

CHAPTER 4: RESEARCH RESULTS AND FINDINGS

4.1 Creation of New Variables for Further Analysis

A new set of variables was created under each of the original construct to facilitate further analysis by adding the total scores of the number of items given. The new variables created were as follow: MW (Meaningful Work), SOC (Sense of Community), AOV (Alignment with Organisational Values) and AC (Affective Commitment), as highlighted in *Table 4.1* below.

Prior to conducting advance statistical analysis to explore the relationships among the research variables, the new variables were tested for skewness and kurtosis as well as histograms and Normal Q-Q Plots were plotted to ensure the assumption of normality was not violated. Moreover, Cronbach alpha coefficient was computed to check the reliability of the construct in making sure the used scales measured consistently what they intended to measure. Descriptive statistics and the Cronbach alpha coefficient for the above mentioned new variables are shown in *Table 4.1* below.

Table 4.1: Summary of Descriptive Statistics and Reliability Scores							
Variable	Number of Items	Mean	Standard Deviation	5% Trimmed Mean	Skewness	Kurtosis	Cronbach Alpha
MW	6	13.416	3.514	13.240	1.179	0.966	0.836
SOC	7	16.310	4.429	16.191	0.628	0.568	0.868
AOV	8	19.825	5.318	19.498	1.169	1.745	0.898
AC	6	13.484	3.837	13.291	0.986	1.347	0.871

4.2 Data Analysis

4.2.1 Normality analysis

Table 4.1 exhibits the descriptive data obtained as well as reliability scores after performing data cleaning. The 5% trimmed mean is the mean after 5% of outliers and values that lie at the ends of the distribution have been removed, meaning that the 5% trimmed mean is close to the actual mean. Therefore, in order to check how much of influence these outliers have on the mean, the original mean of each variable was compared against the respective 5% trimmed mean (Pallant, 2005) as follows: MW (Mean: 13.416 against 5% trimmed mean: 13.240); SOC (Mean: 16.310 against 5% trimmed mean: 16.191); AOV (Mean: 19.825 against 5% trimmed mean: 19.498); and AC (Mean: 13.484 against 5% trimmed mean: 13.291). Given the fact that the two mean values for each variable of interest were not too different nor too significant to the remaining distribution, the assumption of normality is said to be not in violation (Pallant,

2005). Hence, this also means that there would not be a need to remove any more values from the sample and data cleaning is complete.

By testing skewness and kurtosis of the sample data, the assumption of normality test can also be determined. As highlighted in *Table 4.1*, skewness for MW, SOC, AOV and AC is 1.179, 0.628, 1.169 and 0.986 respectively whereas kurtosis is 0.966, 0.568, 1.745 and 1.347 accordingly. The acceptable normality test of the statistical values for skewness and kurtosis is between -2 and 2 (Heppner, 2004). Hence, the values for skewness and kurtosis fitted into the appropriate range, indicating the scores for the four variables have not violated the assumption of normality. Furthermore, histograms and normal probability plots show the normal distribution across all research variables (APPENDIX A: MISCELLANEOUS). For normal QQ-Plots, the observed value is paired with its expected value from the normal distribution; the sample is from a normal distribution if the cases fall more or less in a straight line (Coakes *et al.*, 2009).

4.2.2 Reliability analysis

Reliability analysis was carried out on all of the new set of variables to determine whether they were reliable. As per Coakes *et al.* (2009) and Nunnally (1978), a scale is deemed to be reliable if its Cronbach alpha is more than 0.7 ($\alpha = > 0.7$). As per *Table 4.1*, the Cronbach alpha obtained for MW, SOC, AOV and AC is 0.836, 0.868, 0.898 and 0.871 respectively. Therefore, it can safely be concluded that the Cronbach alpha coefficient values shown are much higher than 0.7, indicating that the four newly formed variables are reliable to be measure as constructs.

4.2.3 Correlation analysis

Correlation analysis was performed to test the strength and relationship of the linear relationship between two research variables i.e. meaningful work and affective commitment; sense of community and affective commitment; and alignment with organisational values with affective commitment. This correlation has a range of possible values from -1 to +1. The sign (- or +) indicates the strength of the relationship, while -1 indicates perfect negative linear relationship; +1 indicates perfect positive linear relationship; and 0 indicates no correlation.

Table 4.2: Pearson Correlation Coefficient between Measures of Meaningful Work and Affective Commitment			
		MW	AC
MW	Pearson Correlation	1	.617**
	Sig. (2-tailed)		.000
	N	132	132
AC	Pearson Correlation	.617**	1
	Sig. (2-tailed)	.000	
	N	132	132

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

Based on *Table 4.2*, the output confirms there is high significant positive relationship exists between meaningful work (MW) and affective commitment (AC) ($r = .617$, $p < .05$) and the correlation indicated that higher meaningful work is associated with higher affective commitment.

Table 4.3: Pearson Correlation Coefficient between Measures of Sense of Community and Affective Commitment			
		SOC	AC
SOC	Pearson Correlation	1	.669**
	Sig. (2-tailed)		.000
	N	132	132
AC	Pearson Correlation	.669**	1
	Sig. (2-tailed)	.000	
	N	132	132

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

The output of the results in *Table 4.3* shows again there is significantly high positive relationship between sense of community (SOC) and affective commitment (AC) ($r = .669$, $p < .05$) and the correlation indicated that the higher the sense of community is therefore associated with higher affective commitment.

Table 4.4: Pearson Correlation Coefficient between Measures of Alignment with Organisational Values and Affective Commitment			
		AOV	AC
AOV	Pearson Correlation	1	.770**
	Sig. (2-tailed)		.000
	N	132	132
AC	Pearson Correlation	.770**	1
	Sig. (2-tailed)	.000	
	N	132	132

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

Table 4.4 denotes that there is a high significant positive relationship between alignment with organisational values (AOV) and affective commitment (AC) ($r = .770$, $p < .05$); and the association indicated the high alignment with organisational values is positively correlated with high affective commitment.

4.2.4 Multiple regression analysis

Multiple regression analysis is an extension of bivariate correlation, which allows for simultaneous investigation of the effect of two or more independent variables on a single interval-scaled dependent variable (Coakes *et al.*, 2009) and it is performed to determine the prediction power or strength between the dependent variable and multiple independent variables (Hair *et al.*, 2006).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.381	.376	3.03094
2	.669 ^b	.448	.444	2.86231
3	.770 ^c	.593	.590	2.45835
4	.828 ^d	.685	.678	2.17805

a. Predictors: (Constant), MW

b. Predictors: (Constant), SOC

c. Predictors: (Constant), AOV

d. Predictors: (Constant), AOV, MW, SOC

e. Dependent Variable: AC

From the output of the multiple regression analysis in *Table 4.5*, if each independent variable were used to predict and measure how strong the influence on the dependent variable (independently and separately) as shown in *Model 1*, *Model 2* and *Model 3*, the results would have been meaningful work (MW) alone would have explained 38% (R square = .381) variance of affective commitment (AC); sense of community alone (SOC) would have explained 44% (R square = .448) variance of affective commitment (AC); and alignment with organisational values alone (AOV) would have explained 59% (R square = .593) variance of affective commitment (AC). However, if all the independent variables were to combined together as shown in *Model 4*, all of the independent variables would have explained 68% (R square = .685) variance of affective commitment (AC).

Table 4.6: Model Summary ^d of Multiple Regression of Independent Variables with Dependent Variable									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.617 ^a	.381	.376	3.03094	.381	79.977	1	130	.000
2	.750 ^b	.562	.555	2.55864	.181	53.423	1	129	.000
3	.828 ^c	.685	.678	2.17805	.123	50.021	1	128	.000

a. Predictors: (Constant), MW

b. Predictors: (Constant), MW,
SOC

c. Predictors: (Constant), MW,
SOC, AOV

d. Dependent Variable: AC

As per *Table 4.6*, sense of community (SOC) makes a significant unique contribution of 18% (R square change = .181) to the variance of affective commitment (AC) after meaningful work (MW); and if alignment with organisational values (AOV) were to be added as predictor, alignment with organisational values (AOV) makes a unique contribution of 12% (R square change = .123) to the variance of affective commitment (AC).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.444	1.045		4.254	0
	MW	0.674	0.075	0.617	8.943	0
2	(Constant)	0.991	1.001		0.991	0.324
	MW	0.42	0.072	0.385	5.804	0
	SOC	0.42	0.057	0.485	7.309	0
3	(Constant)	-0.443	0.876		-0.506	0.614
	MW	0.28	0.065	0.256	4.321	0
	SOC	0.194	0.058	0.224	3.327	0.001
	AOV	0.353	0.05	0.489	7.073	0

a. Dependent Variable: AC

Table 4.7 presents the relative impact of relational workplace spirituality dimensions of meaningful work (MW), sense of community (SOC) and alignment with organisational values (AOV) on affective commitment (AC). Model 3 shows that alignment with organisational values (AOV) had the greatest influence ($\beta = .353$, $t = 7.073$, $p < .05$) on affective commitment (AC) whereas sense of community (SOC) had the lowest impact ($\beta = .194$, $t = 3.327$, $p < .05$) on affective commitment (AC) as compared to meaningful work (MW) ($\beta = .280$, $t = 4.321$, $p < .05$). Overall, the workplace spirituality dimensions were positively related to affective commitment (AC).

Table 4.8: Regression Significance of Independent Variables						
ANOVA ^d						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	734.71	1	734.71	79.977	.000 ^a
	Residual	1194.3	130	9.187		
	Total	1929	131			
2	Regression	1084.5	2	542.23	82.825	.000 ^b
	Residual	844.52	129	6.547		
	Total	1929	131			
3	Regression	1321.7	3	440.58	92.873	.000 ^c
	Residual	607.22	128	4.744		
	Total	1929	131			

- a. Predictors: (Constant), MW
- b. Predictors: (Constant), MW, SOC
- c. Predictors: (Constant), MW, SOC, AOV
- d. Dependent Variable: AC

Table 4.8, Model 3 is indicative of the fact that the results were useful to explain the predictive strength of the independent variables in explaining the variance in affective commitment (AC) and the workplace spirituality dimensions were a significant predictor ($F_{3,128} = 92.873, p < .05$) of affective commitment (AC) because the significance value (0.000) is well below the alpha value of .05 ($p < .05$).

4.3 Testing of Hypotheses and Findings

The researcher was able to gauge the magnitude and direction of the association of the research variables because the correlation analysis obtained on these variables were above zero (0). The findings in this study indicate positive correlation and therefore, the relationship between all the variables were a positive relationship, where the closer the correlation to +1, the stronger the relationship.

As per the results in *Table 4.2*, there is significantly high positive correlation exists between meaningful work and affective commitment ($r = .617, p < .05$). Therefore, the proposed alternate hypothesis (H_{a1}) which states that there is a significant relationship between meaningful work and affective commitment is accepted and the proposed null hypothesis (H_{n1}) which states that there is no relationship between meaningful work and affective commitment is rejected. This means that the findings of the present study support the findings of Milliman *et al.* (2003) and Rego and Pina e Cunha (2008) which found that the greater the experience of meaningful work, the greater the employee would be affectively attached to the organisation.

$H_{a1} = \text{Accepted}$

$H_{n1} = \text{Rejected}$

There is also a high significant positive relationship between sense of community and affective commitment ($r = .669, p < .05$), as shown in *Table 4.3*. This would mean that the proposed alternate hypothesis (H_{a2}) which states that there is a significant relationship between sense of community and affective commitment is accepted and the proposed null hypothesis (H_{n2}) which states that there is no relationship between sense of community and affective commitment is thus rejected. The findings of this study has been consistent with the works of Milliman *et al.* (2003) and Rego and Pina e Cunha (2008) which also postulated that the greater sense of community at work, the greater the affective commitment of the individual.

$H_{a2} = \text{Accepted}$

$H_{n2} = \text{Rejected}$

Similarly, the results in *Table 4.4* revealed there is a high significant positive relationship between alignment with organisational values and affective commitment ($r = .770, p < .05$). Hence, the proposed alternate hypothesis (H_{a3}) which states that there is a significant relationship between alignment with organisational values and affective commitment is accepted and the proposed null hypothesis (H_{n3}) which states that there is no relationship between alignment with organisational values and affective commitment is therefore rejected. The present research findings support the findings of Milliman *et al.* (2003) and Rego and Pina e Cunha (2008) which identified that the

greater the alignment of one's personal values with organisational values, the greater the affective organisational commitment of the individual.

H_{a3} = Accepted

H_{n3} = Rejected

4.4 Discussion of Research Findings

As hypothesised on the alternate hypotheses of this study that there is a significant relationship between the three workplace spirituality dimensions and affective commitment which was supported by the results of positive correlations found between the independent variables and dependent variable, the findings revealed that the high level of perceived workplace spirituality is associated with significant high level of the employee's affective commitment. This is the first empirically based findings (to the knowledge of the researcher) on the relationship between the dimensions of workplace spirituality and affective commitment in the Malaysian context.

The workplace spirituality dimensions relate, either directly or indirectly, to the ten values present in the "values framework of spirituality" proposed by Jurkiewicz and Giacalone (2004), which the authors considered as "launch pad" to organisational performance: benevolence, generativity, humanism, integrity, justice, mutuality,

receptivity, respect, responsibility and trust. Furthermore, the dimensions also relate to the core dimensions of spirituality in workplace by Ashford and Pratt (2003), where experiencing spirituality at work means that:

1. The individual feels part of something bigger than himself or herself.
2. The self is integrated and is able to reconcile in an authentic way the several dimensions of the self at work.
3. The individual feels himself or herself to be on a development path towards self-actualisation and the achievement of inner potential.

Therefore, the results of the present findings were in line with theoretical and empirical evidence (Tischler *et al.*, 2002; Garcia-Zamor, 2003; Jurkiewicz and Giacalone (2004); Gavin and Mason, 2004; Gull and Doh, 2004; Duchon and Plowman, 2005) suggesting that when employees find meaning in their activities, having a deep connection and relationship with their co-workers and feel involved in richly spiritual organisational environment, they become more happy, cheerful and healthy; act in a more engaged, constructive and collaborative manner; apply their full potential to work; and bring their entire selves, not just their bodies and brains but also their hearts and souls to the organisation. The employees thus become more productive over the long run compared with employees in organisations where spirituality is ignored or neglected. Incidentally, in organisation where there is little or no practice of spirituality dimensions at work would lead employees to lower affective commitment, hence generating higher

absenteeism and higher turnover rate as well as lower ability to satisfy customers (Allen and Meyer, 1996; Meyer and Herscovitch, 2001); which in turn resulted in lower organisational performance.

The results of the present study also show that the employee's strong alignment with organisational values ($\beta = .353$, $t = 7.073$, $p < .05$) has the greatest impact on the affective commitment of the employee as opposed to employee's having a sense of community with co-workers ($\beta = .194$, $t = 3.327$, $p < .05$) and the employee's perception of meaningful and enjoyment of work ($\beta = .280$, $t = 4.321$, $p < .05$). Moreover, the results shown employee's sense of community had the lowest impact on the affective commitment of the employee ($\beta = .194$, $t = 3.327$, $p < .05$). Therefore, the findings suggest that people perceived workplace spirituality dimension in a particular way. In other words, in an organisation, a certain employee may perceive a certain dimension as highly spiritual but that does not mean the rest of the employees in the same organisation perceive the same dimension or the other dimensions as equally the same.

For example, an employee may perceive his or her workplace as a strong source of enjoyment and meaningful place to work, at the same time may experience a weak team sense of community and inconsistency between his or her values and those of the organisation. Another employee may perceive his or her values as the same with the values of the organisation but experience a weak source of meaning and enjoyment at work as well as having a weak sense of community with his or her co-workers.

Simply put, positive perception in some spirituality dimensions can coexist with negative perception in other dimensions and vice versa, and this can have an impact on the overall affective commitment of the employee as well as performance (Rego *et al.*, 2007). Hence, this finding suggest that one spirituality dimension “cannot live” on its own but must coexist together in the individual level (meaningful work), group level (sense of community) as well as the organisational level (alignment with organisational values) to form a coherent and cohesive workplace spirituality dimensions capable of having a greater positive impact on the affective commitment of the employee.