The Effect of Workplace Spirituality to the Job Satisfaction of Higher Education Business Professors

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Abstract: **Workplace spirituality is one subject that has appealed to many. In the midst of challenges, people resort to spirituality. Many realize the true meaning of life through spirituality. It has meaningful work, sense of community and alignment of values as its dimensions and studies done on the subject show its positive relationship with other variables such as job satisfaction, job engagement , organizational commitment, job control, ethical climate, self-efficacy, job performance, organizational performance and so on. This study aims to validate the effect of workplace spirituality on job satisfaction among higher education professors of business subjects. A survey was deployed to 38 business professors from colleges and universities and data was analyzed by Jamovi 1.6.23 version. Data was tested for normality, reliability, multicollinearity and heteroscedasticity The result showed that workplace spirituality has a significant effect on the job satisfaction among business professors regardless of age, gender, religion, civil status or employment status. Further studies can be done by covering other professions, increasing the population, adding more variables or inserting mediating or moderating variables, or a qualitative research can be done on the subject extensively to prove that it can help address human resource challenges and will make the workplace conducive to productivity and profitability.**

Keywords: **workplace spirituality, job satisfaction, meaningful work, sense of community, alignment with organizational values**

I. INTRODUCTION

1.1 Introduction

An ideal workplace is a workplace consisting of people who are productive because they know their purpose and they find joy in fulfilling their purpose. This is so because they find meaning in their work, purpose in their life, connectedness with co-workers and their values are aligned with the organization's values. The increasing interest in workplace spirituality may be due to the lack of the aforementioned characteristics of an ideal workplace. Indeed, spirituality, when integrated into the workplace, contributes the elements mentioned above. Cash and Gray (2000) as cited by Rathee, et. al.(2020), stated that the ubiquitous appeal in workplace spirituality was precipitated by an unpredictable work environment characterized by new technologies, reengineering, and downsizing. Spiritual solutions are sought by demoralized employees who seek to the consequent stress and tensions (Mitroff and Denton , 1999 as cited by Rathee, et. al.,2020). The need of the hour for the present corporates is to experience a new angle of enriched workplace culture with honesty, trust, creativity, personal fulfilment and improvised

commitment of employees to organizational goals (Krishnakumar & Neck, 2002 as cited by Reddy, A 2019); this provides a path to focus on spirituality at workplace (Reddy, A.2019).

1.2 Research Problem/s

Integrating spirituality may be a challenge especially if the culture of an organization does not recognize spiritual factors. Researchers, however have done quantitative and qualitative studies and the results are positive. Workplace spirituality does have a positive effect on the job satisfaction of employees.

The teaching profession is one profession that is considered stressful because it requires competence and due diligence from lesson preparations to actual teaching and instructions to assessments and final scoring. On top of those, teachers have to deal with the personal hang ups of students. Expectations from teachers require a lot of time and sacrifice. Studies, however, are done mostly on primary and secondary level teachers and so far, this researcher has not encountered a study on higher education professors particularly business professors. So the research problem for this study is : What is the effect of workplace spirituality to the job satisfaction of business professors?

1.3 Research Objective/s

The research objective of this study is to examine the effect of workplace spirituality to the job satisfaction of business professors.

1.4 Significance of the Study

The study will benefit the following:

Top management of profit and nonprofit organizations – It is less likely for satisfied employees to speak negatively about the organization or the management. On the contrary, they get to be more inspired and productive.

Academe – Academic institutions may integrate spirituality in their workplaces. They may include it in their courses and teach their students who may be instrumental in integrating spirituality in their respective workplaces after graduation.

Government agencies – Employees working in government offices do public service and therefore experience stress at work. Spirituality in the workplace may enable the employees

to serve ethically to the satisfaction of the public, the recipient of their services.

1.5 Scope and Limitations

The study covers business professors from universities and colleges in Metro Manila.

The scope, however, is not as wide as intended due to time constraint.

II. LITERATURE REVIEW

Cunha, et. al. (2006) wrote in his article on Organizational Spiritualities that, Sandelands (2003) recently argued that "Without God... management theory is nonsense and we who teach it are charlatans or worse" (p. 170), and Tinsley (2002) derived managerial lessons from the Old Testament's Book of Proverbs. Butts (1999) "claimed that businesspeople, managers, and academic researchers should consider that citizens are hungering for spiritual values. These and other authors suggest that management can, or maybe should, be discussed from a spiritual perspective."

Workplace Spirituality

Several authors claim that organizations should manage spirituality, which can be defined as "a framework of organizational values evidenced in the culture that promotes employees' experience of transcendence through the work progress, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy" (Giacalone & Jurkiewicz, 2003b, p. 13 as cited by Cunha, 2006). This definition of spirituality is included in the research of Rathee, et. al. (2020) who did a comparative study on workplace spirituality by several authors. In another article, workplace spirituality involves the effort to find one's ultimate purpose in life, to develop a strong connection to co-workers and other people associated with work, and to have consistency (or alignment) between one's core beliefs and the values of their organization. (Mitroff & Denton, 1999 as cited by Rathee et. al., 2020)

Spirituality at workplace has been studied at length by many organizations and researchers. According to Mohamed et. al., 2004 as cited by Reddy A., 2019), this is because corporates experience many barriers from mental health to social life of employees; stress to resignation; traditional change rather than organizational learning; leading to obscured transformation in organizational culture. Guillory (2001) as cited by Reddy, A.2019) says that "organization's vision should derive a workplace community through shared personal values in alignment with organization's values." With this alignment of values, employees feel connected with one another within the organizational culture, thus making meaning and purpose of work and workplace community (Reddy, A., 2019). Studies abroad reveal a positive relationship between workplace spirituality and job satisfaction, job control, self-efficacy and organizational citizenship.

Spiritual Leadership

Spiritual Leadership is defined as a causal leadership model designed to create intrinsic motivation (Khiabana, et. al., 2016) Spirituality is one of the agents of change in organizations (Garg, 2018 as cited by Sapta, K., et.al. 2021). This phenomenon is marked by the number of employees with higher spiritual goals in their work and personal lives (Beehner, 2018 as cited by Sapta, K., et.al. 2021). This condition is a challenge for company leaders to create a work environment conducive to embracing employees' spiritual goals. One of the credible solutions to overcoming the challenges of managing human resources is creating workplace spirituality (Garg, 2018 as cited by Sapta, K., et.al.2021). Therefore, workplace spirituality is a revolutionary antidote in overcoming contemporary human resource problems (Garg et al., 2018 as cited by Sapta, K., et.al.2021). Leaders can rely on the arms and brains of employees and understand their souls (Ashmos & Duchon, 2000; Mitroff, 2003 as cited by Sapta, K., et.al. 2021). There is an assumption that leadership style is the most critical factor in implementing workplace spirituality (Kinjerski & Skryonek, 2006 as cited by Sapta, K., et.al. 2021). The development of spirituality in the organizational setting contends the conventional approach of leadership. The idea of spiritual leadership is derived from the investigation of spirituality in the work environment and alludes to employees living their values more totally at the workplace and organizations focusing harder on supporting workers' profound development (Chatterji, 2020 as cited by Widyanti, T. et.al.(2021). Spiritual leadership integrates the four fundamental essences of human existence, such as body, heart, mind, and soul (Moxley, 2000 as cited by Sapta, K., et.al. 2021). Spiritual leadership will not be effective if spirituality is not allowed in the workplace and spirituality will not be effectively integrated in the workplace without an effective spiritual leadership. Sapta K., et.al. (2021) did a study on the mediating effect of workplace spirituality between spiritual leadership and organizational commitment. The result showed that spiritual leadership has no effect on organizational commitment but it has a positive effect on workplace spirituality and workplace spirituality has a positive effect on organizational commitment.

Job Satisfaction

Job satisfaction is defined as a worker's feeling about his/her job or general attitude toward work influenced by the perception of his/her job (O'Reilly, 1991as cited by Mahipalan, et.al.,2018). Based on Abraham Maslow's hierarchy of needs, job satisfaction has also been studied from the need fulfilment perspective (Conrad, et. al., 1985 as cited by Mahipalan, M. et. al., 2018). Locke's (1969) as cited by Mahipalan, M. et.al., 2018) concept of job satisfaction is "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values" (p. 316)

III. METHODOLOGY

3.1 Research Design

Quantitative approach shall be used to examine the relationship between workplace spirituality or WS (independent variable) and job satisfaction or JS (dependent variable). These variables will be measured on instruments and the numbered data will be analyzed using statistical procedures.

3.2 Population and Sampling

Convenience sampling was implemented among the higher education business professors of several colleges and universities.

3.3 Data Collection Procedure

Survey instruments were deployed to business professors of several colleges and universities and there were 38 respondents. The instrument consists of statements for respondents to : 1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree e.g. I am pleased to work with my colleagues.

IV. RESULTS AND DISCUSSION

4.1 Descriptive Analysis

Descriptives			
	WS	**JS**	**Age**
Mean	4.36	4.16	45.1
Skewness	-0.356	0.0501	0.372
Std. error skewness	0.383	0.383	0.383
Kurtosis	-0.991	-1.18	-0.764
Std. error kurtosis	0.750	0.750	0.750

Normality Test (Shapiro-Wilk)	
Statistic	**p**
0.955	0.132

Frequencies of Institution			
Levels	**Counts**	**% of Total**	**Cumulative %**
1	30	78.9 %	78.9 %
2	8	21.1 %	100.0 %

Frequencies of Gender			
Levels	**Counts**	**% of Total**	**Cumulative %**
1	25	65.8 %	65.8 %
2	13	34.2 %	100.0 %

Frequencies of Civil status			
Levels	**Counts**	**% of Total**	**Cumulative %**
1	22	57.9 %	57.9 %
2	15	39.5 %	97.4 %
3	1	2.6 %	100.0 %

Frequencies of Religion			
Levels	**Counts**	**% of Total**	**Cumulative %**
1	20	52.6 %	52.6 %
2	16	42.1 %	94.7 %
3	1	2.6 %	97.4 %
4	1	2.6 %	100.0 %

Frequencies of Employment Status			
Levels	**Counts**	**% of Total**	**Cumulative %**
1	17	44.7 %	44.7 %
2	21	55.3 %	100.0 %

Among the respondents, 65.8% are female while 34/2% are male. According to the civil status, 22 or 57.9% are single, 15 or 39.5% are married and 1 or 2.6% is a widower. For religion, 20 or 52.6% are Roman Catholics, 17 or 42.1% are Born Again Christians, 1 or 2.6% is a Reformed Christian, and 1 or 2.6% belongs to Zen Spirituality. The average age of the respondents is 45, 25 being the youngest and 75 being the oldest. Thirty or 78.9% of the respondents are from De La Salle University Manila while 8 or 21.1% are from other institutions. Seventeen or 44.7% of the respondents are full time professors and 21 or 55.3% are part time professors.

For normality, in terms of skewness, data are normally distributed if values are between -3 to+3. In terms of kurtosis, data are normally distributed if values are between -10 to +10 (Brown, 2006). In terms of the Shapiro -wilk , data are normally distributed if values are higher than .05 (statistics.laerd.com/spss-tutorials/testing-for-normality-using-spss-statistics.php). In terms of skewness and kurtosis and Shapiro wilk tests, data are normally distributed.

4.2 Inferential Statistics

Scale Reliability Statistics	
	Cronbach's α
scale	0.833

Durbin–Watson Test for Autocorrelation		
Autocorrelation	**DW Statistic**	**p**
-0.134	2.20	0.508

Model Coefficients - JS

Predictor	Estimate	SE	Lower	Upper	t	p
Intercept	0.723	0.561	0.415	1.86	1.29	o.206
WS	.789	0.128	0.530	1.05	6.16	<.001

Model Fit Measures					
		Overall Model Test			
Model	**R**	**F**	**df1**	**df2**	**p**
1	0.717	38.0	1	36	< .001

The Cronbach's alpha is used to test the reliability of data. A scale of .833 is considered very good in terms of reliability. (Hair, Wolfinbarger, Money, Samouel & Page, 2003). Durbin Watson test is used to test the independence of data. Values between 1.5 to 2.5 are acceptable (www.investopedia.com). For this study, the value is 2.20which is within the range. The table following the Durbin Watson table shows the linearity of the relationship between the dependent and independent variables. For every 1 unit increase in workplace spirituality, job satisfaction increases by .789. With only one independent variable, the test on multicollinearity was deemed unnecessary and therefore was not performed. The residual plots performed in Jamovi showed no clear pattern in the distribution. With one single predictor, linear regression was performed to measure the model fit with an R of .717.

V. CONCLUSIONS AND RECOMMENDATIONS

The model fit measure has a p value of .001 showing that workplace spirituality (independent variable) has a significant effect to job satisfaction (dependent variable) . We therefore reject the Ho stating that workplace spirituality has no significant effect to the job satisfaction of higher education business professors and accept the Ha stating that workplace spirituality has a significant effect to the job satisfaction of higher education business professors.

For further studies, it may be necessary to nclude other variables such as job control, organizational citizenship, and job performance among others. Studies may also be done to cover other professions, industries, non-profit organizations and government agencies.

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