

## Spirituality and Staff Satisfaction in Hospital Affiliated of Qazvin University of Medical Sciences 2010

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**Abstract:** In the patient-oriented organizations, managers need more training and considering cultural sensitivities, spirituality and more specific conditions of patients and their personnel. The survey of spirituality and staff satisfaction in hospital affiliated of Qazvin University of Medical Sciences. This is an analytic- descriptive study which the sample was 30 top and middle managers and operational category of system, from 135 hospital employees (administrative, supportive and medical) using stratified random sampling. The data collection was by using 3 surveying manager's spirituality questionnaires (including two dimensions and related dimension to spirituality), workplace spirituality (including three individual, organizational and work unit dimensions) and staff satisfaction. There was a linear significant correlation between personal spirituality dimension at work in the section of work concept with spirituality related dimensions ( $p=0.041$ ) and there was a significant linear correlation between spirituality of work units at workplace spirituality with total dimension of spirituality ( $p=0.045$ ) and managers spirituality and workplace spirituality in the majority of cases have got moderate marks and exist a significant correlation between them ( $p=0.05$ ) and also there is a significant correlation Between staff satisfaction and descriptive dimensions, dimensions related to spirituality and total spirituality ( $p<0.05$ ). Spirituality in health, create peace, concentration and sense of friendly caring for patients. Integration of spirituality in health services make the organizational hierarchy flat and fosters sense of participation in the society.

**Key words:** Manager's spirituality • Spirituality at work • Staff satisfaction

### INTRODUCTION

Human is searching for a higher purpose and meaning in their lives. Therefore, the pressing question that has been raised by philosophers is how this personal question relates to organizations and work. Postmodern leaders must reached this consensus that human needs to find the meaning of life through their work. Spirituality at work and spirituality related to workplace is growing in response to this effort about personal spiritualism [1]. Workplace valuable framework, including: showing charity, humanitarian, justice and cooperation, participation, understanding and acceptance, respect, responsibility and trust [2]. It seems that nowadays employees, working anywhere, are seeking for something beyond materialistic rewards. In fact, spirituality at work describes experiences of the employees whose work is satisfactory, meaningful and purposeful. Also experiencing spirituality, accompanied by increasing

creativity, honesty, trust and commitment [3], in other words a high degree of morality and spirituality at work and managers spirituality as a branch of organizational commitment and productivity is necessary to enhance organizational performance [4]. Many researchers of spiritual leadership and organizational spirituality hypotheses were away because they have found very subjective; therefore its measurement is difficult in terms stand of science. The concept of spirituality is a unique issue for every body that causes difficulty in reaching a common understanding of spiritual management and workplace spirituality; however, there is little researches that support the relationship between organizational spirituality and organizational performance, therefore experimental method and scientific information is necessary for spirituality of leadership which automatically aimed to identify and determine the benefits of such spiritual ways for working organizations [5]. This project is undertaken to help to fill this gap through the

experimental study on how leadership spirituality and workplace spirituality are related to staff satisfaction. The meaning of spirituality in this study is faithful relationship with God above. Conceptual framework of this research has been established in interaction between spirituality in leadership, workplace and organizational results. Two models are provided for showing relationship between leadership, culture, workplace and results. The original leadership model, which shows that leadership spirituality can have a significant influence on the culture, processes and results of organizational work and spiritual workplace model that shows the spiritual leadership affects organizational culture which provides environment that its members can perceive objective, purpose, esprit de corps and realize the sharing [6]. Although spirituality can be experienced in process of each work, however, health care takes the advantage of it more than any other part. This is because of the historical relationship of spirituality and its nature. Illness often accompanied by sorrow, pain, suffering and death that facing this situation requires a lot of energy and power that emerge generally from spirituality. Spirituality must be considered instead of clinical approaches, as the core of the health services [7]. Strack argued that the health sector managers who have more progress in the field of spirituality, implement five actions for effective management: encourage a common landscape, empowering others to take measuring, modeling, encouraging and heartening. They also deliver many positive results for their organizations [8]. Hospital environment is a dynamic environment with a lot of social and cultural diversity. To effective management must pay attention to difference due to the work sensitivity with patients, ethical and social issues which will need special attention [9]. So trying and effort in improving hospitals management to empower service providers that work with more interest and always consider that staff is essential investment of an organization, response to their needs and expectations play an important role in job performance and ultimately will cause patients satisfaction [10]. Nursing managers in order to lead the health system toward its goals need to ensure their staff satisfaction and security. Health systems need time to negotiate with providers and patients and no one without the other possible. Thus managers in this patient-center hospital need more education and should consider cultural sensitivities in their mind, spirituality and more specific conditions of patients and their staff. Considering spiritual problems by management and so its impact on staff satisfaction also will be increased [11]. Spirituality can not be the first and the best motivator for employees

to increase their productivity. He believed that productivity is simply "the lowest cost with the constant quality". This approach to spirituality sees the human first as generating units and spiritual beings second [12]. Moss in his study in order to survey the effect of spirituality on health, he said: "religion and spirituality have very positive effect on health". Spirituality is one of complementary aspects of medicine [13]. Spirituality which focuses on personal spiritual growth, help individuals deal with aspects of their life, but in case of multinational cooperation and globalization will not have the necessary power [14]. Work is one of the sources of people's spiritual growth and connection with others and community-based programs that occurred in organizations and companies [15]. Considering the experience of researcher in health care environments we decided to study the relationship between spirituality of managers, staff satisfaction in hospital affiliated of Qazvin University of Medical Sciences in 2009-2010.

## **MATERIALS AND METHODS**

This study is descriptive-analytic. Three samples were incorporated into the design of the study. The first group were 30 middle and higher and operating managers system, spirituality managers completed the questionnaire. The second group consisted of 135 hospital personnel who were selected using a stratified random sampling. The selection was done in a way that all the personnel of the hospitals of Qazvin University of Medical Sciences were divided into three categories namely official, support and medical. Then, according to frequency percentage, the final 135 personnel were randomly selected and the staff satisfaction questionnaires were given to them to be completed. The instrumentation included three questionnaires. The first questionnaire called the "spirituality questionnaire" was divided into two sections: demographic information and manager spirituality. The manager spirituality section was indeed the Spirituality Assessment Scale (SAS) which, in its own right, comprises two sections. These two sections result in three scores: the definitive dimension (DD Score), 11 questions, the correlative dimension (CD Score), 19 questions and an overall total dimension (TD Score).

**Second Questionnaire:** Portions of the FMPW (Finding Meaning and Purpose at Work) questionnaire or workplace spirituality designed by Ashmos and Duchon (2000) were utilized to measure workplace spirituality.

Development of the instrument revolved around several dimensions of spirituality, broadly construed as contributing to inner life, meaningful work and community. The items are grouped at three levels. In Part 1, informants describe issues of spirituality and work. In Part 2, informants describe observations of their work unit. In Part 3, informants describe observations of their work organization. Since this study was directed at agency leadership and focused on spirituality at the individual and organizational level, Part 2 of the Ashmos and Duchon instrument, which relates to work units, was not included in the combination survey. Parts 1 and 3, which involve individual observations about spirituality at the individual and organizational levels, were utilized.

The first section of this questionnaire contains 31 questions that focus on the assessment of workplace spirituality at the individual level. The remaining 16 statements assess individual observations about spirituality at the organizational level. A tally of the two sections results in three scores: the FMPW Individual Score, the FMPW Organizational Score and the FMPW Total Score, which represents the sum of the individual and organizational scores. Workplace spirituality at the individual level consists of seven sub-factors: Conditions for community, Meaning at work, Inner life, Blocks to spirituality, Personal responsibility, Positive connections with other individuals and Contemplation.

The third questionnaire is staff satisfaction. This questionnaire includes two parts. The first part covers demographic profiles and the second part investigates staff satisfaction including 4 subgroups: job satisfaction, payment system satisfaction, colleague performance satisfaction and welfare services.

Reliability and validity of both spirituality questionnaire developed by Beazleys (1998) and FMPW questionnaire developed by Ashmos and Duchons (2000) have been confirmed. These two questionnaires were translated and merged into one single questionnaire. Then this single questionnaire was given to 10 university experts in order to check for its face and content validity. After making some modifications, it was administered to 20 system managers to check for its reliability. The internal correlation coefficient of the questionnaire was  $\alpha=0.71$ . Therefore, the validity and reliability of the questionnaire was confirmed. Staff satisfaction questionnaire then design after review of article and after the validation of 20 hospital staff were and correlation coefficient internal within the medium ( $\alpha=0.78$ ), which to the validity and reliability is approved.

Finally, after collecting information using software SPSS was analyzed. With the specific objectives and research using descriptive statistics and prevalence and frequency, Kolmogorov-Smirnov test (To make variables: normal) and Pearson correlation test Statistical analysis of data established. 95 percent confidence level was considered. Desired problem in this study, the lack of empirical studies related to the relationship between spiritual director, spiritual work and organizational performance is, especially in the hospital.

## RESULTS

The average age of participated managers was  $40.46\pm6.65$  and their experience in management was  $11.85\pm6.03$  years and work experience in the current hospital was  $19.25\pm7.00$  years. The majority of the samples were women and most of them were got married and have had B.S degree. Demographic profile of employees was 40.6% of nurses, which 58.2 percent were female and 85.3 percent were got married and 48.8 percent had B.S degree and their average age was  $31.98\pm0.96$  and the average work experience was  $10.53\pm0.63$ .

As the histogram chart 1 and 2 show, the maximum score of descriptive dimensions of spirituality in arrangement was 70 and minimum of that was 47 and the mean was  $55.33\pm4.957$ . Also maximum score of dimensions correlated to spirituality was 119 and the minimum was 84 and maximum score of total spirituality was 184 and the minimum of that was 136 and mean was  $102.20\pm9.102$ . In case of workplace spirituality, the average of individual dimension of workplace spirituality was  $178.12\pm15.45$  and maximum was 214 and the minimum was 139. The average of organizational dimension of spirituality was  $134.60\pm25.67$  which the maximum was 185 and the minimum was 72, the mean of work unit dimension was  $69.44\pm11.38$  which the maximum was 94 and the minimum was 52 and eventually the total mean of spirituality was  $314.27\pm37.64$  and the maximum was 390 and the minimum was 235.

There was a significant linear correlation between individual dimensions of workplace spirituality in meaning of subgroups of work with dimensions of spirituality ( $p = 0.041$ ). There was also significant linear correlation between the work unit dimensions with the total dimensions of spirituality ( $p = 0.045$ ) (Table 1). Chart No, 1 shows that in the majority of samples the total spirituality and workplace spirituality were usual and there was a significant correlation between them ( $p = 0.05$ ).

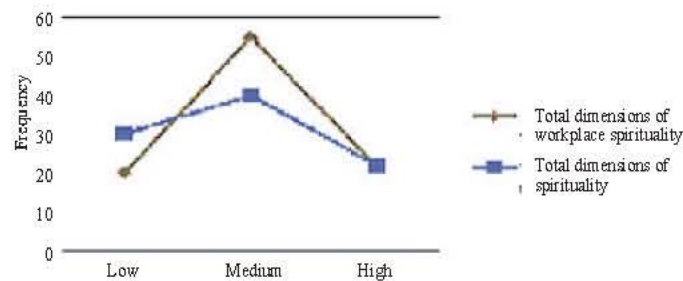


Chart 1: Compare between total dimension of spirituality and total dimensions of workplace spirituality

Table1: Manager's spirituality and Details of workplace spirituality(Pearson correlations)

		DD score		CD score		TD score	
		Coefficient r	P value	Coefficient r	P value	Coefficient r	P value
Individual dimension	Conditions for community	264.0	159.0	064.0	738.0	167.0	377.0
	Meaning at work	019.0	924.0	382.0	041.0	319.0	092.0
	Inner life	112.0	563.0	118.0	543.0	047.0	810.0
	Blocks to spirituality	343.0	069.0	325.0	086.0	410.0	027.0
	Personal responsibility	180.0	341.0	176.0	353.0	221.0	241.0
	Positive connection with others	190.0	322.0	255.0	182.0	293.0	123.0
Organizational dimension	Organizational values	028.0	882.0	146.0	443.0	130.0	494.0
	Individual and the organization	149.0	431.0	199.0	292.0	226.0	230.0
Working unit dimension		189.0	317.0	354.0	055.0	368.0	045.0
Total dimensions of workplace spirituality (FMPW)		231.0	257.0	359.0	072.0	358.0	050.0

Table 2: The correlation between staff satisfaction with manager's spirituality and workplace spirituality.

	DD score		CD score		TD score		individual dimension		organizational dimension		work unit dimension		(FMPW)	
	r	P	r	P	r	p	r	r	P	r	P	r	p	r
Staff Satisfaction	64.0	04.0	61.0	046.0	512.0	030.0	051.0	806.0	092.0	636.0	002.0-	993.0	086.0	676.0

There was significant correlation between staff satisfaction, descriptive dimensions, correlated dimensions to total dimensions of spirituality ( $p < 0.05$ ) (Table 2).

### CONCLUSION

In the present survey, workplace spirituality and manager's spirituality was measured and compared with satisfaction of staff. The collected data was analyzed. The findings showed that, the maximum score of descriptive dimensions of spirituality was 70 and minimum was 47. The maximum score of correlation dimensions of spirituality was 119 and the minimum score was 84. The maximum score of total spirituality was 184 and the minimum score was 136. According to Beazley's (1998) SAS scoring procedures, if the definitive dimension score (DD score) was greater than 45 but the correlative dimension score (CD Score) was less than 77, the individuals spirituality did not manifest in spiritual

behaviors which include: honesty, humility and service to others. On the contrary, if the DD score was less than 45 and the CD score was 77 or more, this indicated that the individual manifested one or more of the correlated dimensions of spirituality; however, those dimensions were rooted in sources other than spirituality. To give an example, consider a person who had spiritual behavior, but did not pray and did good works with philosophical beliefs. If the DD score was 45 or greater and the CD score was also 77 or greater, then this person might have two dimensions of a spiritual individual. Although to measure a person's spirituality, total spirituality scale must be used, however, The test score for descriptive dimensions was 45 and 77 for correlated dimensions of spirituality for showing the spirituality is essential. As shown in the histogram table and charts of spirituality, all managers of the study had a high level of spirituality (100 percent) and in compare with Beazley (1998) comments, all managers were spiritual in descriptive and correlative dimension. Regarding the correlation between manager spirituality

and spirituality at work, there is no significant correlation between the overall dimensions of manager spirituality and those of spirituality at work (correlation coefficient = 0.358). However, there is a significant correlation between individual dimensions of spirituality at work – in the section of work concept – and the dimensions dependent on spirituality (correlation coefficient = 0.382). And when it comes to the dimension of work unit, there is a significant correlation between spirituality at work and the total dimensions of spirituality (correlation coefficient = 0.368,  $p = 0.045$ ). And finally there is, on average, a significant correlation between the total dimensions of manager spirituality and the total dimensions of spirituality at work in the samples ( $p = 0.05$ ). It seems that managers spirituality have direct connection with workplace spirituality, as Morrison *et al.* (2007) have expressed, to change organizations and creating value and meaning at work, managers must start self and then must create an environment that staff find their values at work [16]. Ashmos and Duchon (2000) in their survey the looked at the impact of spirituality on productivity using workplace spirituality questionnaire in 4 Hospital and they refer to this result that measuring and paying attention to spirituality is growing in the organization and this growing phenomenon should be paid attention [17]. Mitroff and Denton (1999) expressed the results of a two-year empirical study about the benefits of their spirituality at work based on the managers view interviewing and using questionnaire. Most of the managers believed that organizations should control the spiritual energy of personnel in order to produce better services [18]. Therefore, to increase productivity in the Qazvin University of Medical Sciences should pay more attention to different dimensions of workplace spirituality. Klerk (2005) stated that although spirituality at workplace consists of several elements, however, important element is the meaning of work and concluded that reaching out to work efficiently, create than by a spiritual framework and meaning at work [19]. As in this study, the most correlation of manager's spirituality with workplace spirituality in the section of meaning at work is obtained. Howard (2002) stated that the spiritual vision improved organizational performance and create opportunities that focus on workplace issues such as spirituality, identity of individuals, social behavior and communication with others, leadership and spiritual management and .... [20]. Polley *et al.* (2005) were expressed that the successful implementation of spirituality in the workplace requires six-issue which organizations should consider, these includes; implementing net economic cost, exploitation of

worker potential, the role of spirituality in community functions, suitable methods of providing spirituality at work, potential for competition and increasing group-think and group-oriented [21]. While in the study which has been done only there is a relationship between the meaning parts of work with correlative dimension of spirituality and in work unit with total dimensions of spirituality. Gray *et al.* were expressed that health care managers who have progressed in the field of spirituality, by implementing 5 following actions will have effective management, which include: competition in the processes, inspiring from a joint perspective, empowering people to act and draw the way and policy of organization [22]. Twigg *et al.* (2006) in their article named "spirituality at workplace" were expressed that usage of spirituality in the workplace, enable managers to see their employees as they can be rather than what they are [23]. McDaniel (2006) was mentioned that our jobs are free of reality of human existence and pay more attention to money rather than meaning and concept and is absolutely lack of presence of God, while social, economic and demographic changes in work force caused growing interest in spirituality at workplace [24]. Wilson (2008) who studied the relationship between managers spirituality and organizational performance in home care concluded that there is a moderate relationship between leadership spirituality and workplace spirituality. There is a significant relationship between the overall dimensions of spirituality and total dimensions of spirituality at work with individual dimensions and in the meaning of work, inner life, blocks to spirituality and positive connection with others. After calculating variables again and then deleting the organizational dimension variables [organizational and individual values], then the correlative coefficient in individual dimension was 0.476 that suggest a strong and significant correlation between managers spirituality and workplace spirituality in individual dimension [25]. Rego and colleagues (2008) in a study survey the effect of five dimension at workplace spirituality [sense of teamwork, adapting with organizational values, sense of participation in the society, enjoy the work and opportunities for personal life) on the continuous organization's commitment and have concluded that people who experience spiritual in their work, their commitment and loyalty is more [26].

According to the results, there is a significant correlation between descriptive dimensions, dependent dimensions and general dimension of spirituality and staff satisfaction. Louis and colleagues (2007) had expressed that the effects of spiritual management on creating good

sense of spirituality in staff including creating appropriate value with organization strategy, building a strong team and in the individual level, promoting health of personnel, organizational commitment, productivity and ultimately organizational performance [27]. Spjut (2004) in an effort to find the main factors in increasing job satisfaction among laboratory scientists, survey the correlation between spirituality and job satisfaction and using "factor analysis" based on the identified variables; obtained direct correlation between praying, meditation, job satisfaction and individual growth [28]. Millison and Dudley (1990) in order to survey the relationship between spirituality and job satisfaction for professionals working in hospital Sanatorium showed that managers of these centers were a spiritual group and observe more spiritual in personal life than in their work. Experts, who described themselves as a spiritual person, experience a lot of satisfaction in their work [29]. Der walt (2007) in a study in order to survey relationship between spirituality and job satisfaction arrived at that spirituality has relationship with job satisfaction and positive attitude to work such as work participation and organizational commitment and stated that having spiritual workplace will have a lot of benefits for the organization; these advantages include: very creative staff that their organization is more effective, so organizations should ensure that they have shown to their personnel clear path about philosophy based on spirituality, Landscape, Mission and Core Values. Another advantage is increasing reliability and accuracy of communication that will allow personnel, talk about spiritual issues and beliefs without fear of punishment. Moreover, adhering to ethical principles will increase staff morale which, in its own right, culminates in not only encouraging and promoting trust among staff but also creating and establishing a sense of mutual trust between staff and directors as well as between clients and organizations. Finally, spirituality increases staff development, progress and development, increasing tolerance of people for working failure, reducing sensitivity to the stress and accepting the democratic leadership [30]. McGeary (2003) stated that spirituality can not be the first and the best motivator for employee to increase their productivity. He believed that productivity is "the lowest cost with constant quality" this view sees the human beings first as a generating units and spiritual beings second, [12]. Of the correlation have no significant correlation between staff satisfaction and dimensions of spirituality at workplace ( $p > 0.05$ ). Milliman *et al.* (2003) in their survey showed correlation between workplace spirituality and five variables of personnel job attitude

and concluded that each of the individual dimensions, organizational and work unit, workplace spirituality have significant relationship with two or more of the five job attitude variables. However it needs more research that can do comprehensive survey of spirituality affection on workplace [31]. Clark *et al.* (2007) in their study, surveyed the relationship between spirituality of members of different groups in hospital and job satisfaction and also four variable of spiritual beliefs, integration of spirituality at work, self-realization and job satisfaction and concluded that job satisfaction more likely is diagnosed by a model which convert person's spirituality to the spirituality processes at work and self-realization [32]. Marchke (2008) in his research reviewed the relationship between workplace spirituality, job satisfaction and organizational commitment. These variables lead to increase staff development, job performance, more profit and keeping personnel. The results showed many people believed that for survival of organizations in the twenty-first century facing economic recession and world competition, utilization of spiritual resources for managers and staff is necessary [33]. Raveri *et al.* (2009) conducted a study aiming to collect clinical experience of nurses working in public health centers regarding the non-materialistic and spiritual aspects of the profession and its impact on job satisfaction. Concepts extracted from this study included: pleasant feeling of being spiritual, patients as divine gifts, spiritual commitment, spiritual interests, spiritual issues and spiritual rewards. Finally, results showed that nurses who viewed these dimensions as a dimensions of job satisfaction were expressed that they are as an effective factors in nursing and considered services to patients as an occasion to worship God [34]. According to the results, about the correlation between manager spirituality, spirituality at work and staff satisfaction, there is no significant relationship between staff satisfaction and dimensions of spirituality and dimensions of workplace spirituality. Linda (2005) in his article named "integration of spirituality in health care measures by clinical nurses" stated: that clinical nurses can and should consider spirituality in health obligations because spirituality make positive benefits to health outcomes. The goal of integration of spirituality in health care not only is solving spiritual problems but also creating an environment with resources that can improve patient's spirituality and their families [35]. Patients wish that health care providers get involved in spirituality.

Even though this study did not report a meaningful relationship between spirituality management, spirituality workplace and staff satisfaction, a conclusion cannot be

rendered that organizations should no longer be aware of and concerned about spirituality at the manager and employee levels. The researcher is confident that further research founded upon this study and others will build a growing case for the positive relationship between management spirituality, workplace spirituality and organizational performance. The researcher recommends further study of relationships between leadership spirituality, organizational spirituality and organizational performance in other health care organizations.

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