International Journal of Research Publication and Reviews

Examining the Determinants of Workplace Spirituality Among Teachers: A Factor Analytic Study

[1]Peter Arockiam. A., [2]Dr. Shivaji Banerjee

[1]Vice Principal, Dept. of Commerce (Evening) & BMS and Financial Administrator, St. Xavier's College (Autonomous), Kolkata
[2]Senior Assistant Professor in Management, UG & PG Dept. of Commerce, St. Xavier's College (Autonomous), Kolkata

ABSTRACT

The essence of workplace spirituality in educational institutions can be attributed to the teachers of educational institutions who are entrusted with the responsibility of shaping the future citizens of a nation. This demands on the part of such teachers to get involved and committed towards their work which depends upon the mindset and spirit of the teachers. In this light, it becomes essential to explore some of the key factors of workplace spirituality, especially among the school teachers. Therefore, the objective of the present study is to probe into the determinants of workplace spirituality. A survey has been conducted on 206 school teachers in Kolkata and their responses analyzed by IBMs SPSS. The findings of the study reveal some key factors of workplace spirituality like altruistic love, faith, vision, calling, meaning, membership, organizational commitment, productivity and spiritual leadership.

Keywords: Workplace Spirituality; School Teachers; Kolkata

Introduction

The landscape of education is undergoing stunning metamorphosis with each passing day. As a result, educational institutions are posed with a stiff challenge of not only educating its students with the latest approaches in pedagogy but also enhance the skills and competencies of the teachers and students. Teachers play an instrumental role in disseminating knowledge and learning among the students of any institution. The roles played by teachers in Jesuit schools are all the more challenging as the approach lies in not only educating the students with academic lessons but in overall development of the students in the aspects of character, moral behaviour, good ethics but most importantly acting as agents of change in the society and being men and women for others. This calls for a huge challenge on the part of the teachers of Jesuit schools for finding a true meaning and strong purpose in their work and desire to engage themselves with their colleagues at workplace and get deep rooted in the community.

However, it is important to intricately probe on the very concept of "workplace spirituality", in the sense to prune out the various factors of workplace spirituality, so as to gain a robust understanding of the key elements from which the sacrosanct values flow. This in fact, is the prime objective of the purported research study.

Workplace Spirituality

Spirituality at workplace should not be confused with religious spirituality as the two concepts are different from each other. Workplace Spirituality is a "framework of organizational values evidenced in the culture that promote employees' experience of transcendence through work process, facilitating their sense of being connected to other in a way that provides feeling of completeness and joy." In simple words, workplace spirituality can be defined as having a sense of connection between one-self and the workplace, thereby, helping the employees be more engaged in their work.

Literature Review

The factors of workplace spirituality in any institutions can also be applied to Jesuit schools because the factors almost remain unchanged. To this end, it becomes instrumental to conduct a robust survey of literature to find out the various factors of workplace spirituality.

Spiritual leadership is a type of leadership that uses values and a sense of calling for motivating followers (Northouse, 2016). The development of such leadership depends on various sources and the factors like spiritual meanings and programs, past experiences, family influence, beliefs and life at institution (Banke et al., 2012). An organizational culture based on the values of altruistic love, inner life of employees and spiritual practices are of great help to the employees to make them aware and conscious (Fry & Nisieiwcz, 2013).

A study done by Misbah et al. (2016), revealed that there existed a positive relationship between workplace spirituality and job satisfaction. Similarly, Yusof (2011) found that certain dimensions of spiritual leadership like altruistic love, hope/faith, vision, meaning and membership were associated with job satisfaction.

Gupta et al. (2013), Hassan et al. (2016) and Mahipalan, (2018), found a positive relationship amongst the dimensions of workplace spirituality and job satisfaction. As Swanepoel (2015) and Pio (2017), in their study explored the positive roles of workplace spirituality on job satisfaction. Panes et al. (2017) found that spiritual leadership and school culture were key drivers of job satisfaction among the school teachers. Furthermore, Musta'in et al. (2014), in their study, revealed that the implementing a model of spiritual leadership enhances the motivation of employees and increases their satisfaction which leads to improved work performance.

The benefits of spiritual leadership go beyond job satisfaction, as it is knitted with high worker commitments' commitment (Ahiauzu, 2009). Spiritual leadership also said to decrease job stress (Yaghoubi et al., 2010). A study done by Karadag (2009), it was also observed that the behaviour of school administrators who were oriented towards peace and performance enabled the teachers to perceive the administrative efforts in a positive manner. Dayler and Fry (2012), further opined that spiritual leadership is impeccable in Catholic schools used to preserve Catholic values and the vision of service and as a result, improves the overall level of employee engagement (Devedhiran and Wesley, 2017).

Data and Methodology

Simple Random technique has been used where questionnaires were mailed to various teachers of Jesuit schools. The questionnaire is a small one, where the concept of responses has been measured by a 5 Point Likert scale, where (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree). The responses of 114 teachers of Jesuit schools has been collected which has been meticulously put into processing by the use of IBM's SPSS version 23.

Analysis and Presentation of Data

Since the current research study is attempted at finding the most dominant factors of workplace spirituality, it is ineluctable to conduct an Exploratory Factor Analysis to prune out the most dominant factors. But, before that, it is important to conduct a KMO Bartlett's Test of Sphericity to check for the adequacy of the sample which would hint whether it would be worthwhile to go for a Factor Analysis.

Table 1: KMO Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.792
Bartlett's Test of Sphericity	Approx. Chi-Square	864.709
	df	9
	Sig.	.000

Table 2: Factor Analysis (Total Variance Explained)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	4.214	46.820	46.820	3.105	34.500	34.500
2	1.100	12.220	59.040	2.319	25.766	60.026
3	0.876	9.733	68.733			
4	0.749	8.322	77.095			
5	0.610	6.777	83.872			
6	0.531	5.900	89.772			
7	0.407	4.522	94.324			
8	0.321	3.566	97.890			
9	0.192	2.110	100.00			

The above table shows us Factor Analysis conducted obtaining a TVE (Total Variance Explained). According to the TVE, results highlight the number of factors obtained with the condition that their Eigen values are greater than 1 (Eigen value > 1). It is proved by the Component 1 and Component 2 accounting for and of the total variance explained respectively. Principal Component Analysis helped to extract the variables according to the requisite of the Eigen values are greater than 1 (Eigen values<1).

Table 3: Rotated Component Matrix

Rotated Component Matrix[a]		
	Component	
	1	2
Altruistic Love	0.728	0.156
Faith	0.749	0.178
Vision	0.547	0.319
Calling	0.595	0.371
Meaning	0.497	0.492
Membership	0.593	0.47
Oganizational Commitment	0.272	0.735
Productivity	0.432	0.618
Spiritual Leadership	0.816	0.168

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization[a]

a. Rotation converged in 3 iterations.

Above is the table showing the Rotated Component Matrix according to which the variables would get accommodated in the factor loadings, thereby showing the final results. The component may be arranged in the following manner:

Table 4: Arrangements of Components

Component I	Component II
Altruistic Love	Membership
Faith	Oganizational Commitment
Vision	Productivity
Calling	Spiritual Leadership
Meaning	

The 9 variables are disintegrated into 2 factors, which has been renamed as Component I and Component II, where Component I can be renamed as Individual Factors and Component II can be renamed as Organizational Factors.

There was an aggregate of 9 factors explored, which are altruistic love, faith, vision, calling, meaning, membership, organizational commitment, productivity and spiritual leadership.

Findings and Discussions

The aim of the study was to probe into the various factors of workplace spirituality in selected schools of Kolkata. The findings reveal a total of 9 factors which determine workplace spirituality, viz. altruistic love, faith, vision, calling, meaning, membership, organizational commitment, productivity and spiritual leadership. Truth to be told, all the 9 factors are pivotal antecedents of workplace spirituality with altruistic love, being perched as the most powerful component. The 9 factors which have been obtained have been divided into 2 segments, viz. Individual Factors and Organizational Factors. The rationale behind this division lies in the components belongingness to each of those categories. It can be safely asserted that altruistic love, faith, vision, calling and meaning, all stem mostly from within an individual, whereas, the organizational factors like organizational commitment, productivity and spiritual leadership actually are forces of an individual's interaction with the organization.

Conclusion

The current research study was a pioneering effort towards probing into the relationship between workplace spirituality and job satisfaction. The research is not a new one, but the uniqueness of the present research endeavour exists in the study being conducted in the city of Kolkata, where previous researches in this domain have never been conducted. The study takes into consideration only few selected schools of Kolkata, whose teachers were surveyed by the author. But, the study can also be extended to include employees of any organization or even professionals of any body. It is noteworthy to mention that the various factors of workplace spirituality have universal applicability which further makes the topic an exciting area of research.

References

1. Northouse, P. G. (2016). Leadership: Theory and Practice. California: Sage Publication

2. Banke, S., Maldonado, N., & Lacey, C. H. (2012). Christian School Leaders and Spirituality. Journal of Research on Christian Education, Vol. 21, No. 3, pp. 235-264

3. Fry, L. W., & Nisiewicz, M. S. (2013). Maximizing the triple bottom line through spiritual leadership. Stanford, CA: Stanford Business Books, an imprint Stanford University Press

4. Misbah, H., Nadeem, A., & Akhter, A. (2016). Impact of Workplace Spirituality on Job satisfaction: Mediating Effect of Trust. Cogent Business and Management, Vol. 3, Edition 1.

5. Yusof, J. M. (2011). Spiritual Leadership and Job Satisfaction: A Proposed Conceptual Framework. Information Management and Business Review, Vol. 2, No. 6.

6. Gupta, M., Kumar, V., & Singh, M. (2013). Creating Satisfied Employees Through Workplace Spirituality: A Study of the Private Insurance Sector in Punjab (India). Journal of Business Ethics, Vol. 122, No. 1, pp. 79-88.

7. Hassan, M., & Ali Bin, A. (2016). Impact of Workplace spirituality on job satisfaction: Mediating Effect of true. Cogent Business and Management.

8. Mahipalan, S. S. (2018). Mediating Effect of Engagement on Workplace Spirituality - Job Involvement Relationship: A Study among Generation Y Professionals.

9. Swanepoel, H. (2015). The relationship between workplace spirituality and work related attitudes.

10. Pio, R. J., & Tampi, J. R. (2018). The influence of spiritual leadership on quality of work life, job satisfaction and organizational citizenship behavior. International Journal of Law and Management, Vol. 60, No. 2, pp. 757-767.

11. Panes, R. T., Gempes, G. P., & Genuba, R. L. (2017). A causal model on job satisfaction among the teachers force of selected private schools in Region XI. International Journal of Scientific and Technology Research, Vol. 6, No. 9.

12. Musta'in, M., Sanusi, A., & Manan, A. (2014). A Study on Employees Performance: Spiritual Leadership and Work Motivation with Mediation Work Satisfaction at the University of Darul Ulum, Indonesia. European Journal of Business and Management, Vol. 6, No. 39.

13. Ahiauzu, A. (2009). Altruistic Love Culture and Workers' Commitment in the Nigerian Manufacturing Industry: A Study in Workplace Spirituality. Retrieved from How do organizational culture and organizational learning capacity jointly affect it? Journal of Industrial Engineering and Management, Vol. 1, No. 2.

14. Yaghoubi, N., Moloudi, J., & Banihashemi, S. (2010). The Relationship between Spirituality Leadership and Empowerment: A Case Study. American Journal of Scientific Research, Vol. 10, No. 12.

15. Karadag, E. (2009). Spiritual Leadership and Organizational Culture: A Case Study of Structural Equation Modeling. Educational Sciences: Theory and Practice, Vol. 9.

16. Dayler, L. T., & Fry, L. W. (2012). Impact of Spiritual Leadership on Catholic Organizational Identity. Academy of Management Proceedings, Vol. 1.

17. Devendhiran, S., & Wesley, J. (2017). Spirituality at work: Enhancing levels of employee engagement. Development and Learning Organization, Vol. 31, No. 5.