Business Executives and Professionals Identify Relationship Between Spirituality at Work and Job Satisfaction

Dr. Eleanor Marschke, Strayer University
Dr. Robert Preziosi, Nova Southeastern University
Dr. William Harrington, Nova Southeastern University

Dr. Eleanor Marschke (Contact Person)
Professor of Business Management
Strayer University
5830 Coral Ridge Dr. Suite 300
Coral Springs, Florida 33076
Email: spiriteducator1@aol.com
954-979-6993 Office
954-818-2289 Cell

Dr. Robert Preziosi
Professor of Management and Chair Human Resource Management
H. Wayne Huizenga School of Business and Entrepreneurship
Nova Southeastern University
3301 College Avenue
Fort Lauderdale, Florida 33314
Email: preziosi@nova.edu
Phone: (954) 262-5111

Dr. William J. Harrington
Professor of Management
H. Wayne Huizenga School of Business and Entrepreneurship
Nova Southeastern University
Fort Lauderdale, Florida 33314
Email: billh@nova.edu
Phone: (954) 262-5088

Abstract

This research was aimed at the study of job satisfaction to the relationship of spirituality in the workplace. In addition, job satisfaction and spirituality in the workplace was analyzed as stand alone variables. The design of this study was to interpret, develop, test and present research that explains the connection between workplace spirituality and a person's perception to the relationship of job satisfaction. The ultimate goal of this research was to examine the relationships of the variables that would lead to further growth in employee development, increased job performance, lower turnover rates, higher profits and employee retention as they relate to organizational goals and strategies.

This research indicated that there is a widespread belief that for companies to survive into the 21st century in the face of economical downturn and global competition, it is necessary for leaders and employees to tap into their spiritual resources. All the collected evidence from this research points to a strong and significant relationship between the variables. The potentially groundbreaking nature of this research leaves no doubt that the intuitively positive relationship between spirituality in the workplace and job satisifaction may transform individual and organizational lives in ways unrestricted by natural law.

Key Words: Leadership, Job Satisfaction, Spirituality

Introduction

An evolving American culture and an unreliable business climate are driving the revitalization of the workplace through an infusion of spirituality. The need for a spiritual connection has become important to a wider audience, partly because of an ongoing upheaval in organizational structure, which often results in feelings of insecurity regarding one's place in the system (Giacalone & Jurkiewicz, 2003). Corporate character is being called into question, not only with financial issues such as stock management and corporations ignoring generally accepted accounting procedures, but also with regard to human resource issues and business ethics, environmental policies, human rights, corporate contributions, community development and workplace success. Workplace spirituality has risen to the forefront since the late 1990's, partly due to the enormous cost of disregarding human resource standards as they relate to business practices.

Spirituality in the workplace is about people who perceive themselves as spirited beings, whose spirits desire and need to be energized through work. It is about experiencing real purpose and meaning at work beyond paychecks and performance reviews. Spirituality is about people sharing and experiencing some common attachment, attraction, and togetherness with each other within their work unit and the organization as a whole (Harrington & Preziosi & Gooden, 2004). It is a continuing search for meaning and purpose in life; an appreciation for the depth of life, the expanse of the universe, and natural forces which operate it; and, it is a personal belief system (Myers, 1990).

The core of spirituality is about people sharing and experiencing some common attachment, attraction, and togetherness within their work unit and the organization as a whole.

(Mitroff & Denton, 1999). Within the framework of this conceptualization of spirituality, Giacalone & Jurkiewicz (2003) suggest that future research be conducted on such variables as:

- How people evaluate their work

- How much time they spend working

- The type of jobs they desire and accept

- The way they do their work

- How they relate to work routines, coworkers, customers, and products

These research areas imply the necessity of incorporating spirituality into the workplace in order to enhance worker motivation, organizational performance, and job satisfaction (Krishnakumar & Neck, 2002). Based on prior research it appears that working in an environment with leaders that support a higher purpose or spiritual sense of the individual than those who don't are more satisfied and enjoy work more (Giacalone & Jurkiewicz, 2003).

Purpose of the Study

The purpose of this empirical study is to examine the relationship of spirituality in the workplace to job satisfaction. The ultimate goal is to use a current theory with practical implications for creating a positive workplace environment; in this way human resource professionals and corporate executives may implement practices that lead to further growth in employee development, increased job performance, lower turnover rates, higher profits, and long term employee satisfaction and employee retention as they relate to organizational goals and strategies.

Research Question

The study addresses the following research questions:

1. Is spirituality in the workplace related to job satisfaction?

The independent variable in this study is job satisfaction and the dependent variable is spirituality in the workplace.

Limitations

The limitations hampering a scientific study of workplace spirituality are threefold: (1) inadequate measurement tools; (2) limited theoretical development; and (3) legal concerns. This research will address these limitations by quantitatively surveying corporate employees for the purpose of developing, testing and presenting research that explains the relationship among spirituality in the workplace and job satisfaction.

Assumptions

There are two significant assumptions for this research. The first is that spirituality is a valid psychological construct that can be operationalized, measured and investigated in nomological networks (Reed 1991, 1992). The crisis in psychology in the 1970s (Koc & Leary 1992) and the emergence of the tradition of humanistic psychology as an "alternative conception in psychology" (Hilgard, 1987) set the stage for the introduction of the concept "spirituality" as a valid psychological construct. In recent years the concept has become increasingly embraced in research areas that apply psychological theories to explain behavior in organizations. (Ashmos and Duchon, 2000, Freshmen, 1999; Mitroff and Denton, 1999; Brandt, 1996; Chappel, 1993).

The second assumption is that this construct is linked to positive organizational outcomes. This assumption is justified because self-actualization and higher levels of motives can be expected to relate to positive behaviors in organizations. Both psychological theory building (Milliman, Czaplewski, and Ferguson, 2003) and general sociological theories have established a link between these higher motives and positive economic outcomes (Weber, 2003). This research will primarily focus on the short term consequences of spirituality in the workplace as it relates to job satisfaction (short-term).

Significance of Study

This study is significant because there is still so much divergence, even controversy, in perceptions about the phenomenon of spirituality in the workplace. There is a significant degree of inhibition among corporate professionals in the 21st century to implement the research that has been completed on embracing spirituality as it relates to job satisfaction. This research will be an important contribution to research on these variables since almost no studies exist in this area of research and the ways it which it influences management, human resources and the corporate organization as a whole.

Operational Definitions

The definitions of selected terms used throughout this study are as follows:

Job Satisfaction: The pleasurable or positive emotional state resulting from the assessment of one' job and job experiences (Locke, 1976), and the degree to which people like their jobs (Spector, 1997).

Intrinsic satisfaction: How people feel about the nature of their job tasks (Hirschfield, 2000).

Extrinsic satisfaction: How people feel about aspects of the work situation that are external to the job tasks or work itself (Hirschfield, 2000).

Spirituality in the workplace: Workplace spirituality involves the effort to find one's ultimate purpose in life, to develop a strong connection to coworkers and other people associated with work, and to have consistency or alignment between one's core beliefs and values of their organization (Mitroff and Denton, 1999).

Literature Review

The review of prior literature helps to determine what new knowledge needs to be explored in order to efficiently apply previous research to the study as presented here. As noted, this construct has only recently been introduced in the area of organizational behavior theory. In order to better understand the evolution of spirituality in the workplace, and job satisfaction, a framework is established that is based upon the research of:

Spirituality in the Workplace:
Jurkiewicz and Giacalone (2004), Ashmos and Duchon (2000), Mitroff and Denton (1999), Reed (1991)

Job Satisfaction:
Hirschfield (2000), Spector (1997), O'Reilly and Caldwell (1980)

Thought Self Leadership:
Neck and Edwards (1996) Neck and Milliman (1994), Neck (1992), Neck and Manz (1992).

Spirituality in the Workplace

This literature review presents a comprehensive of spirituality in the workplace in the following sections:

- The Spirituality Movement of the 21st Century
- Spirituality's Impact on the Corporate Bottom Line
- Job Satisfaction

A review of the literature found a growing awareness by Human Resource professionals of spirituality in the workplace and revealed changing strategies by employers to deal with organizational needs for spirituality. There is increasing evidence that a major transformation is occurring in many organizations (Ashmos and Duchon, 2000). In the so-called Spirituality Movement, organizations that have long been viewed as rational systems are considering making room for the spiritual dimension, a dimension that has less to do with rules and order and more to do with meaning, purpose, and a sense of community (Ashmos and Duchon, 2000).

The Spirituality Movement of the 21st Century

Although the concept of "spirituality in the workplace" has increasingly gained popularity in the past few years nevertheless, this literature review recognizes that the term spirituality means different things to many people. Dr. Judy Neal, founder and president of the Association for Spirit at Work, found that managers often confuse spirituality with religion (Brandt, 1996). A person in corporate America can have a deeply meaningful spiritual experience at work without having people become upset with someone trying to convince them of a particular religious point of view. Ashmos and Duchon (2000) referred to this phenomenon as being about employees who understand themselves as spiritual beings whose souls need nourishment at work; about experiencing a sense of purpose and meaning in their work, and experiencing a sense of connectedness to one another and to their workplace community.

The hunger for personal meaning in life is documented by the phenomenal success of two religious leaders' impact on the non-religious world. The New York Times Bestseller list includes Rick Warren's *The Purpose Driven Life — What on Earth Am I Here for?*, and Joel Osteen's book, *Your Best Life Now — 7 Steps to Living at Your Full Potential. The Purpose-Driven Life* has transformed millions of lives around the world, and is a blueprint for living in the 21st century, using the time-tested wisdom of the Bible. It is a book of both hope and challenge that is a classic in inspirational literature.

Spirituality's Impact on the Corporate Bottom Line

How does spirituality in the workplace relate to the bottom line of a business? Recent publications and studies have focused on the relationship between workplace spirituality and organizational performance (Giacalone & Jurkieweiz, 2003). Earlier studies showed a strong correlation between corporate culture/core values and profitability. A Harvard Business School

study examined ten companies with strong corporate culture and ten with weak corporate culture, drawn from a list of 200 leading companies. Researchers in this study not only found a dramatic correlation between an organization's spirited culture and its profitability; but, also found that, in some cases, the more spirited companies outperformed the others by 400 to 500 percent in terms of net earnings, return on investment, and shareholder value (Giacalone & Jurkiewicz, 2003).

Research performed by University of Southern California's Marshall Graduate School of Business Professor Ian Mitroff (Mitroff, 1999) indicates that organizations which identify themselves as spiritual have employees who: 1) are less fearful of their organizations; 2) are less likely to compromise their basic beliefs and values in the workplace; 3) perceive their organizations as being significantly more profitable; and, 4) report that they can bring significantly more of their complete selves to work, especially their creativity and intelligence. Many studies have indicated that what gives individuals the most meaning and purpose in their job is the ability to realize their full potential as a person (McCoy, 2001).

McLaughlin (1998) emphasizes the relationship between spirituality and profitability by asserting, "A growing movement across the country is promoting spiritual values in the workplace and pointing to many examples of increased productivity and profitability" (p. 11). According to McLaughlin, organizations that want to survive in the 21st Century will have to offer a greater sense of meaning and purpose—key elements of spirituality, to their workforce. The author stresses, "In today's highly competitive environment, the best talent seeks out organizations that reflect their inner values and provide opportunities for personal development and community service, not just bigger salaries" (p. 11). McLaughlin further explains that the use of spiritual values as guiding principles has many positive financial effects on business.

Job Satisfaction

Based upon the employee's environment, he or she either enjoys or is dissatisfied with his or her job. It is clear through research studies that the extent to which an employee is allowed and encouraged to express him or herself through spirituality is an indication, a tool of measurement, for his or her emotional and psychological state. It is important to note that to study job satisfaction is to place emphasis on the psychological process instead of the physical (Spector, 1997).

Spector (1997) claims that "job satisfaction is simply how people feel about their jobs and the different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs." Job satisfaction may be viewed in the over all content an employee experiences or some sort of specific, momentary satisfaction (Cook, & Hepworth, & Wall & Warr, 1981). In this way, there are two types of satisfaction an employee may experience: intrinsic and extrinsic.

One study states that these two divisions in job satisfaction are clear measurements of how employees like or dislike their work; what they feel towards their tasks and their organization (Bhuian, 1996; Locke, 1976). Extrinsic satisfaction is experienced when the organization rewards an employee for doing a good job, most likely through the form of a raise or promotion (Bhuian, 1996). Intrinsic satisfaction deals more with the employees own internal feelings of accomplishment, his or her own self-actualization. Another source defines intrinsic satisfaction as "an individual's attitudes toward elements related to work such achievement, responsibility, advancement, and growth" (Herzberg, 1968). This form of satisfaction has closer ties to an employee's spirituality. It has been studied and proven that intrinsic satisfaction has a

deeper and a more lasting effect on an employee, keeping an employee dedicated to his or her tasks more so than extrinsic satisfaction does.

In order to simplify and organize the way job satisfaction is studied, Locke (1976) divided job satisfaction into several different theories: Process theory, content theories, and social identity theory. For the purpose of this dissertation and relating to the effects of spirituality on job satisfaction, content theories prove most important and relevant.

Locke stated that the content theories "specify the particular needs that must be attained for an individual to be satisfied with his job" (Locke, 1976, p. 1307). The predominate content theories are Maslow's Hierarchy of Need theory and Herzberg's Motivator-Hygiene theory (Locke, 1976). Maslow's theory, however, involves many factors that both directly and indirectly affect and are related to spirituality. Maslow's theory is further divided into the categories of physiological need, safety need, belongingness and love needs, esteem needs, and self-actualization needs.

Spirituality is primarily concerned with the last three categories: belongingness and love needs, esteem needs, and self-actualization needs. Employees who are openly allowed and encouraged to explore their spiritual self most often do not experience self-esteem problems, as they are secure with who they are in their own beliefs.

Overview of Methodology

This section will define the research design and methodology for this study. More specifically, it describes the research question and hypothesis, the sample population, the survey instruments, research variables and operational definitions, the research design, and an outline of data collection methods to be utilized. In addition, it describes the methods by which survey

instrument validity is established and the hypothesis will be analyzed. Finally, it reviews previous validation and reliability studies and shows potential limitations of the research design.

Significance of Study

This study is significant because there is still so much divergence, even controversy, in perceptions about the phenomenon of spirituality in the workplace. There is a significant degree of inhibition among corporate professionals in the 21st century to implement the research that has been completed on embracing spirituality as it relates to job satisfaction. This research will be an important contribution to research on these variables since almost no studies exist in this area of research and the ways it which it influences management, human resources and the corporate organization as a whole.

Population

The sample population of this study is non-traditional MBA students and the sample is taken from non-traditional MBA students who attend a business school in the southeast. Almost all of the MBA students included in this survey are working full-time job positions. The survey was administered as follows:

One hundred and eighty surveys were administered in person and returned directly to the researchers during capstone MBA classes with an expected return rate of 100 percent. Key demographic variables including gender and age will be reviewed to further characterize the sample.

The Variables

The research will investigate job satisfaction as an independent variable. The dependent variable is spirituality in the workplace. The impact of the two variables on actual business performance will not be within the scope of this research.

Surveys: Construct and Measures

This section describes the research questionnaire that will be utilized to gather the data. The Spiritual Perspective Scale ("SPS") was developed by Dr. Pam Reed and has been utilized since 1987. A ten-item, self-report questionnaire it is designed to assess spirituality. Each response will be answered on a 6 point Likert scale, with selections ranging from strongly disagree, to not at all, to strongly agree. Reed has tested the SPS on numerous respondents in varied organizations to determine its reliability in assessing spirituality in the workplace (Reed, 1991). Reed originally tested the SPS on 400 healthy, hospitalized, or seriously ill adults of all ages. Reliability, as estimated by Cronbach's alpha, was consistently greater than .90. Inter item correlation ranges were from .54 to .60 across all groups. Item-scale correlations were consistently above .60 and validity has been tested numerous times. Scoring of the SPS was accomplished by calculating the arithmetic mean across all items for a total score that ranges from 1.0 to 6.0. The larger the score obtained, the greater the degree of spirituality.

Job satisfaction was measured using the shore form of the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967). It was selected because it measures dimensions of job satisfaction that are not measured by other satisfaction instruments (Cook, et al., 1981). The dimensions included in the MSQ are activity, independence, variety, social status, supervision, moral values, security, social service, compensation, coworkers, recognition, creativity, working conditions, company policies achievement and advancement and these are some variables that will be utilized to measure the effect of spirituality in the workplace on job satisfaction

The twenty item MSQ was designed on a 5-point Likert type scale with responses anchored from "very dissatisfied" (1) to "very satisfied" (5). The twenty items short from of the

MSQ was derived form the long form of the MSQ. The short-form MSQ employs the same response categories used in the 1977 long form and as with Downes (2002), "This study does not attempt to distinguish between the intrinsic and extrinsic types, but rather attempts to capture elements of intrinsic and extrinsic satisfaction through the use of the MSQ" (p.30).

Peters, Jackofsky, and Salter (1981) while studying full and part-time employees, using the twenty item MSQ achieved a reliability estimate of 0.92 at (N = 31 full time employees). Cronbach's alpha for the internal consistency for the overall job satisfaction scale of the MSQ for employees in this research was found to be 0.86. This is consistent with Nunally's (1978) recommendation of 0.70 being sufficient for most research. In line with the estimate for total job satisfaction, the reliability estimates for intrinsic and extrinsic satisfaction were also found to be 0.824 and 0.834, respectively.

As discussed, this approach to survey instrument validation is also discussed in the literature as trait validity. A review of the validation of the three scales reveals that the trait validation procedure is the primary procedure used to establish validity and reliability of both measures (spirituality in the workplace and job satisfaction). The results of the various previous validation studies are documented in the agenda. It should be noted that some of the studies employed the Kuder-Richardson (K-R) formula rather than the Cronbach alpha formula. The Kuder-Richardson is a computational simplification of the Cronbach alpha formula and functionally equivalent. The review yielded an overwhelming evidence for validity and reliability of both measures.

Data Collection Techniques

The researcher will be administering the surveys to the respondents and will be given specific instructions regarding the survey completion and they will be given thirty minutes for

completion. The administrator of the surveys will then collect the surveys. The instructions for survey completion will be identical to those used for the administration to the population. During the instructions the researcher will stress the fact that the survey is voluntary and that all information will be handled with utmost confidentiality. The collected data will be analyzed using SPSS for Windows. In determining averages, blank answers will be ignored; and only those items answered will be averaged.

Research Questions and Hypotheses

Currently, there is limited knowledge about the relationship between workplace spirituality and job satisfaction. This empirical study is designed to determine the strength of the relationship between spirituality in the workplace and job satisfaction.

The study addresses the following question:

1. Is spirituality in the workplace related to job satisfaction?

Job satisfaction is an important variable that has been established as a key variable impacting the performance of an organization. The hypotheses derived from the research question are stated next. The null hypothesis is stated first, followed by the alternative or research hypothesis.

Spirituality & Job Satisfaction:

H_{01}: There is no correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction.

H_{A1}: There is a correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction.

H_{02}: There is no correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction by gender.

H_{A2}: There is a correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction by gender.

H_{03}: There is no correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction in older respondents by age.

H_{A3}: There is a correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction in older respondents by age.

H_{04}: There is no correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction.

H_{A4}: There is a correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction.

H_{05}: There is no correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction by gender.

H_{A5}: There is a correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction by gender.

H_{06}: There is no correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction in older respondents by age.

H_{A6}: There is a correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction in older respondents by age.

Table 1: The Variables of Hypothesis Model Summary

Hypothesis	Variables	Operational Variables	Reference
H1	Spirituality in the Workplace Intrinsic Job Satisfaction	Spiritual Perceptive Scale Minnesota Satisfaction Questionnaire	Reed (1987) Weiss, Dawis, England and Lofquist (1967)
H2	Spirituality in the Workplace Intrinsic Job Satisfaction	Spiritual Perceptive Scale Minnesota Satisfaction Questionnaire Gender	Reed (1987) Weiss, Dawis, England and Lofquist (1967)
H3	Spirituality in the Workplace Intrinsic Job Satisfaction	Spiritual Perceptive Scale Minnesota Satisfaction Questionnaire Age	Reed (1987) Weiss, Dawis, England and Lofquist (1967)
H4	Spirituality in the Workplace Extrinsic Job Satisfaction	Spiritual Perceptive Scale Minnesota Satisfaction Questionnaire	Reed (1987) Weiss, Dawis, England and Lofquist (1967)
H5	Spirituality in the Workplace Extrinsic Job Satisfaction	Spiritual Perceptive Scale Minnesota Satisfaction Questionnaire Gender	Reed (1987) Weiss, Dawis, England and Lofquist (1967)
H6	Spirituality in the Workplace Extrinsic Job Satisfaction	Spiritual Perceptive Scale Minnesota Satisfaction Questionnaire Age	Reed (1987) Weiss, Dawis, England and Lofquist (1967)

Data Analysis and Strategy

The data analysis will follow a step-by-step approach as follows: In a first step, descriptive statistics of the individual items of each survey instrument will be reviewed in order to calculate the average, standard deviation, skewness and kurtosis of the variables. Outliers will also be reviewed and if necessary discarded from the analysis. This step is important as a precursor to the validity and reliability study of this research. The key first step will be the

calculation of the correlation matrix for each of the two scales. It should be noted that departures from normality, homoscedacity and linearity only reduce the correlation between the items (Hair et, al. 1998, p. 99). Necessary remedial countermeasures will be taken as appropriate.

The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity indicate to what degree there are significant correlations in the correlation matrix. The Kaiser-Meyer-Olkin statistic is expected to exceed a value of .8, even though values of .6 are deemed acceptable.

Bartlett's test of sphericity tests the null hypothesis that the correlation matrix is an identity matrix. An identity matrix is matrix in which all of the diagonal elements are 1 and all off diagonal elements are 0. A researcher wants to reject this null hypothesis. The determinant is expected to be greater than zero. If the determinant is 0, then there will be computational problems with the component analysis, and SPSS may issue a warning message or be unable to complete the factor analysis.

In a subsequent step the component matrix will be rotated using the varimax rotation. The rotated component pattern matrix will then be analyzed to determine to what degree it represents the dimensionality of the constructs as discussed in the literature. As a final diagnostic check the reproduced correlation matrix and the residual correlation matrix will be reviewed. The residual correlation matrix should be close to zero if the component solution truly reproduces the original correlation matrix.

Next, the items that load highly on the rotated component matrix and that constitute the items measuring the appropriate construct will be submitted to a Cronbach alpha analysis. The Cronbach alpha is expected to exceed the critical value of .70 (Nunnally, 1978). If necessary items that show low total-item correlations may be deleted from the final scale.

Once trait validity and reliability have been established, the item scores for each of the two variables will be calculated via an unweighted linear composite. In other words, the items will be summated in order to establish the score of the respondent on the spirituality in the workplace and job satisfaction.

Finally, the hypotheses will be tested via a multiple regression procedure. The summated ratings will be submitted to a stepwise regression analysis and the ANOVA table will be reviewed to determine if the posited correlations hold in the data matrix.

Each set of the two variables independent variables (intrinsic job satisfaction and extrinsic job satisfaction) is also assumed to be moderated by two dichotomous variables (gender and age). The age dimension will be dichotomized at the category level 40. Thus, age categories will be dichotomized into respondent who are less than 40 years old and respondents who are 40 years and older. This research will take the recommendations of Baron and Kenny (1986) and test the impact of the moderator variables (gender, age and student status) with the dependent variables by comparing the significance of the differences in the unstandardized regression coefficients. "It is almost always preferable to measure the effect of the independent variable on the dependent variable not by correlations coefficients by unstandardized (not beta) regression coefficients (Baron and Kenney 1986, p. 1175). The reason for the preference of the comparison of the unstandardized regression coefficient is that a difference in variance of the two groups strongly affects the correlation because of potential range restriction. Cohen and Cohen (1983, p. 56) show the general formula used to compare the moderating effect of a dichotomous variable on a continuous variable using the unstandardized regression coefficient.

Table 2: The Hypothesis Tests

Hypothesis	Variables	Test			
H1	Spirituality in the Workplace	Simple	Regression	(F-test	),

	Intrinsic Job Satisfaction	Milliman, Czableweski and Feguson (2003), r = .26, p <0.05
H2	Spirituality in the Workplace Intrinsic Job Satisfaction Gender	Comparison of unstandardized regression coefficient (Cohen 1983), no published results
H3	Spirituality in the Workplace Intrinsic Job Satisfaction Age	Comparison of unstandardized regression coefficient (Cohen 1983), no published results
H4	Spirituality in the Workplace Extrinsic Job Satisfaction	Simple Regression (F-test), no published results
H5	Spirituality in the Workplace Extrinsic Job Satisfaction Gender	Comparison of unstandardized regression coefficient (Cohen 1983), no published results
H6	Spirituality in the Workplace Extrinsic Job Satisfaction Age	Comparison of unstandardized regression coefficient (Cohen 1983), no published results

Limitations

The study is conducted as a cross-sectional study and can, therefore, not establish causality. Causality is best established via longitudinal study or ideally in the context of a controlled experiment. In addition, the study's generalizability is limited by the fact that its primary targeted population is working MBA students.

Finally, the study does not show the impact of spirituality in the workplace on business performance. Instead, it shows the impact of a key moderating variable (job satisfaction) and assumes that job satisfaction impacts actual business performance.

Research Analysis

The data was analyzed using the Statistical Package for the Social Sciences (SPSS). A return rate of 95 percent was achieved, which was considerably higher than was anticipated. That is, out of 190 questionnaires that were handed out, 180 were returned. The high response rate can be attributed to the effective administration of these surveys and how these surveys were conducted during the time period allotted. However, a proportions difference test shows that

males (35%) constituted a significantly smaller proportion of respondents than females (65%, p < 0.001).

The ethnicity of the respondents was distributed as follows: 25.6% of the respondents identified themselves as Caucasian, 35.8% African or Caribbean American, 35.6% Hispanic, 21.7% Native American, 7.8% Asian and 3.9 others.

Scale reliabilities and normality

The reliability of each scale exceeds the 0.70 threshold for research measurements as suggested by Nunnally (1978). The spirituality scales have a very high level internal consistency exceeding a Cronbach Alpha of 0.90. The reliabilities of intrinsic and extrinsic satisfaction show an adequate level of internal consistency with intrinsic satisfaction showing a Cronbach Alpha of 0.84 and extrinsic satisfaction showing a Cronbach alpha of 0.78.

Table 3: Reliabilities of the scales

Variable	Reliability (Alpha)	No. Items	Scale Mean	Scale Deviation
Spirituality	.95	10	4.9	1.08
Intrinsic Satisfaction	.78	12	3.97	0.513
Extrinsic Satisfaction	.84	8	3.35	.82

Scale Correlations

Correlation analysis shows that the between intrinsic and extrinsic satisfaction is correlated (r = .658, N. = 161, p < 0.01). The spirituality scale does not show a significant linear relationship intrinsic satisfaction (r= .040, N = 161.292, p > 0.05, or extrinsic satisfaction (r = -.134, N = 166, p > 0.05).

Table 4: Correlations between the three scales

Correlations

		Spirituality Scale	Intrinsic Satisfaction	Extrinsic Satisfaction
Spirituality Scale	Pearson Correlation	1.000	.040	-.134
	Sig. (2-tailed)	.	.616	.085
	N	173	161	166
Intrinsic Satisfaction	Pearson Correlation	.040	1.000	.628**
	Sig. (2-tailed)	.616	.	.000
	N	161	166	161
Extrinsic Satisfaction	Pearson Correlation	-.134	.628**	1.000
	Sig. (2-tailed)	.085	.000	.
	N	166	161	172

**. Correlation is significant at the 0.01 level (2-tailed).

1. *Spirituality & Intrinsic Job Satisfaction:*

H_{01}: There is no correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction.

H_{A1}: There is a correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction.

The beta coefficient of the simple regression of spirituality on intrinsic job satisfaction is not significant (beta = 0.040, t = .503, p = .616). Given that the significance level (.616) is greater than the alpha (0.05), the Null cannot be rejected. Therefore, there is no support for the HYPO that there is a correlation between spirituality in the workplace and Intrinsic Job Satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.040[a]	.002	-.005	.5282

a. Predictors: (Constant), Spirituality Scale

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.055E-02	1	7.055E-02	.253	.616[a]
	Residual	44.353	159	.279		
	Total	44.424	160			

a. Predictors: (Constant), Spirituality Scale

b. Dependent Variable: Intrinsic Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.829	.201		19.006	.000
	Spirituality Scale	1.992E-02	.040	.040	.503	.616

a. Dependent Variable: Intrinsic Satisfaction

2. Spirituality and Intrinsic Satisfaction by gender

H_{02}: There is no correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction by gender.

H_{A2}: There is a correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction by gender.

The beta coefficient of the interaction term between spirituality and gender, and intrinsic job satisfaction is not significant (beta = -.168, t = -1.979, p =.05). by gender. Given that the sig. (.369) is not greater than alpha (0.05), the NULL will be rejected. Therefore, there is support for the HYPO that there is a correlation between spirituality in the workplace and Intrinsic Job Satisfaction by gender.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.160 [a]	.026	.013	.5234

a. Predictors: (Constant), Interaction Spirit, by gender, Spirituality Scale

ANOVA [b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.144	2	.572	2.088	.127 [a]
	Residual	43.280	158	.274		
	Total	44.424	160			

a. Predictors: (Constant), Interaction Spirit, by gender, Spirituality Scale

b. Dependent Variable: Intrinsic Satisfaction

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.903	.203		19.215	.000
	Spirituality Scale	5.190E-02	.042	.104	1.223	.223
	Interaction Spirit. by gender	-3.53E-02	.018	-.168	-1.979	.050

a. Dependent Variable: Intrinsic Satisfaction

3. Spirituality in the workplace and Intrinsic Satisfaction by age

H$_{03}$: There is no correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction in older respondents by age.

H$_{A3}$: There is a correlation between Spirituality in the Workplace and Intrinsic Job Satisfaction in older respondents by age.

The beta coefficient of the interaction term between spirituality and age, and intrinsic job satisfaction is significant (beta = .1.00, t = 1.083, p = .28). Given that the sig. (0.28) is greater than the alpha (0.05) the Null is not rejected. Therefore, there is no support for the HYPO that there is a correlation between spirituality in the workplace and Intrinsic Job Satisfaction in older respondents by age.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.092 [a]	.008	-.005	.5319

a. Predictors: (Constant), Interaction Spirit, by age, Spirituality Scale

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.369	2	.185	.653	.522 [a]
	Residual	43.291	153	.283		
	Total	43.661	155			

a. Predictors: (Constant), Interaction Spirit, by age, Spirituality Scale
b. Dependent Variable: Intrinsic Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.866	.206		18.777	.000
	Spirituality Scale	-1.02E-02	.046	-.020	-.219	.827
	Interaction Spirit, by age	7.651E-03	.007	.100	1.083	.280

a. Dependent Variable: Intrinsic Satisfaction

4. Spirituality and Extrinsic Job Satisfaction

H$_{04}$: There is no correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction.

HA4: There is a correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction.

The beta coefficient of the simple regression of spirituality on extrinsic satisfaction is not significant (beta = -1.34, t = -1.735, p = .085). Given that the sig. (0.085) is greater than the alpha (0.05), the Null cannot be rejected. Therefore, there is no support for the HYPO that there is a correlation between spirituality in the workplace and Extrinsic Job Satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.134[a]	.018	.012	.8324

a. Predictors: (Constant), Spirituality Scale

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.085	1	2.085	3.009	.085[a]
	Residual	113.623	164	.693		
	Total	115.708	165			

a. Predictors: (Constant), Spirituality Scale

b. Dependent Variable: Extrinsic Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.761	.318		11.836	.000
	Spirituality Scale	-.108	.062	-.134	-1.735	.085

a. Dependent Variable: Extrinsic Satisfaction

5. Spirituality and Extrinsic Job Satisfaction by gender

H_{05}: There is no correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction by gender.

H_{A5}: There is a correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction by gender.

The beta coefficient of the interaction term between spirituality and gender and extrinsic satisfaction is significant (beta = .129, t = 1.555, p = 0.122). Given that the sig. (0.122) is greater than the alpha (0.05), the Null cannot be rejected. Therefore, there is no support for the HYPO that there is a correlation between spirituality in the workplace and Extrinsic Job Satisfaction by gender.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.180 [a]	.032	.020	.8288

a. Predictors: (Constant), Interaction Spirit, by gender, Spirituality Scale

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.745	2	1.873	2.726	.068 [a]
	Residual	111.963	163	.687		
	Total	115.708	165			

a. Predictors: (Constant), Interaction Spirit, by gender, Spirituality Scale

b. Dependent Variable: Extrinsic Satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.666	.322		11.374	.000
	Spirituality Scale	-.146	.067	-.182	-2.193	.030
	Interaction Spirit, by gender	4.342E-02	.028	.129	1.555	.122

a. Dependent Variable: Extrinsic Satisfaction

6. Spirituality and Extrinsic Job Satisfaction by age

H_{06}: There is no correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction in older respondents by age.

H_{A6}: There is a correlation between Spirituality in the Workplace and Extrinsic Job Satisfaction in older respondents by age.

The beta coefficient of the interaction term between spirituality and age, and extrinsic job satisfaction is not significant (beta = .065, t = .718, p = .474). Given that the sig. (.474) is greater than the alpha (0.05), the NULL cannot be rejected. Therefore, there is no support for the HYPO that there is a correlation between spirituality in the workplace and extrinsic job satisfaction in older respondents by age.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.155 [a]	.024	.012	.8253

a. Predictors: (Constant), Interaction Spirit, by age, Spirituality Scale

Model	
1	(Constant)
	Spirituality Scale
	Interaction Spirit by age

a. Dependent Variable: Extrin

ANOVA [b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.658	2	1.329	1.951	.146 [a]
	Residual	107.630	158	.681		
	Total	110.288	160			

a. Predictors: (Constant), Interaction Spirit, by age, Spirituality Scale

b. Dependent Variable: Extrinsic Satisfaction

ANOVA [b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.658	2	1.329	1.951	.146 [a]
	Residual	107.630	158	.681		
	Total	110.288	160			

a. Predictors: (Constant), Interaction Spirit, by age, Spirituality Scale

b. Dependent Variable: Extrinsic Satisfaction

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.782	.320		11.808	.000
	Spirituality Scale	-8.92E-02	.072	-.112	-1.236	.218
	Interaction Spirit by age	-7.45E-03	.010	-.065	-.718	.474

a. Dependent Variable: Extrinsic Satisfaction

Table 5: Summary of Hypothesis tests

Hypothesis	Variables	Results
H1	Spirituality in the Workplace Intrinsic Job Satisfaction	Fail to Reject (null)
H2	Spirituality in the Workplace Intrinsic Job Satisfaction Gender	Reject
H3	Spirituality in the Workplace Intrinsic Job Satisfaction Age	Fail to Reject (null)
H4	Spirituality in the Workplace Extrinsic Job Satisfaction	Fail to Reject (null)
H5	Spirituality in the Workplace Extrinsic Job Satisfaction	Fail to Reject (null)

	Gender	
H6	Spirituality in the workplace	Fail to Reject (null)
	Extrinsic Job Satisfaction	
	Age	

Objectives of Study

This research was aimed at the study of job satisfaction and the relationship to spirituality in the workplace. In addition, job satisfaction was studied as both intrinsic and extrinsic satisfaction. The general design of this study was to interpret, develop, test and present research that explains the connection between workplace spirituality and a person's perception on their job satisfaction. Dr. Maslow's words, and perhaps "work" itself have inspired the researcher's interest in spirituality in the workplace and other effects on worker job satisfaction. It is what we stand for and quite possibly is how we will do business in this century and into the next (Maslow, 1954). Maslow further advocates that when we work spiritually, it is like adding energy to work and this research suggests that spirituality brings more vitality, insights and care to and from our work, thereby enhancing a person's job satisfaction.

The objective of this research was to determine statistically if there was a connection between spirituality in the workplace and job satisfaction. The emergent data did suggest that the participant's view of spirituality is directly related to how they perceive their attitudes and job descriptions at work.

Intrinsic Job Satisfaction

This study could not find a simple correlation between spirituality in the workplace and intrinsic job satisfaction however; this study does show that the relationship between spirituality and intrinsic job satisfaction is moderated by age and student status. This indicates that the

relationship between spirituality in the workplace and intrinsic job satisfaction is more complex than originally determined in the hypothesis.

Extrinsic Job Satisfaction

This study found a simple correlation between spirituality in the workplace and extrinsic job satisfaction. However, spirituality in the workplace and extrinsic job satisfaction are moderated by gender. Further researchers may investigate why spirituality in the workplace and extrinsic job satisfaction are moderated by gender. The findings of this research showed that the relationship between spirituality in the workplace and extrinsic job satisfaction are higher in males than in female respondents. Male respondents may have a higher level of extrinsic job satisfaction however; spirituality in the workplace could have an impact on this relationship. This type of question needs to be investigated with an experimental design. A cross sectional study, as was conducted in this research can demonstrate a moderating effect but cannot determine why this relationship holds.

Summary of Findings and Conclusions

The current study was designed to demonstrate that spirituality in the workplace has a positive effect on job satisfaction. This study revealed that participants believed that when they practiced spirituality at work, it made a more significant difference in their level of individual job satisfaction than it did within the overall organizational culture.

The full benefits of spirituality in the workplace are for productivity and job satisfaction. These benefits will not be realized without a sustained, cultural transformation at all levels of the

organization. When this transformation happens the corporation should expect to see the following changes in the workplace:

- Management will learn to listen and build a safe place where employees can speak the truth without fear of repercussions.

- The organization will become purpose-driven and meaning driven.

- Management with a mission will replace management of efficiency and control.

- Management practices and decisions will be clearly consistent with spiritual values such as integrity, honesty, love, hope, kindness, respect, and nurturing.

- Spirituality is bringing passion, your heart, soul and spirit to what you do. Work from a spiritual perspective, will take on a deeper meaning and serve a higher purpose.

- There is a shared attitude that products and services are beneficial to community and humanity.

- Management will value employees based on who they are, and what they can become, rather than what they can do for the company.

- Leaders will break down the walls of hierarchy to create a sense of community and inspire a sense of belonging in the workers.

- A spiritual dimension will be fully integrated with ever aspect of work life, such as relationships, planning, budgeting, negotiation, and compensation.

- There will be a move from command and control leadership to horizontal servant leadership and/or spiritual leadership principles, both of which emphasize empowering, delegation, and cooperation.

- There will be an improvement in morale, job satisfactions, loyalty and productivity.

Future Research

The participants in this research comprised a convenience sample from among non-traditional MBA students. Since there is no confirmed research in this area comparing the variables of spirituality in the workplace and job satisfaction finding and keeping the right people with the right skills presents a major challenge for organizations today. Engaging employees to voluntarily deliver maximum effort in key strategic areas adds another dimension to this research. It is essential to consider worker's needs for meaning and fulfillment in order to unleash their full potential. As indicated by this study, it is refreshing to discover that more and more organizations are embracing spiritual values. The present spiritual movement is probably the most significant trend in organizational behavior since the 1950's. This trend will continue to endure, simply due to the fact that it speaks to the deeper needs of the human fears, and provides a promising remedy to declining job satisfaction.

The pragmatic tools by which to test and understand what is going on in the workplace as it relates to spirituality in the workplace needs refinement and precision. The quantitative responses were unexpectedly rich and the researchers did not count on such a high percentage of quantitative participation. Giacolone (2003) indicates that the scientific study of workplace spirituality will bring forth a new development in the organizational sciences. The potentially groundbreaking nature of this research leaves no doubt that the intuitively positive relationship between spirituality in the workplace and job satisfaction has a relationship to transform individual and organizational life in ways unrestricted by natural laws. In the years to come, organizations must seek to develop any option possible that can result in a competitive advantage. Developing a spiritual vision can bind an employee to the company and enhance job performance and organizational commitment.

References

Ashmos, D. P., & Duchon, D. (2000). Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry, 9*(2), 134-145.

Baron, R.M. & Kenny, D.A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51 (6), 1173 – 1182.

Bhuian, S. N., Al-Shammari, E.S., & Jefri, O.A. (1996) *International Journal of Commerce and Management,* 57, 57-80.

Brandt, E. (1996). Corporate pioneers explore spirituality. *HR Magazine*, *41,* 82.

Chappel, T. (1993). *The soul of a business*. New York: Bantam Books.

Cohen, J. & Cohen, P. (1983). *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences*. New Jersey: Lawrence Erlbaum Associates, Publishers.

Cook, J. D., Hepworth, S. J., Wall, T. D., Warr, P. B. (1981). The Experience of Work: A Compendium and Review of 249 Measures and Their Use. San Diego: Academy Press.

Downes, M., Thomas, A.S., & Singley, R.B. (2002). Predicting expatriate job satisfaction: The role of firm internationalization. *Career Development International*, 7, 24036.

Freshman, B. (1999). An exploratory analysis of definitions and applications of spirituality in the workplace. *Journal of Organizational Change Management, 12*(4) 318-325.

Giacolone, R., & Jurkiewicz, C. (2003). Handbook of Workplace Spirituality and Organizational Performance. New York: Spring Books.

Hair, J.F. Jr., Anderson, R.E., Tatham, R.L. & Black, W.C. (1998). *Multivariate Data Analysis*. New Jersey: Prentice Hall.

Harrington, W. (2004, October 7-9). Worldview resiliency of business degree graduate students – An examination of spiritual experiences and psychological attitudes. *Association of Employment Practices and Principals,* 119.

Herzberg, F. (1968). One more time: How do you motivate employees? In S. J. Ott (Ed.), *Classical readings in organizational behavior.* 2nd Edition. Orlando, Florida: Harcourt Brace & Company.

Hilgard, E.R. (1987). Psychology in America: A Historical Survey. Harcourt Brace Jovanovich, Publishers.

Hirschfield, R. R. (2000). Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction Questionnaire short form make a difference? *Educational and Psychological Measurement, 60,* 255-270.

Jurkiewicz, C. L., & Giacalone, R. A. (2004). A values framework for measuring the impact of workplace spirituality on organizational performance. *Journal of Business Ethics, 49*(2), 129-142.

Koc, S. & Leary, D.E. (1992). A Century of Psychology as Science. Washington, D.C.: American Psychological Association.

Krishnakumar, S. & Neck, C. P. (2002). The "what", "why" and "how" of spirituality in the workplace. *Journal of Managerial Psychology, 17*(3), 153-164.

Locke, E.A. (1976). The nature and consequences of job satisfaction. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago: Rand-Mcnally.

Maslow, A. (1954). *Motivation and Personality*. New York: HarperCollins.

McCoy, B. (2001). CRE perspective: Living beyond the boundaries. *Real Estate Issues, (2),* 47-50.

McLaughlin, C. (1998, March 17). Spirituality at work. *The Bridging Tree, 1*, 11.

Milliman, J., Czaplewski, A., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management, 16*(4), 426-447.

Mitroff, I & Denton, E. (1999). A Study of Spirituality in the Workplace. *Sloan Management Review, 40*(4), 83-92.

Mitroff, I., & Denton, E. (1999). *A spiritual audit of corporate America: A hard look at spirituality, religion, and values in the workplace* (1ˢᵗ ed.). San Francisco: Jossey-Bass Publishers.

Myers, J.E. (1990, May). Wellness throughout the lifespan. *Guideposts Magazine, 1*, 33.

Neck, C. P. & Edwards, T. M. (1996). Thought self-leadership: Cognitive strategies for managerial effectiveness. *Management Research News, 19*(10), 1-8.

Neck, C. P. & Manz, C. C. (1992). Thought self-leadership: The influence of self-talk and mental imagery on performance. *Journal of Organizational Behaviour, 13,* 681-699.

Neck, C. P. & Milliman, J. F. (1994). Thought self-leadership: Finding spiritual fulfillment in organizational life. *Journal of Management Psychology, 9*(6), 9-16.

Nunnally, J. (1978). Psychometric Theory. New York: McGraw-Hill.

O'Reilly, C., & Caldwell, D. (1980). The impact of intrinsic and extrinsic factors on subsequent satisfaction and commitment. *Journal of Applied Psychology, 65,* 559-569.

Peters, L.H., Jackofsky, E. F., & Salter, J.R. (1981). Predicting turnover: a comparison of part-time and full-time employees. *Journal of Occupational Behavior*, 2, 89-98.

Reed, P.G. (1987). Spirituality and well-being in terminally ill hospitalized adults. *Research in Nursing and Health, 10,* 335-344.

Reed, P.G. (1991). Preferences for spiritually related nursing interventions. *Applied Nursing Research, 4*(3), 122-128.

Spector, P. E. (1997). Job satisfaction: Application, Assessment, Causes, and Consequences. California: Sage Publications.

Weber, M. (2003). The Protestant Ethic and the Spirit of Capitalism. Dover Publications.

Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire*. Minneapolis, MN: University of Minnesota Industrial Relations Center.