

Influence of Spirituality of Ceo's on Job Satisfaction of Their Respective Employees

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Abstract: The very purpose of the present study was to analyze the impact of Spirituality of CEO's on the Job satisfaction of their respective employees and another objective of the study was to examine the differences in the nature of Institutions in the perception of Spirituality and Job Satisfaction among participants from Educational & Manufacturing Institutions. The sample consisted of 200 employees from 5 Educational Institutions (100 employees) and 3 Manufacturing Industries (100 employees). Purposive sampling technique was used to collect the data. The sample was administered Spiritual Index scale, Job Satisfaction scale developed by Dr. Mahendran P and Singh and Sharma respectively. The correlation test was used to verify the relationship between the spiritual belief and job satisfaction of CEO's and their respective employees. Average mean and SD were found to verify the differences among the Institutions in perceiving Job satisfaction and Spiritual belief. The findings reveal that there is a significant relationship between the Spirituality of CEOs with Job satisfaction of their employees. Further, the study revealed that there was a difference among Institutions in the perception of Spiritual belief and Job Satisfaction.

Keywords: Spirituality, Job Satisfaction

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I. INTRODUCTION

The world of work in the 21st century is characterized by achievement and excellence on the one hand and stress and conflicts on the other. While organizations are benefited by the merits of IT, Globalization that has facilitated organizational performance, it has affected the employee wellbeing. Psychologists at the workplace are to deal with several behavioral issues like stress, conflicts, work satisfaction, etc. The traditional policies and procedures of dealing with these issues by the HR/Personnel Departments have failed to address them. Besides, the growth of the economy, the influence of globalization, IT revolutions, etc. have brought a significant change in the lifestyles of the employees. Several attempts are being made by psychologists and other behavioral scientists in understanding and offering alternative solutions to deal with these human issues effectively that ensure employee satisfaction on the one hand and organizational effectiveness on the other. The importance of Spirituality in one's mental health is recognized by WHO (2003) has offered a new direction to the researchers towards exploring the role of spirituality in the workplace. The term Spirituality has always been a mystic and very powerful concept to be defined and to be understood. In general Spirituality can be analyzed as a sense of connection to something which help us to find meaning in life and deeds we do and connecting our self to the Power which is beyond our perceptual senses and can be defined as "the basic feeling of being connected with one's complete self, others and the entire universe" (Collins, 2006).

Objective

1. To analyze the influence of the spiritual belief of CEO's on Job satisfaction of their respective employees.
2. To examine the differences in the nature of Institutions in the perception of Spirituality and Job Satisfaction among participants from Educational & Manufacturing Institutions.

Hypothesis

1. There would be a positive relationship between the degree of spirituality of CEO's and the degree of Job satisfaction of their respective employees.
2. There would be a significant difference in the nature of Institutions in perceiving Spirituality and Job Satisfaction.

Research design

The present study has an exploratory research design

Sample

The sample consisted of 200 (Male 138 and Female 62) employees belonging to Education Institutions (100 Employees from 5 Institutions) and Manufacturing Industries (100 Employees from 3 Industries). The participants' age range was between 25-66 years.

Inclusion criteria

1. Employees having minimum knowledge of communication.
2. Employees with the minimum job experience of one year.

Exclusion criteria

1. Employees educational level.
2. Employees demographic details.

Variables

1. Independent variables: Spirituality
2. Dependent variables: Job Satisfaction

Measuring tool

The sample was administered Spiritual Index scale, job satisfaction scale developed by Dr. Mahendran P and Singh and Sharma respectively and Internal and External locus of control scale which was originally formulated by Rotter and further standardized on the Indian population by Dr. G.K Valecha.

Procedure

The data was collected from the different Educational sector and Manufacturing sector in the form of questionnaires, prior consent was taken from the organizations before administering the survey. The questionnaire administration was done by the researcher during working hours and when employees had leisure time.

The rapport was established with the participants and the objective and the relevance of the current research was explained in a simple language, once the participants were willing to be a part of the study, the demographic details were taken and instructions were given to complete the questionnaire. The participants went through the questionnaire items and understood what was expected from them and ticked the statements accordingly. The statements were Self-explanatory and were easy to understand. The researcher was present during the administration and was able to clear the queries of the participants.

II. RESULTS AND DISCUSSIONS

The first objective of the present study was to examine the influence of the Spiritual belief of CEO's on Job Satisfaction of their respective employees. The following tables depict the mean score and the correlation coefficient of Spiritual dimensions and Job Satisfaction of the CEO's and their respective Employees

Table 1: Shows the descriptive values for Spiritual dimensions and Job Satisfaction of all the CEO's of Organizations.

Sn	Age	Sex (M/F)	Orgn.	Transcendence	Belongingness	Self esteem	Naturalness	Religious	Job Satisfaction
1	66	M	1	32	30	29	32	31	82
2	60	M	2	31	33	28	33	29	71
3	56	M	3	23	25	26	23	26	72
4	45	F	4	24	27	27	24	19	80
5	54	F	5	23	26	27	24	19	72
6	50	M	6	30	28	28	30	33	76
7	45	M	7	32	33	26	26	27	78
8	46	M	8	28	29	27	26	27	76
Mean				27.87	28.87	27.25	27.25	26.37	75.87

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Table 1 shows the individual scores on all the dimensions of Spirituality and The Job Satisfaction of all the CEO's. The obtained scores on all the dimensions of Spirituality the individual scores of CEOs' range from 19 to 33 and on Job Satisfaction the scores range from 71 to 82.

Table 2 Shows the mean value of the employees on all the dimensions of Spirituality and Job Satisfaction.

Organizations	N	Mean Scores of Employees					
		Transcendence	Belongingness	Self-esteem	Naturalness	Religiousness	Job satisfaction
1	26	26.88	25.11	26.92	26.00	25.53	72.73
2	14	28.28	24.21	26.71	24.14	22.71	72.78
3	16	26.06	23.75	26.62	24.68	24.87	73.43
4	23	25.73	24.21	26.82	26.47	26.52	72.21
5	16	25.68	24.87	27.37	26.6	26.62	73.8
6	41	27.46	28.95	26.12	25.60	22.68	72.56
7	19	30.33	30.55	27.16	26.44	28.33	75.83
8	37	31.16	30.59	28.13	26.32	28.78	74.48

Table 2 shows the mean value of all the employees on Spirituality and Job Satisfaction. The mean score on Transcendence range from 25.68 to 31.16. On Belongingness the mean score ranges from 24.21 to 30.59, on Self-esteem the mean score ranges from 26.12 to 28.13, on the Spiritual dimension Naturalness the mean scores range from 24.14 to 26.60 and on the Religiousness the mean scores range from 22.71 to 28.78. On Job Satisfaction, the mean scores range from 72.21 to 75.83.

After analyzing the descriptives, the influence of the spiritual belief of CEO's on Job Satisfaction of their respective employees was computed. The following table depicts the correlation between all the dimensions of Spirituality of CEO's with Job Satisfaction of their Employees.

Table 3: Shows the relationship between Spiritual dimensions and Job Satisfaction of CEO's and their Employees. (Partial Correlation)

* $p < .05$. ** $p > .01$

Variables	Transcendence (CEO)	Belongingness (CEO)	Self-esteem (CEO)	Naturalness (CEO)	Religiousness (CEO)	Job satisfaction (CEO)
Transcendence (Employees)	.385**	.543**	.123	.368**	.273**	.206**
Belongingness (Employees)	.316**	.288**	.055	.240**	.369**	.052
Self-esteem (Employees)	.160*	.174*	.237**	.244**	.139	.070
Naturalness (Employees)	.239**	.303**	.128	.207**	.018	.127
Religiousness (Employees)	.118	-.008	.190**	.133	.192**	.039
Job satisfaction (Employees)	.240**	.287**	.000	.103	.020	.231**

Table 3 shows a statistically significant positive relationship between all the Spirituality dimensions and Job Satisfaction of CEO's and their Employees.

The obtained results on Spirituality are supported by a research study by Eleanor et.al. (2008) which found that for companies to survive in the face of economic downturn and Global competition, it is necessary for Leaders and Employees to tap their Spiritual resources to increase the Job Satisfaction and the growth of the Organization. Another research on testing the relationship between Spiritual Leadership and Job Satisfaction in the healthcare industry by Abdizadeh et.al (2014) revealed a positive connection between Spiritual (Transcendence) leadership and Employees' Job Satisfaction. Research on Relationship between Teachers and Principal's Spiritual Leadership, Quality of work life, Job Satisfaction and productivity by Ghasemiasad (2013) revealed a significant positive relationship between Spiritual Leadership and Job Satisfaction.

The obtained results could be attributed to the nature, and the belief system prevailing in the organizations selected for the study. The holistic approach which has been adopted by the leaders or Heads of the Organizations might have had a positive impact on their Employees and the belief system that the leaders follow could have had an impact on their employees work life effectively. However, on the dimension Self-esteem and Job Satisfaction, the correlation between CEO's and their Employees have not found to be significant. Self Esteem is purely a subjective variable referring to a sense of Self-worth which is difficult to have a direct impact on the subordinates. There were CEO's who are initiating Spiritual sessions for their Employees to handle the work pressure and be satisfied. It was also observed that in Manufacturing Industries the Spirituality of the Heads of the organizations had a significant impact on employees' satisfaction when relatively compared with the Educational Institutions.

The second objective of the study was to examine the differences in the nature of Institutions in the perception of Spirituality and Job Satisfaction among participants from Educational & Manufacturing Institutions.

Table 4: Shows the mean and SD values among the Educational Institutions and Manufacturing Industries for Spiritual dimensions and Job Satisfaction.

Variables	Organizations	N	Mean	SD
Transcendence	Educational	100	26.48	4.29
	Manufacturing	100	29.45	3.09
Belongingness	Educational	100	24.68	3.83
	Manufacturing	100	29.88	2.16
Self-esteem	Educational	100	26.92	3.15
	Manufacturing	100	27.07	1.92
Naturalness	Educational	100	25.73	4.45
	Manufacturing	100	26.07	2.23
Religiousness	Educational	100	25.40	6.04
	Manufacturing	100	26.19	5.75
Job satisfaction	Educational	100	73.04	2.74
	Manufacturing	100	74.02	3.13

Table 4 shows the Mean and SD value for the dimensions of Spirituality and Job Satisfaction among the Educational Institutions and Manufacturing Industries. The mean on Spiritual dimensions for Educational Institutions range from 25.40 to 26.92 with an SD ranging from 3.15 to 6.04 respectively and the mean for Job Satisfaction is 73.04 with an SD value of 2.74.

The mean score on Spiritual dimensions for Manufacturing Industries range from 26.07 to 29.88 with an SD ranging from 1.92 to 5.75 respectively and the mean score for Job Satisfaction is 74.04 with an SD value of 3.13. It is clear from the above table that on all the variables employees from the Manufacturing Industries have a higher mean score than from Educational Institutions.

The obtained results show the differences in perceiving the dimensions of Spirituality such as Transcendence, Belongingness and Job Satisfaction from the Educational Institutions but the existing research show that there was no difference in perceiving the Spirituality and this could be attributed to the nature of the Institution and the philanthropical ideologies the leaders follow. The perception of teachers on Transcendence and the space provided by the leaders to the teachers to find the Spirituality in the workplace also play an important role in teachers' Spiritual beliefs. Though most of the heads of the Institution believe in Spirituality the discharge of the same might have not an impact on their employees and the employees might not have considered the Spiritual approach of the leader on a serious term. The Performance of the Institution also might have influenced the spiritual belief and Job satisfaction of the teachers. There could be one more reason that teachers might look for or give more importance to the materialistic things such as Salary, Promotions, Leave facilities and leniency in timings and though the leader facilitates them with regular provisions, teachers may not understand the overall holistic approach of the institution and the leader. The employees from the Manufacturing Industry show high regard towards Spirituality and Job Satisfaction and this could be attributed to the nature of the industry and leaders of the organizations. The Spiritual belief of the leader might have provided the employees to experience the holistic approach at the workplace and the facilities provided from the organization and the degree of autonomy provided also would have had an impact on employees work life. The efforts by the leader to promote Spirituality at the workplace through certain plans might have encouraged the employees to relate themselves to the work and find meaning in what they deliver. The overall Performance of the Organization also might affect the terms of Salary, Incentives, Medical facilities, etc.

The obtained results on dimensions of Spirituality such as Self-esteem, Naturalness, and Religiousness indicate there was a very slight statistical difference in perceiving the same among Educational and

Manufacturing Industries. This same has been found in a study on Exploring Teacher's Self-esteem and its effects on Teaching and the Institution by Mbuva (2011) which revealed Teacher's Self-esteem as important for their success and their Institution, and Teacher's positive and high Self-esteem affects their personal and professional life. Similarly, a study on Teacher's Self-concept and Self-esteem in pedagogical communication by Glotova and Wilhelm (2014) revealed that Teacher's positive Self-concept and Self-esteem influence their wellbeing and occupational Satisfaction.

For Manufacturing industries on Self-esteem dimension, the results could be aligned with the study on the relationship between Self-esteem, organizational attachment and quality of work by Poorgharib and Absari (2013) found high regard for the same on Self-esteem and organizational attachment and work life. Another study on Self-esteem and Job Performance: the role of Self-esteem by Ferris and Lian (2010) found high regard given from the employees to Self-esteem and Performance.

The obtained results of Educational Institutes on Religiousness dimension could be aligned with the study on Religious beliefs: a hidden variable in the Performance of Science Teachers in the classroom by Mansour (2008) have found that Teacher's Religious beliefs are among the major constructs that drive Teacher's way of thinking, connectivity and classroom practices. The same could be aligned with another study on Public School Teacher's beliefs in and conceptions of God by Hartwick (2014) revealed that the more important that if teacher's beliefs about God and Religion are negatively formed there would be a definite negative influence on Teacher's professional lives.

The obtained results of Manufacturing Industries on Religiousness dimension is supported with the study on employees who are open about religion are happier (Kim 2014) which revealed that being able to express important aspects of one's life can influence work-related issues, such as Job Satisfaction, work Performance or engagement. It can be beneficial for organizations to have a climate that is welcoming to every Religion and Culture. The same was supported by the cross-cultural study by Monoa and Ryan (2004) showed that employees who valued Religion as a core part of their lives were more likely to disclose their religion in the workplace and are happy and content at the workplace. A study on workplace Religious expression, Religiosity and Job Satisfaction by King and Williamson (2005) found an interaction between an organization's stance and an employee's desire of the acceptance of Religious expression had the most significant influence on Job Satisfaction.

The difference in the degree of Spiritual dimensions and Job Satisfaction between Educational and Manufacturing Organizations is influenced by the leadership and managerial practices of the respective organizations.

III. SUMMARY

The above-obtained results show that there is an impact of Spirituality of CEO's on the Job Satisfaction of their respective employees and there is a significant difference between the Educational Institutions and Manufacturing Industries in perception in Spirituality and Job Satisfaction.

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