Job Satisfaction

Do measures of spirituality in the workplace affect it?

by

Molly Longstreth, Rhonda Ellis, Linda Jones, Judith Neal
Research Question

Work Satisfaction among Higher Education Faculty and Staff: What Role Does Spirituality Play?
Research Project
These data are from a larger study comparing faith-based and secular organizations on:

- Spirituality in the workplace
- Organizational commitment
- Organizational culture
- Job satisfaction
- Optimism
Research Methods

• Online survey of
  • Two institutions in south, central U.S. – religious (RI) and public (PI)
  • All faculty and staff from the RI
  • Random sample of faculty and staff from the PI
  • Response rates of faculty:
    • 35.5% (PI) and 33.5% (RI)
  • Response rates of staff:
    • 29.4% (PI) and 61.7% (RI)

• 840 respondents
  • 409 Faculty
  • 431 Staff
  • Due to incomplete responses:
    • 316 (77.3%) Faculty
    • 329 (76.3%) Staff

• Analyzes quantitative data
  • Qualitative data analyzed in another presentation
Determinants of Work Satisfaction

• Satisfaction Scale
  • Spector (1985)
  • 10 - 12 Component Scales: Promotion, Supervision, Fringe Benefits, Contingent Rewards, Operating Costs, Coworkers, Nature of Work, Communication (Dept., College, University)
  • Aggregate measure

• Optimism Scale
  • Shifren & Hooker (1995)
  • 12 Questions, including:
    • In uncertain times, I usually expect the best.
    • If something can go wrong for me, it will.

• Organizational Culture
  • Glaser, Zamanou & Hacker (1987)
  • 7 Component Scales: Teamwork, Morale, Information Flow, Employee Involvement, Supervision, Meetings, Customer Service
Determinants of Job Satisfaction, cont.

- **Spirit at Work**
  - Kinjerski & Skrypnek (2008b)
  - 4 Scales: Engaging Work, Mystical Experience, Spiritual Connection, Sense of Commitment

- **Demographic variables**
  - Sex
  - Race (white, of color)
  - Years teaching (fac) or working (staff) at this institution
  - Level of education

- **Measure of work choice**
  - Type of university – RI or PI

- **Spirituality/Religiosity**
  - Whether R feels s/he has been “born again”
  - Whether R defines his/her faith as evangelical
  - Degree to which R is more religious than spiritual, more spiritual than religious, religious and spiritual, or neither
Job satisfaction

• "...the general attitude of the worker towards his/her job" (Filiz, 2014)

Scale on which Spector’s job satisfaction is measured ranges from 1 (Disagree very much) to 6 (Agree very much)

• Higher responses correspond to greater satisfaction with the job.

• Staff tend to indicate higher job satisfaction than faculty do – 185.6 for faculty vs. 197.79 for staff, $p < .000$
## Results

<table>
<thead>
<tr>
<th></th>
<th>Faculty</th>
<th></th>
<th>Staff</th>
<th></th>
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# Faculty and Staff Priorities

### Faculty

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### Staff

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Implications of Job Satisfaction Determinants

**Faculty**

- **Top: Supervision – Calls for**
  - Strong departmental leadership
  - Supervisor & mgt. training for dept. chairs
  - Implications for higher level supervisors or leaders (deans, etc)

- **2nd: Employee Involvement**
  - Faculty want to be heard; authoritarian leadership won’t work
  - Democratic/consultative model preferred
  - Mgt. training in listening

**Staff**

- **Top: Supervision – Calls for:**
  - Supervisor training
  - Mgt. training for higher level leaders

- **2nd: Teamwork**
  - In-depth team training
  - Diversity training
  - Conflict resolution
  - Personal growth
Implications of Job Satisfaction Determinants

• Faculty & staff value:
  • Information flow (I often feel that I do not know what is going on w/in the organization; Communications seem good w/in this organization):
    • Keeping all informed is difficult even in the best of circumstances, but faculty & staff want accurate, current information at all levels – dept., college and university
  • Engaging Work
    • Coaching, mentoring, supervising could draw on these beliefs:
      • Skills & work requirements match
      • Meaning & purpose at work
      • Passion for work
      • Fulfilling one’s calling through work
      • Gratitude & satisfaction
  • University – King and Williamson (2005) – More religious employees want workplaces that more strongly accept religious expression
    • Faculty tend to eschew religiosity more than staff. University may proxy for acceptance of religious expression in this study.
Determinants of Satisfaction also Differ

**Faculty**
- Teamwork is also important for faculty
  - Teamwork is necessary in much research
  - Teamwork training for faculty: different from that for staff?
  - May be a harder sell
- Faculty work satisfaction hinges on meeting quality
  - “Time in meetings is well spent”...
  - Valuable:
    - Reviewing efficiency of meetings
    - Openness to feedback about meeting processes

**Staff**
- Optimism affects work satisfaction for staff, not faculty
  - Coaching and other opportunities for personal and team growth may improve optimism of staff
  - Reinforcement of optimism
- Staff marginally value being involved
  - Training in listening, democratic decision-making for department chairs and other administrators
Similarity

• Customer Service affects work satisfaction of neither faculty nor staff
  • “My work unit continuously looks for ways to better serve our customers”
  • Indicates that customer service is:
    • A given or
    • Irrelevant
    • Most likely a given.
  • If customer service is not a given, such training would be warranted.
Thank you for your time!
Happy to hear ideas and discuss further:

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References


