

**THE RELATIONSHIP BETWEEN SPIRITUALITY AND
JOB SATISFACTION**

by

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DECLARATION OF PLAGIARISM

I, Freda van der Walt, declare that the dissertation, The relationship between spirituality and job satisfaction, which I hereby submit for the degree Ph.D Organizational Behaviour at the University of Pretoria, is my own work and has not previously been submitted by me for a degree at this or any other tertiary institution.

All the resources I used for this study are sited and referred to in the reference list by means of a comprehensive referencing system.

I, Freda van der Walt, declare that this dissertation was edited by George Sabbagha.

Freda van der Walt

17 August 2007

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TO GOD BE THE GLORY

ABSTRACT

THE RELATIONSHIP BETWEEN SPIRITUALITY AND JOB SATISFACTION

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In order to obtain an improved understanding of behaviour at work, employees should be studied from physical, psychological, and spiritual dimensions. Although the physical and psychological dimensions of individuals at work have been studied extensively, the spiritual dimension has been neglected for many years. The objective of the present research was to determine the relationship between spirituality and a positive work-related attitude, i.e. job satisfaction.

A cross-sectional study was conducted with a sample of 600 white collar workers chosen from two organisations in different industries in South Africa. Personal spirituality, organisational spirituality, job satisfaction, and perceptions were measured. The data was analysed by means of a Principal Factor Analysis, Analysis of Variance (ANOVA), Item Analysis, Correlation Analysis, and Regression Analysis. Some instruments used in the study were revalidated.

The primary result of this research indicated a positive relationship between organisational spirituality and job satisfaction. In addition, weak negative relationships were found between personal spirituality and job satisfaction, as well as personal spirituality and organisational spirituality. Personal spirituality showed statistically significant associations with biographical-type variables such as gender, ethnical grouping, and strength of religious conviction. The association between personal spirituality and strength of religious conviction significantly differed between the private hospital and educational organisation. Organisational spirituality showed a statistically significant association with age. The association between organisational spirituality and gender significantly differed between the private hospital and educational organisation. The two organisations were also found to differ in terms of organisational spirituality, with the educational organisation measuring higher on organisational spirituality than did the private hospital. Job satisfaction and perceptions did not show statistically significant associations with any of the biographical-type variables. Furthermore, it was determined that the respondents perceive personal spirituality and job satisfaction to be related.

These findings deepened the understanding of personal spirituality, organisational spirituality, and job satisfaction. It brought new insight into the significant role which spirituality plays in the context of the workplace. To survive in the 21st century, organisations need to be spiritually-based. This in turn will lead to workers being satisfied with their entire work experience.

EKSERP

Ten einde gedrag in die werkplek beter te verstaan, behoort werknemers vanuit onderskeidelik die fisiese, sielkundige en spirituele invalshoek bestudeer te word. Die fisiese en sielkunde dimensies van werkers is reeds omvattend bestudeer, maar die spirituele dimensie is nog nie voldoende nagevors nie. Die oogmerk van hierdie navorsing is om vas te stel wat die verband is tussen spiritualiteit en 'n positiewe werksingesteldheid, naamlik werksbevrediging.

'n Oorkruisstudie is uitgevoer waarby 600 witboordjiewerkers van twee organisasies in verskillende industrieë betrek is. Persoonlike spiritualiteit, organisatoriese spiritualiteit, werksbevrediging en persepsies is gemeet. Die data is verwerk deur gebruik te maak van 'n kernfaktoranalise (*Principal Factor Analysis*), variasie-analise (Analysis of Variance (ANOVA)) asook itemanalise, korrelasie-analise en regressie-analise. Sommige van die genoemde instrumente is geherverifieer as deel van die studie.

Die data-analise het primêr 'n positiewe verband tussen organisatoriese spiritualiteit en werksbevrediging aangetoon. Swak negatiewe verbande is tussen persoonlike spiritualiteit en werkbevrediging sowel as tussen persoonlike spiritualiteit en organisatoriese spiritualiteit aangetoon. 'n Statisties beduidende verband is aangetoon tussen persoonlike spiritualiteit en biografiese veranderlikes soos geslag, etniese groep en krag van geloofsoortuigings. Die private hospitaal en opvoedkundige instelling het ook

statisties beduidend verskil ten opsigte van die assosiasie tussen persoonlike spiritualiteit en krag van geloofsoortuigings. Die verband tussen organisatoriese spiritualiteit en die biografiese veranderlike *ouderdom* is as statisties beduidend uitgewys. Die private hospitaal en opvoedkundige instelling het ook statisties beduidend verskil ten opsigte van die assosiasie tussen organisatoriese spiritualiteit en die veranderlike *geslag*. Die twee organisasies wat ondersoek is, het verskil in terme van organisatoriese spiritualiteit: die opvoedkundige instelling het hoër gemeet as die private hospitaal. Werksbevrediging en persepsies kon egter nie statisties beduidend in verband gebring word met biografiese veranderlikes nie. Daar is verder aangetoon dat die respondente persoonlike spiritualiteit en werksbevrediging as interafhanklik beskou.

Die bevindinge van die ondersoek het dieper insig in persoonlike spiritualiteit, organisatoriese spiritualiteit en werkbevrediging bewerkstellig. Nuwe insig is verkry in die belangrike rol wat spiritualiteit in die konteks van die werkplek speel. Organisasies sal in die 21ste eeu slegs oorleef indien hulle meer spiritueel raak en sodoende hul werkers tevrede hou.

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