

Spiritual Consciousness in Banking Managers and its Impact on Job Satisfaction

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Abstract

Work spirituality has become a significant aspect of organizational culture in most of the business organizations today. The values of spirituality greatly enhance the sense of accomplishment in employees' which resultantly impacts on the overall productivity and growth of the organizations. For the purpose of study, the responses of 121 Branch managers, Area managers and Regional managers are recorded on an independent spirituality assessment scale (iSAS) developed by Rojas (2002). The results have shown a significant impact of spirituality on job satisfaction. The managerial implications, limitations and future guide lines for research have also been discussed.

Keywords: Work spirituality, Job satisfaction, Leadership spirituality

Introduction

Spirituality is one of religious dogmas that intervene in all the crucial aspects of work life. The values of spirituality in today's environment have proven a great source of competitive advantage for any organization. According to Wong (2003) strongly held spiritual values i.e. altruistic, love, care affection, and meaning creation lead to high organizational outcomes. The importance of work spirituality is consistently growing as the spiritual cause leads to strategic benefits to the business units. (Gogoi, 2005) is of the view that due to the significant contribution of work spirituality, a spirituality interest group is specially created by the renowned academy of management for modification of concept and perception of spiritual and God's values. Spirituality aids in the enhancing the level of job satisfaction and fulfillment with an overall organizational accomplishment. According to Aydin and Ceylan (2009), leadership spirituality provides the essence for improving the capabilities of employees', their productivity and growth by setting up an organizational perspective containing the values of love, care affection, affiliation, wholeness and loyalty which resultantly build an inner connection of employees' with their organizations.

Literature Review

The world spirituality is as old as the beginning of the world. The philosophy of spirituality at the work places encourages the emotions of altruistic love, care, humanity, meaning creation, inner satisfaction and self fulfillment. It is a fact in today's dynamic business environment that organizations' performance, productivity and competence are an exclusive outcome of leadership spirituality (Chopra, 2002). Leadership spirituality intrinsically motivates and drives the employees' internal locus towards organizational development by aligning their personal values with the values of organizational vision and mission which resultantly creates a psychological affiliation between employees' and their organizations and increases their level of self fulfillment at work. According to (Avolio & Gibbons, 1988) the orientation of leadership spirituality in organizational culture empowers the employees morally and ethically by making them bold, confident and competent, which as a result enhances their job involvement and job satisfaction.

The leadership spirituality spreads altruistic love, care for other, interconnectedness and helps the employees' in meaning creation by calling a sense of membership which makes their job more joyful, interesting and productive. Leadership spirituality inspires the organization's employees and upgrades their cognitive

consciousness by creating a sense of wholeness and accomplishment that makes them more devoted, committed and loyal towards their organizational development (Bass, 1998). Research ensured the fact that spirituality imparts delight full impact on the job performance, job satisfaction and turn over reduction. Markow & Klenke (2005) and Milliman, Czaplewski & Ferguson (2003) posited a view that leadership spirituality is the key indicator in increasing the employees' productivity, organizational attachment, affiliation and commitment with a decline in employee's turn over intentions. Leadership spirituality is significantly associated with emotional attachment with organizations. According to (Fry, Vitucci, & Cedillo, 2003, Townsend, 1984, Malone & Fry, 2003) both spiritual and God's values emphasize on love, care, innovation, affection interconnectedness and better communication by creating an inner connection with work place that increases the levels employees' job satisfaction and accomplishment which resultantly increases the overall organizational productivity.

Spirituality impacts in the strong communication and interpersonal relationship among employees by setting up a culture of individual support, collaboration and intrinsic motivation of employees that subsequently leads to highly productive and satisfied work force. (Ryan & Grolnick, 1986, Ryan & La Guardia, 2000) posits a view that the organizations with cultures reflecting spiritual values i.e. individual support, effective communication coordination, collaboration and strong interpersonal relationship, motivates the employees' intrinsically by creating an inner happiness and satisfaction. Work spirituality is significant factor for maximizing the utility of employees' effectiveness and valubility. (Sass, 2000) posits a view that employees' effectiveness, reduced absenteeism, high growth and performance are the outcome of spiritual dogmas. Spirituality creates an internal locus and cognitive attachment to remain loyal and careful for the future development of the organization. Lilius *et al* (2005) stated a view that spirituality results in employees' cognitive and psychological association with their respective organizations that subsequently strengthens their commitment and devotion with a strong sense of fulfillment. Spirituality emphasizes on significant exchange of values that belongs to individuals and visionary values of organizations. According to (Mitroff & Denton, 1999, Giacalone & Jurkiewicz, 2003) besides focusing on the values of organizational vision and mission the employees' self fulfillment need should also be given coherent importance that personifies strong commitment and organizational accomplishment.

Work spirituality proclaims the skill development and personality grooming of organizational work force. According to (Tesser, 1988) work spirituality develops knowledge skills, abilities, talents, dissemination and creates a groomed personality of the employees at work which leads to the accomplishment of self actualization and self enrichment needs. Thus the values of spirituality are so claimed for organizational and individual accomplishment. The research provided the evidence that the involvement of spiritual and religious values in ongoing managerial practices impart a significant impact on the overall organizational productivity (Burton and O'Reilly 2000). It is as though the importance of the work spirituality that keeps the leaders, motivated, courageous and confident. Many experts claimed that the importance of leadership spirituality in building the morality and characters of their subordinates. It has been widely claimed that it is explicitly the responsibility of the spiritual leaders to intervene in fixing the personality and character building of employees' by empowering, showing confidence and relying on them as this will lead to greater levels of satisfaction from the job that results in the vision accomplishment of the organizations (Wilkes, 1998, Russell, 2001, Block, 1993 Greenleaf, 1977 & Farling *et al.*, 1999). Many cooperates of USA are too seeking the means and measures of spirituality. According to (Harrington, Preziosi, & Gooden, 2001) there is a deliberate need of spiritual values amongst the employees of the various companies in USA, as they consider spirituality the best tool towards their performance calling it a sense of membership among members. Spirituality is strongly associated with the human health and psychology. Fry (2005) is of the view that through ethical and moral up gradation the values of works spirituality are found beneficial in maintaining employees' health and psychological well being.

The work spirituality is also found very significant in reducing the pressure, tension, anxiety and burden of work and makes the job more enjoyable. Frew (2000) stated a view that spirituality is found extremely beneficial in reducing the feelings of tensions, anxiety as it aids the employees to cope with the burden and pressure of work. The leadership spirituality helps the employees' in getting an organizational perspective. According to Rego and Cunha (2007) spirituality helps employees in meaning creation by deploying the values of altruistic love and affection that aids in getting an organizational perspective which suit their personality. The convenience of vision accomplishment, achievement of targets and goals is a delightful aspect of spirituality as it develops the perspective and procedures for acquiring organizational goals efficiently. According to Ahiauzu & Asawo (2009) the organizational goal and vision can be achieved more conveniently if the strong interaction between leaders and followers exists in such way that they pay attention to employees' personal needs, support them and empower them and let them have their say in organizations decisions.

In the light of following literature, the following hypotheses can be deduced.

H1: Intrapersonal aspect of spirituality impacts positively and significantly on Job satisfaction.

H2: Interpersonal aspect of spirituality impacts positively and significantly on Job satisfaction.

H3: Superpersonal aspect of spirituality impacts positively and significantly on Job satisfaction.

H4: Ideopraxis aspect of spirituality impacts positively and significantly on Job satisfaction.

H5: Spirituality has a positive and significant impact on job satisfaction.

Methodology

The present study investigates the impact of work spirituality on the Job satisfaction of bank managers from both public and private sector banks. The banking sector has a unique and distinct hierarchy with proper formalization and departmentalization. All these banks are chartered and work under the laws, rules and procedures manifested by the State bank of Pakistan which ensures the similarity in job function and work nature of banking employees. Similarity of job and work nature thus results in the homogenous population and by taking a sample such managers of various public and private sector banks from large city Gujranwala can be represented as population of rest of Pakistan. For the purpose of research, a convenience sampling was used for gaining the responses of 121 branch managers, area managers and regional managers through a personally administered questionnaire at a response rate of 92%.

Definition of variables

Intrapersonal Aspect of Spirituality

Intrapersonal aspect of spirituality explains what lies in inside of individuals i.e. explores the inner world of individuals. It is comprised of five modes fulfillment of self, self determination, self control, discovery of self and enrichment of self. Intrapersonal aspect of spirituality is measured by a (iSAS) independent spirituality assessment scale developed by Rojas (2002). A likert type scale ranging from 1 “strongly disagree” to 5 “strongly agree” was used to gain the responses from the respondents.

Interpersonal Aspect of Spirituality

Interpersonal aspect of spirituality explains the spirituality in individual’s relationships. It is comprised of four modes i.e. partnership mode, small group mode, organizational mode and movement mode. It is measured by a (iSAS) questionnaire developed by Rojas (2002). A likert type scale ranging from 1 “strongly disagree” to 5 “strongly agree” was used to gain the responses from the respondents.

Superpersonal Aspect of Spirituality

The superpersonal aspect of spirituality defines the how strong the interpersonal relationship is between a leader and its follower. It is comprised of three modes i.e. transactional mode, transformational mode and transfiguration mode. It is measured by a (iSAS) questionnaire developed by Rojas (2002). A likert type scale ranging from 1 “strongly disagree” to 5 “strongly agree” was used to gain the responses from the respondents.

Ideopraxis Aspect of Spirituality

The ideopraxis aspect of spirituality explores that how much the individual’s philosophy of life matches with their life. It is measured by a (iSAS) questionnaire developed by Rojas (2002). A likert type scale ranging from 1 “strongly disagree” to 5 “strongly agree” was used to gain the responses from the respondents.

Job Satisfaction

Job satisfaction is the feeling of accomplishment one gets out of his work. Job satisfaction is measured by the questionnaire developed by Moorman (1993). This questionnaire contains 10 questions of job satisfaction. A likert type scale ranging from 1 “strongly disagree” to 5 “strongly agree” was used to gain the responses from the respondents.

Organizational Commitment

It is the strength of relationship, affiliation or association that an individual experiences with his organization. It is measured by a six items questionnaire designed by Meyer et al. (1989). A likert type scale ranging from 1 “strongly disagree” to 5 “strongly agree” was used to gain the responses from the respondents.

Analysis and Results

The analysis is done with the help of SPSS software on the coded data entered in the tabular form. Before analysis of the data through SPSS, the data was screened and found that it is distributed normally and there are no outliers and normality of the assumption was confirmed. An over all reliability of the data i.e. Cronbach’s

Alpha ranging from 0.70 to 0.89 is recorded. The analysis of the data showed very interesting results. The descriptive statistics shows that in 121 questionnaires 115 are males and only 6 are females. The majority of respondents 48% are between age group of 31 to 40 years where only 21 respondents have an age between 51 to 60 years. Among 121 respondents, 89 respondents are married while rest of 32 are unmarried. About 23 % of respondents have job tenure between 5-10 years where 15 respondents possess job tenure of above 10 years.

The mean and standard deviations of independent variables are $M=3.91$, 3.35 , 3.57 and 3.63 . The mean value of intrapersonal aspect is highest i.e. $M=3.91$ with a standard deviation 0.31 . Likewise, the most prominent mode of spirituality among the banking professionals is found to be the self determination mode having a mean value of $M=4.32$ and standard deviation $.46$ i.e. managers in the banking sector are very much satisfied with their job and are determined, courageous and optimistic and passionate in what they are doing and they want to deploy more effort in making their organization successful. Similarly, the mode of spirituality having lowest mean value is the partnership mode, having a mean value of $M=3.16$ and standard deviation 0.66 . The mean value of job satisfaction is also high $M=3.92$ and providing the evidence that the managers in their respective banks are working with a sense of fulfillment, they are strongly attached with their organizational accomplishment as they are found very much loyal, psychologically attached and care about the future of the organization.

When Pearson's Product Moment Coefficient Correlation is calculated, we find that among all the aspects of spirituality the most significant strong positive correlation is between interpersonal aspect of spirituality and job satisfaction i.e. $r=.443$ and $p < 0.01$, i.e. the managers possess strong values of spirituality that impacts on their interpersonal relationships at work. These values include altruistic love, care, affection, support, wholeness, interconnectedness and communication. However the correlation between the Job satisfaction and ideopraxis is found least than rest of three aspects i.e. $r = .222$ and $P < 0.05$ which means that the managers are not very creative and innovative and possess a typecast personality. But on the whole, they do have strong sense of fulfillment, intrinsic motivation and loyalty in their respective banks.

The correlation between spirituality and job satisfaction showed us, that there is a strong positive and significant relationship between spirituality as a whole and job satisfaction. Which shows that the power of transcendence and positive emotional attachment of bank managers at work.

The extent of goodness of fit of the results can be checked with ANOVA in the table 3. The percentage of variation in dependent variable (job satisfaction) is explained by the variation in the predictor (independent) variables. The goodness of the results through " p " and " F " can also be checked in table 3. As the $F(4 \ 116)$ value is 9.750 and $p > 0.01$, ensuring the Goodness of fit.

The value of R square in the table 4 is given below. It can also be measured with the ratio of i.e. ESS/TSS values of which can be seen in the table above. Here in the table the value of ESS is 909.1 and TSS is 3613.05 . The value of R square value is found to be $.252$ which means that the 25.2% of variation in the dependent variable is explained by variation in the predictor variable. R square is in fact a measure of deviation of dependent variable from its mean.

The adjusted R square explains the proportion of variation in the dependent variable due to variation in the predictor variable. In the table 4, the value of adjusted R square is found $.226$ which means that 22.6% variation in the dependent variable is measured by the independent variable.

The table 5 shows the values and reliability of individual coefficients. The values of individual coefficients explain how much the individual variables impact on the dependent variable. The " r " values and significance " p " values provide the confidence level with which we can support the model of estimate. The reliability of " B " can be checked by the significance level or p -value in the table which is 95%. The lower upper bound explains the flexibility in values of each individual coefficient in the model. The values of all four coefficients are given in the table below. The value of intrapersonal aspect of falls in a range of $.028$ to $.481$, Interpersonal aspect $.84$ to $.408$, superapersonal aspect $-.154$ to $.414$ and ideopraxis $-.478$ to $.762$. The most significant individual coefficient which is affecting the dependent variable (job satisfaction) is interpersonal aspect, which means that interpersonal transcendence values i.e. mutual cooperation, care, affection and effective communication results in manager's positive emotional association with the job.

Discussion

The present study investigates the impact of work spirituality on the job satisfaction of branch managers, area managers and regional managers of the banking sector of Pakistan. The results are found quite significant ensuring the fact that job satisfaction is greatly influenced by work spirituality. The spiritual dogmas like power of transcendence and values of transformational leadership i.e. affection, meaning creation, altruistic love,

wholeness and inter connectedness leads to individual's strong sense of fulfillment from the job in the form of organizational accomplishment. The orientation of spirituality in the organizational culture leads to greater satisfaction and productivity of employees with a sense of calling membership.

The mean values of all four aspects of spirituality are $M=3.91, 3.35, 3.57$ and 3.63 in which intrapersonal aspect of spirituality has the highest mean value i.e. $M=3.91$ with standard deviation of 0.31 . Which means that due to the sufficient work experience, the values of spirituality has made the job more interesting as managers are very much involved and devoted towards applying their abilities knowledge, dissemination and skills towards their job, as it will lead to the greater level of their intrinsic satisfaction. The mean value of self determination is mode of spirituality is highest than other modes i.e. 4.32 , which means that due to higher satisfaction, managers are always ready to face the difficulties with extreme of courage, hope and determination as they rely and have confidence in their abilities. They do not lose hope or get disappointed in the tense, pressurized, ambiguous and difficult situations in their managerial practices. Also, they are very much satisfied with their self development in the banking sector. The high mean value of job satisfaction i.e. 3.92 indicates that the employees' are very much emotionally attached and psychologically affiliated with their organizations.

Banking managers are found very much involved in learning process as they consider learning as the highest priority in their life. With a strong sense of fulfillment from the job, they are also consistently knowing more about the hidden abilities, skills, talents and other qualities they are blessed with. Having such a spiritual framework they found themselves intrinsically motivated, satisfied and working whole heartedly for their organizational accomplishment. The lowest mean value amongst all modes of spirituality is for partnership mode i.e. 3.16 , which means that due to sufficient work experience, higher levels of age and consistent grooming the bank managers do not take religious guidance from any source at their work places, as they already possess reasonable knowledge of religion.

According to (Sawatzky 2005), spirituality has a significant impact on job satisfaction. Analysis has shown that all the four aspects of spirituality i.e. intrapersonal, interpersonal, superapersonal and ideopraxis have strong, positive and significant impact on job satisfaction. The correlation results have also supported the conclusions as $r=.410$ and $p < 0.01$, $r=.443$ and $p < 0.01$, $r = .302$ and $p < 0.01$, $r = .222$ and $p < 0.05$. The regression analysis also supported the evidence that spirituality has a greater impact on job satisfaction as $F(4\ 116) = 9.750$ and about 25.2% variation is explained by the spirituality. The significance of the results shows that the enrichment in work spirituality greatly enhances the levels of job satisfaction in bank managers as it helps them in managing all kind of affairs whether they are material or ethical in nature. Such type of managers always prosper in their organizations.

Managerial Implications

The concept of spirituality has a great importance for managers and policy makers. Developing a spiritual culture in the organizations will leads to higher satisfaction among the employees of the organizations as it helps the employees' in creating an organizational perspective in order to match the individuals' visionary values and values of the organization. The more the involvement of spirituality in the organizational culture the more will be the sense of fulfillment in the employees, as a result they will be more effective in organizational accomplishment. So it is the duty of the top level managers specially HR practitioners to develop an orientation and training structure in order to enrich the work spirituality in newly hired as well as old and experienced employees for strategic performance of organizations .

Limitations and Future Guidelines

The limitations and future guidelines of the research are noted that the sample selected for the study involves only managerial staff of one sector of economy i.e. the financial services sector, banking sector. The participation of female respondents is also less. However the applicability of the results would be enhanced if data will be collected from multiple sectors through multi sampling technique and if the data is collected on a time series (longitudinal) basis. Also the spiritual values and the needs of subordinates and followers should be considered for future study. The economical status of the employees' should also be investigated and considered for future research.

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Table 1. The mean and standard deviation of various modes of Spirituality and Job Satisfaction (N=121)

Aspects of Spirituality	Modes of Spirituality	Min	Max	Mean	SD
	Fulfillment of Self	1.67	4.67	3.50	.52
	Self Determination	3.00	5.00	4.32	.46
	Self Control	2.00	5.00	3.64	.55
	Discovery of Self	2.00	5.00	3.83	.66
	Enrichment of Self	2.67	5.00	4.27	.48
Intrapersonal		3.13	4.60	3.91	.31
	Partnership Mode	1.33	5.00	3.16	.66
	Small Group Mode	1.00	5.00	3.54	.87
	Organizational Mode	1.33	5.00	3.25	.87
	Movement Mode	2.00	4.67	3.45	.60
Interpersonal		1.92	4.75	3.35	.54
Ideopraxis		2.00	4.67	3.57	.52
	Transactional Mode	2.33	5.00	3.82	.54
	Transformational Mode	2.00	4.67	3.61	.62
	Transfiguration Mode	2.00	5.00	3.45	.66
Suprapersonal		2.67	4.56	3.63	.40
Job Satisfaction		2.50	5.00	3.92	.55

Table 2. Correlation among aspects of Spirituality and Job Satisfaction (N=121)

Variables	1	2	3	4
1-Intrapersonal Aspects				
2-Interpersonal Aspects	.503**			
3-Suprapersonal	.389**	.408**		
4-Ideopraxis	.348**	.251**	.395**	
5-Job Satisfaction	.410**	.443**	.302**	.222*

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 3. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	909.105	4	227.276	9.750	.000 ^a
Residual	2703.953	116	23.310		
Total	3613.058	120			

a. Predictors: (Constant), Ideopraxis, Interpersonal Aspects, Suprapersonal, Intrapersonal Aspects
 b. Dependent Variable: Job Satisfaction

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
	.502 ^a	.252	.226	4.82804	.252	9.750	4	116	.000

a. Predictors: (Constant), Ideopraxis, Interpersonal Aspects, Suprapersonal, Intrapersonal Aspects

Table 5. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	8.722	5.953		1.465	.146	-3.068	20.513
Intrapersonal Aspects	.255	.114	.218	2.228	.028	.028	.481
Interpersonal Aspects	.246	.082	.289	3.000	.003	.084	.408
Suprapersonal	.128	.144	.084	.885	.378	-.158	.414
Ideopraxis	.142	.313	.041	.454	.651	-.478	.762

a. Dependent Variable: Job Satisfaction