

## The Role of Organizational Spirituality in Job Stress and Job Satisfaction in Staff of Baqiyatallah Hospital Personnel

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**ABSTRACT:** Investigating variable such as organizational spirituality is important because paying attention to this variable enables us to exceed rival organizations in terms of performance, and satisfaction. Hence, the present research explores the relationship between organizational spirituality and employees' job satisfaction and job stress in Baqiyatallah Hospital and presents suggestions to enhance their spirituality. The present research was conducted in the Second half in 2012. With regard to objectives, this study is practical, and with regard to the method of research, it is correlational. The population of this study is all the staff of Baqiyatallah Hospital (170 employees). A sample of 118 employees was selected through available sampling. The instruments used in this study include the Organizational Spirituality Questionnaire developed by Milliman, the Job Description Questionnaire validated by Visoki and Crome, and Azad Marzabadi and Gholami Questionnaire. The reliability of these instruments were 0.87, 0.82, and 0.78 respectively. The data gathered in this study were analyzed by Pearson correlation coefficient, one-way ANOVA, and Scheffe posthoc test. The mean of organizational spirituality, job stress, and job satisfaction were 69.72, 101.32, and 101.14. The correlation coefficient between organizational spirituality and job stress was -0.531, the correlation coefficient between organizational spirituality and job satisfaction was 0.343. Spirituality is the most important variables affecting the job stress that the hospital authorities should be enjoying it, mobilize maximum capacity of staff in order to improve organizational spirituality and reduce job stress. In the end, strategies to promote individual and organizational spirituality staff of hospital are presented.

**Key words:** Organizational Spirituality, Job Stress, Job Satisfaction, Hospital Staff

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### INTRODUCTION

One of the most important types of capital for all organizations is human capital. The life of organizations depends on the skills and knowledge of their staff. The more optimal these skills are, the more adaptive organizations are to volatile environments. The education of human resources not only plays an important role in creating these skills, but also helps them have a greater contribution to the effectiveness of organizations and adjust themselves to volatile environmental pressures. In order to reach a standard level of skills, we should pay attention to the education and improvement of human resources. Human resources education is a series of purposeful, planned, and pre-determined actions, aimed at improving the welfare and effectiveness of individual staff members and the organization. These actions purport to enhance staff's knowledge, skills, and attitudes in a systematic way, boosting their current and future professional performance. If human resources education is planned and enforced correctly, it can have a huge economic role and be a competitive advantage for companies (Abtahi and Abesay, 2007).

Dealing with variables such as organizational spirituality, job satisfaction, job stress in the volatile and competitive world is of prime importance. Paying attention to these variables enables organizations to surpass their rivals with agility, performance, and satisfaction. The introduction of concepts such as morality, truth, belief in God, truthfulness, conscience, kindness, consideration, seeking meaning in work,

solidarity with colleagues, encouraging staff, and philanthropy in the new wave of research on management and organizations indicates the emergence of a new concept called 'spirituality at work'. The realm of management and organization is under the influence of meta-structural and meta-organizational factors with regard to both theoretical and applied perspectives (Geijssels et al., 2003: 251)

Moreover, the God in the organizations, morality, and staff spirituality are important issues discussed in management studies in the 21<sup>st</sup> century. Therefore, researchers have considered these variables as essential for organization. Spirituality in organizations which was once regarded as taboo, have penetrated organization and management realms (Abedi and Rastegar, 2007). In this research, the definition proposed by Dochen and Ashmos has been adopted for spirituality at work. According to this definition, spirituality at work understands a person's professional life, which is internal and can be developed through doing meaningful work in one's social life (Ashmos and Duchon, 2000: 140). Job satisfaction is one's positive attitude and feeling toward his or her job. Smith considered the identity of the job, salary and privileges, promotion opportunities, colleagues, and supervisors are five most important factors affecting one's job satisfaction (Oshagbemi, 1999, 402).

Job stress is emotional reactions happening when the conditions and facilities of a job are appropriate to an individual's potentials, resources,

and needs. Moreover, personality traits and shortcomings may also play an important role in job stress. Nasel (2004) regarded job stress as physical and mental excitement caused by physical and psychological conditions of the workplace (Nasel, 2004). Geravandy (2006) defined stress as related body metabolism caused by the pressures of life. He considered stress as a set of man's general reactions to unpleasant and unpredictable factors. That may be internal or external. Whenever a person's equilibrium or adaptability is removed by internal or external causes (Geravandy, 2006). In general, it can be said that the prime importance of spirituality at work is that it can boost organizational effectiveness. Experimental evidence indicates the positive relationship among the workplace and organizational honesty and trust, personal sense of success, organizational commitment, and job attitudes such as job satisfaction. Therefore, due to the positive and negative consequences of spirituality, leading organizations have attached utmost importance to the spirituality of their staff to improve their organizational effectiveness. With regard to the increasing activities of Baqiattalah Hospital and Medical Sciences University, having an efficient organization is a top priority. Business organizations have also devoted a good deal of attention to this concept. In the late 90's, magazines such as Fortune Week reported many staff members showed great interest in seeking the meaning of their life and work. Smoosh and Dachoun, two experts in spiritualization, proposed the spiritual movement and believed that organizations having a rational system are currently trying to add a spiritual dimension to their environment, which mostly deal with meaning rather than rules and regulations (Marques, 2006: 889).

The experience of different countries has shown that in the 21st century organizations with highly spiritual and satisfied employees cannot be successful. Therefore, due to the highly competitive atmosphere of business in the 21st century, the need for medical environments to be appropriate to the local and Islamic culture and have spiritual employee enjoying a high level of job satisfaction and the fact that the medical profession deals with people's lives, it is necessary to measure the level of job satisfaction, spirituality, and stress in the employees of the medical profession. Moreover, the relationship between these three variables should be examined and useful implications to boost the workplace spirituality should be found.

## **MATERIAL AND METHODS**

The present research was carried out in the second semester of 2011-2012 academic years. It is

descriptive in nature, with an applied objective and a correlation methodology. The population of this research is all of the staff working in Baqiattallah Hospital (170 staff members).

After the questionnaires were approved to be administered to the hospital staff by the security section of the hospital, they were given to the employees. Clear instructions with regard to the objective of the study were provided and the participants were asked to read the questionnaires carefully and answer the items. After a week, the questions were collected.

Three questionnaires have been used in this study:

1. Miliman organizational spirituality questionnaire (2003).

This questionnaire consists of 20 items with a 5-point Likert type scale. The lowest and highest scores produced by this instrument in this study were 34 and 89 respectively. The Cronbach alpha reliability of this questionnaire in the present project is 0.87.

2. Marzabadi and Gholami job stress questionnaire (2010).

This questionnaire consists of 35 items with a 5-point Likert type scale. It has five components, namely demand, control, authority support, colleagues support, roles, and changes. For each item 1 represents the least favourite condition and 5 represents the most favourite one. The lowest and highest scores produced by this instrument in this study were 87 and 155 respectively. The reliability of this questionnaire in the present project is 0.78. Moreover, in order to ensure the content validity of this questionnaire in this study, experts' ideas were used.

3. Job satisfaction questionnaire developed by Visoki and Chrome (1994).

This questionnaire consists of 40 item with a 5-point Likert type scale. It has five components, namely job description, supervisor description, colleague description, the description of the promotion conditions, and salary and privileges. The lowest and highest scores produced by this instrument in this study were 71 and 135 respectively. The Cronbach alpha reliability of this questionnaire in the present project is 0.82

The data were put to SPSS version 16, and significance level is 0.01. Descriptive statistics were used to describe the sample and inferential statistics were used to test the hypotheses. Pearson correlation coefficient was run to investigate the relationship between organizational spirituality and the other variables. Independent samples t-test was used to examine the difference in organizational spirituality with regard to gender, and One-way ANOVA and

Scheffe test were used to examine the difference in organizational spirituality with regard to service record.

**RESULTS**

Seventy four staff members of Baqiyatallah Hospital (62.7% of the population) took part in this study. Forty four of the participants are female (37.3% of the total population). The mean and standard deviation of the staff's age are 38.8 and 11.3 respectively. There were 6 employees (13.6%) with 1 to

6 years of record service, 46 employees (39%) with 7 to 12 years of record service, 32 employees (27.1%) with 13 to 18 years of record service, and 24 employees (20.3%) with 19 to 24 years of record service.

According to Table 1, the mean and SD of organizational spirituality are 69.72 and 13.63 respectively, those of job stress are 32.10 and 17.24 respectively, and those of job satisfaction are 101.14 and 16.90. In other words, the level of organizational spirituality is satisfactory and those of job stress and job satisfaction are average.

**Table 1.** The descriptive statistics of the variable

Variable	Minimum	Maximum	Mean	SD
Spirituality	24	92	69.72	13.63
job stress	70	165	32.10	17.24
Job satisfaction	70	137	101.4	16.90

**Table 2.** Correlation coefficient between organizational spirituality, job stress, and job Satisfaction in different service record groups

Variables	Years	R	Significant
Spirituality * Job satisfaction	1-6	0.392	0.18
	7-12	0.313	0.05
	13-18	0.336	0.01
	19-24	0.343	0.16
Spirituality * Job stress	1-6	-0.561	0.05
	7-12	-0.572	0.01
	13-18	-0.461	0.01
	19-24	-0.531	0.02

As demonstrated in Table 2, the correlation coefficient between organizational spirituality and job stress in employees with 1 to 6 years of work experience is -0.561, in employees with 7 to 12 years of work experience is -0.572, in employees with 13 to 18 years is -0.461, and in employees with 19 to 2 years of work experience is -0.531, indicating a significant negative relationship between organizational spirituality and job stress. Moreover, the correlation coefficient between organizational spirituality and job satisfaction in employees with 7 to 12 years of work experience is 0.313, and in employees with 13 to 18 years of work experience is 0.336. The relationship between these two variables in other age groups was not significant. Finally, the correlation coefficient between job satisfaction and job stress in employees with 1 to 6 years of work experience is -0.651, in employees with 7 to 12 years of work experience is -

0.682, in employees with 13 to 18 years is -0.640, and in employees with 19 to 2 years of work experience is -0.553, indicating a significant negative relationship between job satisfaction and job stress.

The mean score of organizational spirituality of men is 59.3 and that of women is 59.8. In other words, there is no significant difference between men and women with regard to organizational spirituality.

Table 4 illustrates the descriptive statistics related to spirituality in different service record groups. The mean score of spirituality in employees with 1 to 6 years of work experience is 54, in employees with 7 to 12 years of work experience is 62, in employees with 13 to 18 years is 76.6, and in employees with 19 to 2 years of work experience is 84.4. In other words, the more service record employees have, the more organizational spirituality they enjoy.

**Table 3.** The results of t-test to compare organizational spirituality with regard to gender

Gender	Mean	SD	T	Df	Sig.
Male	59.3	18.8	.2370	306	.8120
Female	59.8	15.9			

**Table 4.** Descriptive indexes of organizational spirituality with regard to service record

Service record	Mean	SD
1 to 6 years	54	7.9
7 to 12 years	63	4.18
13 to 18 years	76.6	14
19 to 24 years	84.4	4.15

**Table 5.** One-way ANOVA to compare organizational spirituality with regard to different service record groups

Sources of changes	Sum of squares	Df	Mean of squares	F	Sig.
Between groups	18618	3	6206	24	.0010
Within groups	78366	304	257		
Total	96984	307			

According to Table 5, there exists a significant relationship between the groups with regard to their organizational spirituality. Scheffe post hoc test revealed that the differences were not meaningful except between 1 to 6 years and 13 to 18 years, and 7 to 12 years and 13 to 18 years.

## DISCUSSION AND CONCLUSION

The correlation coefficient between organizational spirituality and job stress indicates a negative relationship between the two variables. This is in line with (Claude & Zamor, 2003; Milliman, 2003; Rippentrop et al., 2005; Maltby, 2003 and Francis , 2004).

This indicates the growing importance of organizational spirituality. The wide range of research dealing with the relationship between these two variables shows the growing importance of the role of organizational spirituality in companies and organizations. Therefore, executives and managers are doing their best to utilize this concept to reduce their employees' job stress. Claude found that a spiritual work place has a great impact on the company's success ((Claude and Zamor, 2003: 360). In a similar vein, Miliman (2003) investigated the relationship between spirituality at work with organizational commitment and job stress, finding that meaningful work leads to emotional commitment and job satisfaction (Milliman, 2003: 438). In addition, Rippnetrop suggested a positive relationship between spiritual wellbeing and mental health, and religious wellbeing can predict mental health (Rippentrop et al., 2005: 316). Moreover, Maltby (2003) indicated that there exists a positive relationship between internal religious orientation and mental health. Maltby also showed a negative relationship between external religious orientation and mental health (Maltby, 2003: 386). Finally, Francis suggested that university students' positive attitudes can be strongly related to their mental health.

Spiritual needs, which have recently been viewed as one of the aspects of mental health, are among the most important needs of human beings. A spiritual environment helps individuals satisfy their spiritual needs. A spiritual work place has a direct impact on the success of organizations and their staff, because it reduces staff's replacement, stress, fatigue, and absenteeism. Furthermore, meaningful work, which is one of the basic components of organizational spirituality, leads to emotional

commitment, reducing employees' stress. The researcher holds the belief that in order to strengthen this association, employees should not be given too much work or too difficult tasks, because such an approach triggers mental fatigue, producing job stress.

In addition, the relationship between organizational spirituality and job satisfaction was significant and positive only in groups with 7 to 12 and 13 to 18 years of service record. This finding is in line with those of (Arnold, 1983; Pesut, 2002; Fabricatore and Handle, 2000; Saundra and Hughey, 2003 and Brill hart, 2005).

Pesut (2002) found that nursing students have a high level of spiritual understanding and observe spiritual considerations more than their duties when interacting with patients, indicating the positive impact of spirituality on nursing students' job satisfaction (Pesut, 2002: 131). Fabricatore and Handle (2000) found that spirituality has a positive influence on general satisfaction in life. Saundra and Hughey (2003) showed that women have a higher level of prejudice towards spirituality, having a strong association with general satisfaction in life, and spirituality was a factor playing a salient role in South African women's satisfaction with their lives regardless of their age, income, and education (Saundra and Hughey, 2003: 135). Finally, Hart Brill found that there is a significant association between satisfaction with life and spiritual-psychological factors in patients suffering from spiral cord injury (Brill hart, 2005).

As a matter of fact, showing respect to employees increases their job satisfaction and reduces behaviors such as being absent or taking part in divergent activities like forming an association. It can be said that the rise of job satisfaction due to the spirituality of the workplace originates from fewer work-related changes and lower absenteeism. Personal spirituality is a strong predictor of more satisfaction with life. It is also considered as an adaptation mechanism helping individuals to control tension-provoking factors when interacting with those enjoying a lower level of spirituality.

Furthermore, the results revealed that there is no significant difference between men and women with regard to spirituality. This finding is in line with that of Moeni (2010). The employees taking part in this study work in an Islamic organization and live in an Islamic society and religion is one of the basics of their lives. For these employees, spirituality is defined

based on the Islamic principles. On the other hand, there is no significant difference between men and women with regard to religious intelligence, indicating that there are similar opportunities to grow their spirituality for the two genders.

Considering the relationship between spirituality and service record, we can conclude that employees' spirituality increases as their service record grows. In order to account for this finding, we can mention three points. First, employees' spiritual values improve as they continue to work in organizations in which these values are respected. Therefore, it seems logical to conclude that employees' spirituality increases in the course of time if they work in a spiritual organization. In fact, in the course of time employees become in line with the organization in terms of values, which is one of the three elements of organizational spirituality (Milliman, 2003: 440). On the other hand, as employees become older, they are less interested in material values and become more absorbed with spiritual values. This is what is called organizational socialization in which individuals embrace the values of the organization as they have inter-organization interactions. Hence, employees' spirituality increases as their service record grows.

Due to the importance of spirituality in organizations, they should seek ways to boost spirituality to reduce job stress and increase job satisfaction. If an Islamic organization has a calculated plan to enhance spirituality and belief in God, the problem of evading responsibilities will be solved not only within the organization but also in society. Therefore, managers are recommended to try to improve spirituality in an individual and organizational level. Job diversification, job enrichment, and making work enjoyable are measures to make work more meaningful for employees. Creating a friendly atmosphere in which cooperation rather than competition is the norm can also reduce job stress and increase investment and solidarity in the organization.

In addition, giving a clear picture of the duty and the prospect of the organization, paying attention to employees' attitudes about the values of the organization, and devoting attention to employees' health, mentality, and life conditions help them accept the goals and values of the organization. Therefore, managers should pay attention to individuals' spiritual needs and try to create a dynamic and motivating organizational atmosphere. By means of these measures, we can hope employees enjoy doing their duties and show more civilized organizational behavior.

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