

Table 1. Means, Standard Deviations, and Correlations between Variables

Variables	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9
1.Vision	3.38	0.81	1.00								
2.Altruistic Love	3.31	0.75	0.68	1.00							
3.Hope	3.64	0.78	0.69	0.55	1.00						
4.Inner Life	3.38	0.81	0.36	0.28	0.34	1.00					
5.Calling /Meaning	3.94	0.74	0.53	0.46	0.69	0.38	1.00				
6.Membership	3.38	0.75	0.63	0.64	0.60	0.32	0.58	1.00			
7.Organizational Commit.	3.70	0.80	0.62	0.57	0.72	0.31	0.65	0.67	1.00		
8.Productivity	3.49	0.71	0.48	0.54	0.46	0.30	0.46	0.53	0.53	1.00	
9.Life Satisfaction	3.39	0.74	0.46	0.42	0.44	0.44	0.47	0.57	0.54	0.46	1.00

Table 2. *Results of the Research Instrument Reliability*

Factors	Number of Items	Cronbach's Alpha	AVE
Vision	4	.88	.66
Altruistic love	5	.88	.60
Hope/faith	4	.90	.71
Calling	4	.90	.71
Membership	4	.87	.64
Inner life	4	.85	.59
Organization commitment	5	.91	.67
Productivity	4	.85	.59
Life satisfaction	5	.88	.60

Table 3. *Factor Loading for the CFA of Revised Spiritual Leadership Model*

Variables	Items	Revised model	Revised model (after deleting of three items)
Vision	V1	1	1
	V2*	0.863	-
	V3	0.973	0.971
	V4	1.167	1.234
	V5	1.152	1.245
Hope/Faith	H1*	0.957	-
	H2	1.107	1.139
	H3	1.11	1.143
	H4	1.057	1.093
	H5	1	1
Altruistic Love	AL1	0.737	0.738
	AL2	0.932	0.932
	AL3	0.944	0.942
	AL4	1.008	1.011
	AL5	1	1
Calling_/Meaning	MI1	1	1
	MI2	1.395	1.397
	MI3	1.478	1.481
	MI4	1.425	1.427
Membership	ME1	1.164	1.165
	ME2	1.183	1.186
	ME3	1.204	1.206
	ME4	1	1
Commitment	OC1	1	1
	OC2	0.971	0.97
	OC3	1.034	1.034
	OC4	1.033	1.031
	OC5	1.092	1.091
Productivity	P1	1	1
	P2	1.024	1.024
	P3	1.129	1.128

Variables	Items	Revised model	Revised model (after deleting of three items)
Inner Life	P4	1.02	1.02
	IL1*	0.505	-
	IL2	0.744	0.689
	IL3	0.913	0.868
	IL4	0.979	1.002
	IL5	1	1
Life Satisfaction	LS1	1.139	1.14
	LS2	1.242	1.243
	LS3	1.269	1.27
	LS4	1.188	1.19
	LS5	1	1
Model fit		$\chi^2[783] = 2341.291$ NNFI = .891 CFI = .901 RMSEA = .062	$\chi^2[666] = 1636.632$ NNFI = .901 CFI = .908 RMSEA = .061

Note, * deleted items