, identify training needs, accept feedback, and understand human diversity. Within the University of Samarra, moral generosity acts as a key motivator for human resources, enhancing organizational trust and morale, and contributing to the activation of human resource mining mechanisms, making them effective and realistic in a university environment founded on cooperation and mutual support.

b- Second Sub-Hypothesis: Moral generosity has a statistically significant effect on human resource mining.

Table (5) Path of the Effect of Material Generosity on Human Resource Mining

Impact path	simple linear regression				Analysis of Variance (ANOVA)		Model Summary	
	Constant	β	t	Sig	F	Sig	R^2	R
Material Generosity ⬇ **Human Resource Mining**	2.349	0.452	15.782	0.000	249.061	.0000	.4340	0.659

Source: Prepared by the researchers using SPSS V26.

Table (5) shows that material generosity has a statistically significant positive effect on human resource mining at Samarra University. The regression coefficient was ($\beta = 0.452$), indicating that a one-unit increase in material generosity corresponds to a 0.452-unit increase in the level of human resource mining, reflecting a moderate strength of effect. The t-value was high ($t = 15.782$) with statistical significance ($p = 0.000$), confirming the credibility and non-random nature of the effect. The regression equation is as follows:

YY = 2.349 + 0.452 XX2

Where:

XX2: Material Generosity

In the ANOVA analysis, the F-value was 249.061, which is highly significant ($p = 0.000$), confirming the validity of the model and its ability to explain the relationship between the study variables. The coefficient of determination ($R^2 = 0.434$) indicates that approximately 43.4% of the variations in human resource mining practices are explained by material generosity, reflecting the impact of this leadership style, and $R = 0.659$ confirms the previously tested correlation coefficient.

The results indicate that, in the context of Samarra University, material generosity motivates employees and enhances job stability, positively influencing the effectiveness of data collection and analysis and optimal utilization of human resources. Therefore, material generosity not only enhances employee satisfaction but also serves as a strategic tool to support human resource decisions, sending a positive implicit message regarding investment in employees, which in turn fosters commitment, encourages participation in data collection, engagement in performance development programs, and acceptance of training.

c- Sub-hypothesis three: Social generosity has a statistically significant effect on human resource mining.

Table (6) Path of Social Generosity Effect on Human Resource Mining

Impact path	simple linear regression				Analysis of Variance (ANOVA)		Model Summary	
	Constant	β	t	Sig	F	Sig	R^2	R
Social Generosity ⬇ **Human Resource Mining**	0.861	0.749	19.749	0.000	390.019	.0000	.5450	0.739

Source: Prepared by the researchers using SPSSV26.

Table (6) shows that the dimension of social generosity has a statistically significant positive effect on supporting human resource mining processes within the studied university. The regression coefficient was ($\beta = 0.749$), indicating that each one-unit increase in social generosity results in an increase of (0.749) units in human resource mining,

reflecting a strong and effective impact. The t-value reached (t = 19.749) with a significance level of (0.000), confirming that the effect is highly reliable and not due to chance. The regression equation is formulated as follows:

YY = 0.861 + 0.749 XX3

Where:

XX3: Social Generosity.

The ANOVA analysis shows a value of (F = 390.019) with a significance level of (0.000), confirming that the statistical model effectively explains the relationship between social generosity and human resource mining. The coefficient of determination (R^2 = 0.545) indicates that 54.5% of the variance in the efficiency of human resource mining processes is attributed to social generosity, demonstrating strong explanatory power. The correlation coefficient (R = 0.739) also confirms the previously tested correlation.

In the context of Samarra University, the results indicate that leaders who practice positive social behaviors such as relationship building, effective communication, social participation, and emotional support contribute to creating a motivating environment that enhances awareness of diversity, encourages embracing differences, and motivates employees to share their opinions and diverse skills. Social generosity serves as a key driver of organizational trust and social capital, enabling leaders to access high-quality data and information, stimulate individual initiatives, and promote collaboration, which positively impacts the effectiveness of human resource processes and the efficient utilization of their capabilities.

In light of the obtained statistical results, the second main hypothesis is accepted at both the overall and sub-levels.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions: This section presents the conclusions drawn by the researchers based on the analysis of the study variables at both descriptive and field levels, as a basis for providing appropriate recommendations for Samarra University, as follows:

First: Conclusions on the Availability of Generous Leadership and Its Dimensions at Samarra University

1. **Availability of generous leadership at a good level in the university:** The analysis shows that generous leadership is present at a good level within Samarra University, reflecting a positive perception of supportive leadership behaviors that contribute to building a motivating work environment.

2. **Excellence of the university in social generosity:** Social generosity emerges as the most prominent and available dimension of generous leadership at Samarra University, indicating that leaders focus on building positive relationships, leveraging their networks to support employees, and providing opportunities for their professional development.

3. **Importance of moral generosity at the university:** Moral generosity holds a significant place in leadership practices within the university, demonstrating the presence of emotional support, recognition, and psychological motivation for employees.

4. **Need to enhance material generosity at the university:** Material generosity is present at a level that requires more attention compared to the other dimensions, suggesting an opportunity to improve the provision of tangible resources, incentives, and funded training opportunities.

Second: Conclusions on the Availability of Human Resource Mining and Its Dimensions at Samarra University

1. **Availability of human resource mining at a good level in the university:** The analysis indicates that human resource mining practices are available at a good level, reflecting attention to utilizing data for developing human capital.

2. **University leadership in data collection and analysis:** The dimension of "data collection and analysis" ranks first among the dimensions of human resource mining in terms of availability, reflecting a strong awareness of its importance as a foundation for HR decision-making and exploring latent capabilities.

3. **University awareness of diversity and inclusion:** There is evident awareness at the university of the importance of analyzing diversity and inclusion, with emphasis on attracting employees from diverse backgrounds to enhance the university's competitive capabilities.

Third: Conclusions on the Correlation between Generous Leadership and Human Resource Mining at Samarra University

1. **Strong and direct correlation between generous leadership and human resource mining:** There is a strong, positive, and statistically significant correlation between generous leadership and human resource mining at Samarra University, confirming that generous leadership serves as a key driver for the effectiveness of HR processes and the investment in human capital.

2.   **Generous leadership enhances data collection and analysis:** Generous leadership at the university is strongly associated with data collection and analysis, indicating that generous leaders create a safe environment for genuine participation, enabling HR teams to gather accurate and realistic data that supports decision-making.

3.   **Generous leadership supports diversity and inclusion:** Generous leadership is highly correlated with diversity and inclusion analysis, demonstrating that such leadership encourages the acceptance and appreciation of differences and fosters an inclusive culture that leverages diverse skills and experiences.

4.   **Generous leadership contributes to training needs analysis:** The analysis shows a strong correlation between generous leadership and training needs analysis, suggesting that leaders who demonstrate generosity help create an environment supportive of continuous learning and development, facilitating the identification and fulfillment of training gaps.

Fourth: Conclusions on the Effect of Generous Leadership Dimensions on Human Resource Mining at Samarra University

1.   **Positive effect of moral generosity:** Moral generosity exerts a positive and significant effect on human resource mining at the university, indicating that enhancing emotional support and recognition improves HR mining practices.

2.   **Positive effect of material generosity:** Material generosity has a positive and significant effect on human resource mining, suggesting that providing tangible resources and incentives contributes to more effective HR mining processes.

3.   **Overall effect of generous leadership:** There is a statistically significant effect of generous leadership as a whole on human resource mining at Samarra University, confirming that generous leadership is a key motivator for the effective development and management of human capital.

Recommendations

This section presents a set of recommendations for Samarra University, built upon the conclusions of this study, along with proposed practical mechanisms for implementation:

1. Maintaining and Enhancing the Culture of Generous Leadership at the University

a. Recommendation: Samarra University should maintain and continuously enhance the current level of generous leadership, given its vital role in creating a positive and motivating work environment.

b. Implementation Mechanism:

• The university should continue supporting leadership development programs that emphasize cultivating moral and social generosity among both new and existing leaders.

• It is necessary for the university to strengthen recognition and non-monetary incentives for leaders who embody generosity in their daily interactions with staff.

2. Developing and Activating Material Generosity at the University

a. Recommendation: Samarra University should work to develop and activate the dimension of material generosity to match the levels of moral and social generosity, thereby maximizing its positive impact on human resource mining.

b. Implementation Mechanism:

• The university should reassess and redesign reward and material incentive policies to ensure competitiveness, fairness, and clear linkage to distinguished performance and effective contributions.

• The university must provide the necessary material resources and modern technologies that support the work environment and enable staff to perform tasks more efficiently.

• Fully funded or supported professional training and development opportunities should be made available to employees to help them acquire new skills, enhancing their added value to the university.

3. Maximizing the Benefits of Data Collection and Analysis Practices

a. Recommendation: The university should continue developing human resource data collection and analysis practices and leverage this data as a strategic tool to enhance HR mining processes.

b. Implementation Mechanism:

• The university should invest in advanced human resource information systems that allow comprehensive and accurate data collection and analysis, providing deep insights into human capital.

• Advanced training programs should be offered to HR teams and leaders on using sophisticated analytical tools to translate data into effective plans that improve talent management.

4. Deepening the Culture of Diversity and Inclusion at the University

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a. Recommendation: University leadership and decision-makers should deepen the culture of diversity and inclusion, benefiting from its strong relationship with generous leadership, to ensure a work environment that values all and leverages diverse capabilities.

b. Implementation Mechanism:

• The university should launch continuous awareness initiatives and programs for all staff on the importance of diversity and inclusion and how to build a respectful and supportive work environment for differences.

• Policies and procedures related to recruitment, promotion, and development should be reviewed and revised to ensure they reinforce equity and equal opportunities for all individuals.

5. Developing the Training Needs Analysis System at the University

a. Recommendation: Samarra University should continue developing its training needs analysis system while enhancing the role of generous leadership in identifying and meeting these needs to ensure the continuous development of employee competencies.

b. Implementation Mechanism:

• Leaders should be enabled to participate actively in identifying the training needs of their teams through the provision of necessary tools and knowledge.

• The university should design innovative, customized training programs that address skill gaps and focus on developing essential and future competencies of staff.

• Effective mechanisms should be established to monitor and evaluate the impact of training programs on employee performance and professional development, ensuring continuous improvement and learning.

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