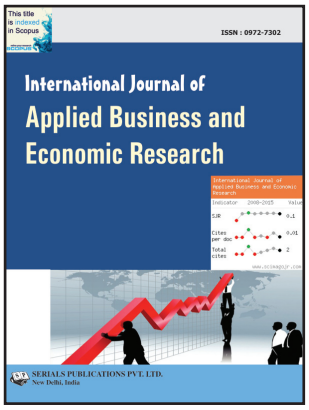

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An Exploratory Research on Identification of Factors Influencing Spiritual Education Satisfaction

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ABSTRACT

The purpose of this study is to identify factors influencing spiritual education satisfaction. To do this, this effort will contribute to spirituality area to suggest causes of spirituality at workplace. Spirituality has been considered as a vital positive variable in determining the different domains of life and organizations as it is introduced there as spirituality at workplace. For this reason, spirituality at work is getting the attention of many companies because of the recognition that nourishing the soul (inner life) at work may be good for business (outer life). A relationship between spiritual values and performance has long been interested in social science and psychology. However, there are little empirical studies concerning the relationship. Especially, although the importance of spirituality has been emphasized by various theoretical studies, there are still scant empirical works concerned with spirituality at workplace (or workplace spirituality). Therefore, a relationship between spirituality and performance has remained stationary. This work has attempted to fill this gap in the literature. We founded that managers' concerns towards employees have not significant effect on spiritual education satisfaction. On the other hand, work tension, non-work role engagement, and human resource management systems have significant influence on the spiritual education satisfaction. The conclusions, implication, and future direction are discussed in detail in the conclusion of this paper.

Keywords: Spirituality, Spirituality at Work, Spiritual Education, Mission Company.

1. INTRODUCTION

Spirituality can be defined as expressing our desires to find meaning and purpose in our lives and is a process of living out one's set of deeply held personal values (Gupta & Singh, 2016). Spiritual values such as openness, connection, truth, personal development, and growth can find meaning and purpose through one's work in the workplace (Kolodinsky, Giacalon & Jurkiewicz, 2008). Spirituality has been considered

as a vital positive variable in determining the different domains of life and organizations as it is introduced there as spirituality at workplace (Gupta & Singh, 2016). For this reason, spirituality at work is getting the attention of many companies because of the recognition that nourishing the soul (inner life) at work may be good for business (outer life) (Ashmos & Duchon, 2000). The inner life is about to understand one's own divine power and how to use that divine power to live a more satisfying and more full outer life (Ashmos & Duchon, 2000). Spirituality at work, despite religious imagery, is not about religion, it is about employees who find and express meaning and purpose of work themselves as spiritual beings whose souls need nourishment at workplace (Ashmos & Duchon, 2000).

Person-organization fit theory suggests that judgments of congruence between an employee's personal values and an organizational environment (Kolodinsky, Giacalon & Jurkiewicz, 2008). When match is strong between them, better work outcomes including work attitudes and job satisfaction will result (Kolodinsky, Giacalon & Jurkiewicz, 2008). That is, when there is a strong fit between employees' values and their perceptions of the organization's spiritual values, more positive attitudinal outcomes will be expected (Kolodinsky, Giacalon & Jurkiewicz, 2008).

According to the flexibility enactment theory (FET), work-family role integration is influence by both job characteristics and individual differences (Kossek, Lautsch & Eaton, 2005). That is, employees' degree of work-family role integration is influenced by the natures of their jobs and their individual characteristics (Ilies, Wilson & Wagner, 2009). In line with this perspective, work and nonwork role-integrated employees will be influenced by the natures of work environment and employee's characteristics (Ilies, Wilson & Wagner, 2009). Hirschi, Herrmann, Nagy & Spurk (2016) content that a successful career development increasingly hinges on an integration of work and nonwork domains because most people's career development is strongly influenced by nonwork roles.

A 'mission company' that established based on specific religion and religious mission requires two (or multiple) roles to employees in organization such as worker (work role) with Christian (non-work role) and vice versa. In this environment, individuals do works to improve work productivity and also do missionary works to meet a purpose of company establishment.

A relationship between spiritual values and performance has long been interested in social science and psychology. However, there are little empirical studies concerning the relationship. Especially, although the importance of spirituality has been emphasized by various theoretical studies, there are still scant empirical works concerned with spirituality at workplace (or workplace spirituality). Therefore, a relationship between spirituality and performance has remained stationary. Furthermore, substantial interests of previous studies are concerned about a link between workplace spirituality and positive outcomes in organization. According to Krishnakumar & Neck (2002), organizations that encourage spirituality may experience enhanced organizational performance such as greater productivity, innovation, creativity, satisfaction, net earnings, return-on-investment, shareholder value, and so forth. However, there is a lack of attempt to identify factors that influence spirituality at workplace.

In this reason, this study attempts to identify factors influencing spiritual education satisfaction. To do this, this effort will contribute to spirituality area to suggest causes of spirituality at workplace. So, we suggest the following research question and attempt to find answers that question.

Research Question: What factors influence spiritual education satisfaction at workplace?

2. LITERATURE REVIEW AND HYPOTHES

Managers' Concerns Towards Employees

Management values are one of the most frequently discussed factors in fostering a certain kind of corporate climate in an organization. Management values have been measured based on criteria such as management interest, management attitude and level of awareness on importance for company management, etc. These measurement indications, consequentially, are to assess managers' attention and emphasize managers' attention is a highly important factor in determining corporate climate. Managers' attention, after all, plays the role of inducing organizational members to be committed to a certain kind of behavior.

If a company's managers show continued interest in their organizational members' spiritual activities while, at the same time, continuously emphasizing the importance of the members' spirituality, members of such a company are highly likely to form a subjective norm on individual spirituality and be more committed to spirituality at work. Such a behavior of company managers can help foster a spiritual climate across the entire organization for its members to take spiritual education naturally and follow desirable behaviors on the daily basis, rather than resist against it. These observations suggest the following hypothesis:

H1: Managers' concerns towards employees are positively related to spiritual education satisfaction.

Work Tension

Spirituality at work is nothing new or unfamiliar (Ashmos & Duchon, 2000). Spirituality at work does not mean only simple physical or intellectual ability to work (Ashmos & Duchon, 2000). Rather, spirituality at work is to find opportunities in the field of work to express diversified aspects of one's being (Ashmos & Duchon, 2000). Despite its religious imagery, spirituality at work is not related to accepting a certain specific religion or conversion or a specific belief system (Ashmos & Duchon, 2000). Rather, the idea is to look at employees as spiritual beings to grow at work (Ashmos & Duchon, 2000). This view point helps employees to find the purpose and meaning of their work. For instance, doctors believe they exist to save lives and lawyers believe they live to bring justice to society.

Ashmos & Duchon (2000) argued that to quest for the meaning of one's work affected his or her job satisfaction and employee happiness directly after all. Spirituality at work is closely related to such quest for work significance and to find a connection between soul and work (Ashmos & Duchon, 2000). Therefore, work itself is to re-define the connection between spiritual growth source and others (Ashmos & Duchon, 2000).

For this reason, work tension at a certain level can help strengthen one's sense of existence and spiritual growth source while forming and reinforcing relationships with others. In this manner, work tension could positively influence the satisfaction with spiritual education provided by organizations. Generally, work tension is one of the results of stress individual receive in an organization (Brouer & Harris, 2007). Leat & El-Kot (2009) argued that employees' job satisfaction could be achieved when their work tensions were removed. Therefore, they maintained that work tension was a key predictor of job satisfaction (Leat & El-Kot, 2009). However, as indicated by the theological definition, work tension does not always have a negative effect. Leat & El-Kot (2009) argued that personal experiences about work tension were the

product of many factors. In this situation, it is difficult to see that work tension only has a negative effect on job satisfaction and work tension, depending upon its level of degree, may have some positive effect. Thus,

H2: Work tension is positively related to spiritual education satisfaction.

Non-Work Role Engagement

The first step to understand spirituality at work is to acknowledge the two sides of human beings - inner life and outer life (Ashmos & Duchon, 2000). The nourishment of Inner life could promote more meaningful and productive outer life (Ashmos & Duchon, 2000).

Non-work orientations are defined as the reaction to diverse nonwork-related domains (e.g., family, self, community, or leisure) (Hirschi, Herrmann, Nagy & Spurk, 2016). Personal life (inner life) orientation, one of the non-work orientations, refers to a focus on the time for oneself to pursue personal interests (Hirschi, Herrmann, Nagy & Spurk, 2016). Contemplation is one of the methods to express the inner life (Ashmos & Duchon, 2000). Therefore, it is one of the ways to help organizational members commit to their inner lives to allow them to pursue individual religious activities in an organization.

Hirschi, Herrmann, Nagy & Spurk (2016) argued that work and nonwork roles were not mutually contradictory but mutually complimentary. According to them, if one is engaged in multiple roles simultaneously, positive spillover effect takes place to help increase well-being and performance in all of the roles (Hirschi, Herrmann, Nagy & Spurk, 2016). On the other hand, Kirchmeyer & Cohen (1999) maintained that work and non-work might conflict with each other. They contended that, if work demands depleted employee's resources of time, commitment, and energy; they would become difficult to be engaged in non-work roles (Kirchmeyer & Cohen, 1999). Therefore, organizations would need to allow the time and space for employees' self-spirituality development only within the range not to disturb their working hours to enhance the productivity in their individual work performance. From this perspective, we can suggest the following hypothesis:

H3: Non-work role engagement is positively related to spiritual education satisfaction.

Human Resource Management Systems

Human resources (HR) are closely related with organizational human resources-related policy development and program (e.g., wellness, diversity, work-life balance and flex-time policies) implementation. For example, wellness programs provide supports for employees' inner life orientation, stress management, spirituality at work, health and fitness, and healthy lifestyle.

HRM (Human Resource Management) consists of activities of managers to plan for, lead, develop and maintain effective workforce (Marques, 2005). Therefore, in forming and keeping a spiritual workplace, human resources play a huge role (Marques, 2005). Shen a spiritual workplace is fostered, an organization can promote its members' continued and gradual profitability and productivity increase (Marques, 2005). With the necessary caution, we can propose the following hypothesis:

H4: Human resource management systems are positively related to spiritual education satisfaction.

Spiritual Education Satisfaction

There are three types of viewpoint of spirituality including the intrinsic origin view of spirituality, the religious view of spirituality, and the existentialist perspective of spirituality (Krishnakumar & Neck, 2002). In intrinsic-origin viewpoint, spirituality is a concept or a principle that originates from the inside of an individual (Krishnakumar & Neck, 2002). The proponents of this viewpoint argue that spirituality is something which is beyond the rules of religion (Krishnakumar & Neck, 2002). In religious viewpoint, spirituality is specific to a particular religion (Krishnakumar & Neck, 2002). In existentialist viewpoint, spirituality is connected to the concepts such as the search for meaning in what we are doing at the workplace (Krishnakumar & Neck, 2002).

Spillover theory explains the influence of spiritual values on attitudinal outcomes (Kolodinsky, Giacalon & Jurkiewicz, 2008). Spillover represents the shared similar effects of work and nonwork (Morris & Madsen, 2007). Spillover experiences of work and nonwork can be either positive or negative (Morris & Madsen, 2007).

Spillover is divided two types: vertical and horizontal spillover (Kolodinsky, Giacalon & Jurkiewicz, 2008). In vertical spillover, satisfaction in one life dimension influences overall life satisfaction (Kolodinsky, Giacalon & Jurkiewicz, 2008). In horizontal spillover, satisfaction with one's personal life domain positively influences satisfaction of related (work- or job-) life domains (Kolodinsky, Giacalon & Jurkiewicz, 2008). This spills over in part because spirituality helps to instill meaning into one's work- a phenomenon referred to as "spirituality spillover" (Kolodinsky, Giacalon & Jurkiewicz, 2008). In a similar vein, satisfaction of spiritual education will be transferred to work-related satisfaction.

Employees who feel a greater sense of spirituality at work will also feel the most involved in their jobs (Kolodinsky, Giacalon & Jurkiewicz, 2008). Work-family border theory explains how individuals manage and negotiate the work and family domains and the borders between them in order to attain balance (Clark, 2000). Balance refers to satisfaction and good functioning at work and at home, with a minimum of role conflict (Clark, 2000). Balance in two or several domains is very important. For example, if individual are asked more efforts in nonwork domain than work, work productivity will be reduced because of high commitment to one domain. Therefore, management has to suggest and operate helpful programs for employees to maintain balance themselves between work and nonwork domain in mission company.

According work-family border theory, two different domains influence each other (Clark, 2000). Thus, positive achievement in one domain is highly likely to be transferred to other domain.

Based on the theoretical background above, the research model in this paper can be proposed as follows:

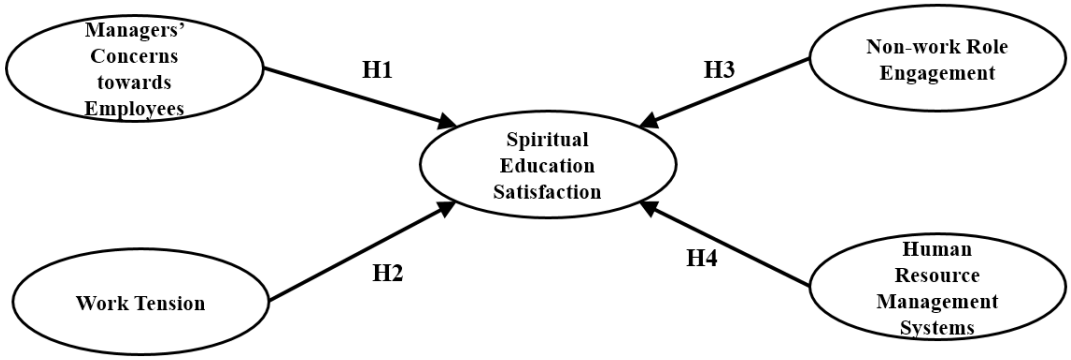

Figure 8.1: Proposed Research Model

3. RESEARCH METHODS

Sample Design and Data Collection

To empirically examine the exploratory relationships in Figure 8.1, data were collected by using survey questionnaires. The questionnaires were distributed to the members of organizations that belong to one single foundation having religious spirituality. The specific foundation was selected in this study because, first, it is an organization with spiritual workplace. Second, one single foundation was chosen in the experiment because, if another organization with different spiritual workplace is included, different propensity would be reflected in the analysis, thus, possibly creating gaps in spirituality results.

For the survey, the purpose of this research was explained in details in advance via email to the employees at human resources division of the foundation organizations. Of them, those who expressed their intention to participate in the study received 200 sets of printed survey documents by post. A total of 113 sets were collected back and 10 sets were excluded for non-response, overlapping response, poor response (lining, checking the same numbers for at least 5 questions consecutively) and others. 103 questionnaires (response rate: approximately 51.5%) were utilized for the final analysis.

Variables and Measures

To collect the data necessary for the empirical test of the suggested model, this study employed a cross-sectional survey technique.

Spiritual education satisfaction represents the level of subjective satisfaction with spiritual education offered by an organization. Four survey items were borrowed from the study by Jeong & Yim (2014).

Managers' concerns toward employees refer to the level of interest of managers in their organizational members. Five question items were borrowed from the study by Yim & Byeon (2015).

Work tension refers to work intensity felt by employees in their present work in organizations. Three question items were borrowed from the study by Yim (2015).

Non-work role engagement means a relative degree of commitment to nonwork activity (e.g., bible study) performed by members inside an organization. Six questions were borrowed from the study by Yim (2016).

Human resource management systems refer to the subjective fairness felt by employees of the HR management system in their organization. Six questions were borrowed from the study by Yim (2016).

All subjects were asked to indicate the degree of agreement to 21 (except demographic information) using a 5-point Likert-type scale ranging from very strongly disagree (1) to very strongly agree (5).

To verify the proposed study model and hypotheses, this study employed the social science statistical package of SPSS version 23 for Window and SmartPLS v2.0 M2 for the component-based SEM (Structural Equation Modeling) analysis of PLS (Partial Least Squares SEM). SPSS v23 was utilized to analyze the demographic information of respondents regarding the study variables as well as to run the normality test for the data. SmartPLS v2.0 was utilized for PLS loading analysis and to test each factor reliability, construct validity, convergent validity, and discriminant validity.

The content validity of measurement items is established based on the consistency among the measurement items, previous studies and underlying theories. In the case of developing new items instead of using any previously suggested measurement items, just as this study, content validity is highly important. For this reason, the study survey questions were reviewed and modified by a team of 5 specialists in the area three times before distribution. The participating specialists are 2 college professors and 3 experts at least at the level of bureau chief in the field.

Demographic Characteristics

As presented in (Table 8.1), respondents consisted of 65 men (63.1%), and 38 women (36.9%). In terms of their office position, 51 (49.5%) are office workers; 23 (22.3%), assistant managers; 20 (19.4%), section heads; 3 (2.9%), heads of department; 2 (1.9%), directors; 2 (1.9%), executive directors; and 2 (1.9%), presidents. More demographic characteristics of the respondents are shown in (Table 8.1).

Table 8.1
The Information of Respondents

	Criteria	*Frequency*	*Ratio (%)*
Gender	Male	65	63.1
	Female	38	36.9
	Age	*Mean: 39.89 years*	
Position	Office Worker	51	49.5
	Assistant Manager	23	22.3
	Section Head	20	19.4
	Head of Department	3	2.9
	Director	2	1.9
	Executive Director	2	1.9
	President	2	1.9
	Years of Service	*Mean: 10.37 years*	
Education Level	High School	7	6.8
	Two-Year College	8	7.8
	College Degree Program	3	2.9
	Four-Year University	57	55.3
	Master Degree	27	26.2
	ETC	1	1.0
Sum		103	100 %

Exploratory Factor Analysis

For parsimonious explanatory concepts, this study implemented explanatory factor analysis (EFA) (Tinsley & Tinsley, 1987). The EFA is to find the best solution for information summarization while minimizing the loss of information included in the variables presented by a researcher (Hair, Black, Babin, Anderson & Tatham, 2006; Meyers, Gamst & Guarino, 2006). Factor analysis was implemented in this study through two different sets of procedures. First of all, we implemented the procedure to assess if the collected data were appropriate for the factor analysis, then, the factor analysis to identify underlying factor structure.

Data adequacy was investigated based first on a quantitative criterion to look at the adequacy (absolute, relative) of sample volume; and second on a qualitative criterion to examine data quality (Yim, 2015). According to the normally recommended standards, the minimum sample volume of 100 (absolute criterion) and 5:1 or 10:1 (relative criterion) against the measurement items should be met (Treiblmaier & Filzmoser, 2010). This study utilized 103 samples and 21 measurement items to meet the 5:1 standard and the qualitative standard (Yim, 2015).

Next, the KMO (Kasier-Meyer-Olkin test of sampling adequacy) and Bartlett's test of sphericity were used for qualitative standards The KMO is an index representing the adequacy of correlation for factor analysis. In general, if the value is 0.7 or larger, the case is regarded satisfactory (Meyers, Gamst & Guarino, 2006). Bartlett's test of sphericity helps a researcher evaluate about null hypothesis that not any single significant correlation exists among variables to see if their samples are appropriate or not (Meyers, Gamst & Guarino, 2006), If the results are statistically significant (Sig. < 0.05), they are viewed appropriate (Yim, 2015). In this study, the KMO was 0.860, a meritorious level and Bartlett's test result was found significant to meet the qualitative criterion. Consequentially, the study sample is considered appropriate for the factor analysis (Yim, 2015).

The study extraction methods for exploratory factor analysis are principal axis factoring (PAF), and oblique rotation method of Direct Oblimin with Kaiser Normalization. The factor retention standard is factor loadings of 0.5 or over, eigenvalue of 1.0 or over, and extracted variance (Gefen & Straub, 2005). For the standard of factor loadings values, the minimum standard was presented the range between ±0.30 and ±0.40. Values of ±0.50 or over are deemed appropriate (Hair, Black, Babin, Anderson & Tatham, 2006). Concerning the confirmatory analysis, values of ±0.7 or over are deemed as an important variable (Nunnally & Bernstein, 1994). Through these techniques, 5 factors were identified and each had no crossloadings (0.4 or higher loadings at foreign factor).

Next, each of the produced items was assessed for their communality. Communality represents how much a variable shares covariance with other variables utilized in an analysis. Generally, communality is similar to the idea of explanatory power (SMC: squared multiple correlation) utilized in multiple regression (Meyers, Gamst & Guarino, 2006). According to the normal standard, communality has the criterion of 0.5 or over (Hair, Black, Babin, Anderson & Tatham, 2006). The present study results of all of the items excluding Nonwork 01 (.472 approximate to 0.5) are over 0.5. Therefore, each item is considered to have a sufficient explanatory power.

Table 8.2
Result of Exploratory Factor Analysis

Items	*Factor*					*Communality*	
	1	*2*	*3*	*4*	*5*	*Initial*	*Extraction*
Spiritual 1	.146	.180	**–.721**	.002	.063	.727	.753
Spiritual 2	.056	.260	**–.761**	.067	.039	.724	.750
Spiritual 3	–.059	–.056	**–.785**	–.242	.018	.721	.748
Spiritual 4	.106	–.179	**–.787**	–.065	.083	.731	.758
Non Work 1	.128	**.618**	–.151	.140	–.126	.523	.472
Non Work 2	–.160	**.862**	–.053	–.130	.098	.701	.779
Non Work 3	.053	**.824**	.111	–.072	.041	.670	.693

Items	*Factor*					*Communality*	
	1	*2*	*3*	*4*	*5*	*Initial*	*Extraction*
HRM 1	**.701**	–.028	–.124	.096	.074	.593	.555
HRM 2	**.746**	.151	.062	–.126	.020	.733	.699
HRM 3	**.520**	–.038	.000	–.240	.223	.651	.612
HRM 4	**.755**	–.088	–.148	–.015	.044	.775	.696
HRM 5	**.824**	.041	–.016	–.200	–.124	.807	.803
HRM 6	**.726**	.047	–.001	–.006	.196	.696	.702
Manager 1	.275	–.012	–.033	**–.669**	.045	.725	.736
Manager 2	.182	.030	.095	**–.737**	.107	.747	.732
Manager 3	.280	.053	–.122	**–.562**	–.057	.678	.596
Manager 4	–.086	.047	–.135	**–.897**	.016	.802	.860
Manager 5	–.057	.005	–.052	**–.751**	.026	.679	.572
Work Ten 1	.212	–.020	.050	.083	**.780**	.600	.703
Work Ten 2	–.060	–.054	–.231	–.008	**.624**	.584	.503
Work Ten 3	–.006	.095	.029	–.143	**.739**	.593	.637
Eigenvalue	8.676	2.310	1.876	1.740	1.310		
% of Variance	41.313	11.002	8.933	8.285	6.237		
Cumulative %	41.313	52.315	61.249	69.534	75.771		
KMO and Bartlett's Test							
Kaiser-Meyer-Olkin Measure of Sampling Adequacy					0.860		
Bartlett's Test of Sphericity	Approx. Chi-Square				1539.085		
	Degree of Freedom				210		
	Significance				0.000		

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.

Common Method Bias

This study adopted the survey technique to collect the necessary data for model test. However, survey questionnaires were distributed in a vertical manner and answers to reason variables and result variables were requested at the same time. Thus, the study cannot be freed from the possibility of common method bias (CMB). In this sense, diagnostic techniques are adopted to look at the possibility of common method bias, instead of measures.

Harman's one factor(single-factor) model was applied to the study, which is the most frequently utilized common method bias diagnostic technique. As a result, the first pre-rotation factors' explanatory power was 41.313, accounting for only some fraction of the entire 75.771 (see Table 8.2). Therefore, it hardly has any huge influence (Podsakoff & Organ, 1986). (Table 4) also shows the correlation analysis among latent variables. Its largest value is 0.615, demonstrating no high correlation between variables. Hence, common method bias has little influence (Malhotra, Kim & Patil, 2005).

Reliability and Validity Test for Measurement Model

In measuring the constructs presented in the study model, testing instrument appropriateness is essential to produce conclusion on the proposed study model. In this regard, the present study tested the reliability and

validity of the study model. Reliability test was implemented to check item reliability and internal consistency. Concerning validity, convergent validity, discriminant validity, and construct validity were tested.

Item reliability is deemed supported when PLS loading analysis found a high value (0.707 or over) loaded in parent latent variable and, at the same time, a low value loaded in foreign latent variables. In this study the lowest value loaded in each factor is 0.786 to exceed the threshold. And there is no measurement variable having a high loading value in foreign factors. Thus, the study item reliability is considered established (Sarstedt, Ringle, Smith, Reams & Hair, 2014).

Table 8.3
Result of PLS Loading Analysis

	HRM	*Manager Co*	*Non Work*	*Spirit Satisf*	*Work Tension*
HRM 1	**0.786**	0.373	0.129	0.415	0.373
HRM 2	**0.834**	0.547	0.291	0.381	0.358
HRM 3	**0.788**	0.604	0.116	0.409	0.517
HRM 4	**0.866**	0.484	0.110	0.478	0.434
HRM 5	**0.884**	0.595	0.239	0.433	0.326
HRM 6	**0.859**	0.494	0.194	0.427	0.475
Manager 1	0.631	**0.880**	0.170	0.447	0.430
Manager 2	0.558	**0.870**	0.163	0.345	0.430
Manager 3	0.580	**0.833**	0.241	0.456	0.345
Manager 4	0.463	**0.899**	0.228	0.466	0.375
Manager 5	0.375	**0.786**	0.149	0.342	0.292
Non Work 1	0.176	0.077	**0.812**	0.255	–0.036
Non Work 2	0.155	0.271	**0.902**	0.295	0.116
Non Work 3	0.231	0.232	**0.837**	0.179	0.070
Spiritual 1	0.504	0.436	0.369	**0.898**	0.395
Spiritual 2	0.403	0.351	0.414	**0.871**	0.328
Spiritual 3	0.400	0.501	0.183	**0.878**	0.373
Spiritual 4	0.474	0.429	0.065	**0.871**	0.435
Work Ten 1	0.517	0.342	0.019	0.314	**0.834**
Work Ten 2	0.328	0.335	0.014	0.422	**0.851**
Work Ten 3	0.435	0.437	0.124	0.350	**0.843**

Next, the reliability was assessed with internal consistency. Reliability can be defined as the degree of consistent result production under the same concept. (Bohrnstedt & Knoke 1994; Carmines & Zeller 1979). Therefore, reliability is more related with how variables have been measured than what have been measured. Common reliability test methods are Test-Retest and Internal consistency evaluation (Hair, Black, Babin & Anderson, 2010). With respect to using the Test-Retest to verify reliability, since there is little change in responses with time, the basic assumption is that measurement at a certain point of time would be more reliable (Hair, Black, Babin & Anderson, 2010). Internal Consistency is the most frequently utilized method in studies. It assumes that construct measurement items have high correlation and evaluates such correlation (Hair, Black, Babin & Anderson, 2010). To assess the correlation among measurement items explaining construct, this study employed Internal Consistency to assess reliability.

Internal consistency is a reliability estimator based on the average correlation coefficients among measurement items (Nunnally & Bernstein, 1994). The evaluation indexes utilized in this study are Cronbach's Alpha and Composite Reliability (CR). Both indexes were used together to offset the tendency of lower bound of Cronbach's Alpha and upper bound tendency of CR (Hair, Ringle & Sarstedt, 2013). Internal consistency is supported when both of the indexes have values of 0.6 or higher in the case of exploratory research or 0.7 or higher in the other study cases (Hair, Black, Babin & Anderson, 2010; Nunnally & Bernstein, 1994). As in (Table 4), the lowest Cronbach's Alpha value of this study is 0.798 and the lowest CR value, 0.880, all satisfying the corresponding standards to support internal consistency.

Next, convergent validity was evaluated using Average Variance Extracted (AVE) values. The AVE is an instrument to see if a variance secured by a construct is larger than a variance developed by measurement error (Fornell & Larcker, 1981). Recommended threshold for the value is 0.5 or over to establish convergent validity. In this study, the lowest value is 0.700, exceeding the threshold (Fornell & Larcker, 1981).

Discriminant validity represents the degree of how much a construct is distinguished from other constructs (Hair, Black, Babin & Anderson, 2010). Discriminant validity was tested by comparing correlation coefficients, square root of AVE in correlation analysis, and PLS loadings in PLS loading analysis. If crossloading does not exist in PLS loading analysis, discriminant validity is deemed effective. In this study, no crossloading was found (Sarstedt, Ringle, Smith, Reams & Hair, 2014).

Next, we compared the correlation coefficient among latent variables with AVE square root values. If there was no correlation coefficient larger than square root values, discriminant validity is deemed to exist. In this study, the max correlation coefficient is 0.615 and the min square root of AVE is 0.837 to satisfy the threshold. Thus, the study discriminant validity seems to have no problem (Fornell & Larcker, 1981). If convergent validity and discriminant validity are established, construct validity is deemed established. Since this present study values meet the two sets of thresholds, its construct validity is deemed supported (Bagozzi & Yi, 1988).

Table 8.4
Result of Correlation Analysis with Reliability

	HRM	*Non Work*	*Manager Co*	*Spirit Satisf*	*Work Tension*
HRM	**0.837**				
Non Work	0.212	**0.851**			
Manager Co	0.615	0.227	**0.855**		
Spirit Satisf	0.508	0.296	0.489	**0.879**	
Work Tension	0.495	0.061	0.439	0.436	**0.843**
Cronbach α	0.914	0.813	0.907	0.902	0.798
CR	0.933	0.888	0.931	0.932	0.880
AVE	0.700	0.725	0.730	0.773	0.710

*Square root of AVE values is reported on the diagonal.

4. PROPOSED MODEL ANALYSIS

In this study, to test the proposed research mode, the PLS-SEM (Partial Least Square Structural Equation Modeling) technique was used. The Structural Equation Modeling (SEM) is appropriate to estimate diverse

relationships among latent variables (Shek & Yu, 2014). PLS-SEM technique is used when sample size is not large, or collected data are not normal distribution, prediction is the aim, the model is complex, or the study is an explanatory research (Ringle, Sarstedt & Straub, 2012). The data collected in this study are not in normal distribution (see (Table 5) normality test). If data multivariate normality is established, covariance-based SEM can be applied; otherwise, if these data are analyzed, estimation error in results is likely. So using the PLS-SEM is desirable since it is relatively less related with data normality (Hair, Sarstedt, Hopkins & Kuppelwieser, 2014).

Table 8.5
Result of Normality Test

	Kolmogorov-Smirnov[a]			*Shapiro-Wilk*		
	Statistic	*df*	*Sig.*	*Statistic*	*df*	*Sig.*
Spirit EduS atis	.112	103	.003	.970	103	.018
Non Work Commit	.122	103	.001	.967	103	.011
HRM system	.093	103	.028	.984	103	.246
Mgrs Concerns	.100	103	.013	.980	103	.131

[a]Lilliefors Significance Correction

Then, sample size appropriateness was investigated for SEM. According to the rule of thumb concerning the minimum sample size for PLS-SEM, the minimum sample size standard is 10-fold as large as the number of measurement variables of the independent variable having the largest number of measurement (Hair, Sarstedt, Pieper & Ringle, 2012). Of the two independent variables used in this study, the Humand Resources Management System has more measurement variables (6) than the other. Therefore, the minimum sample size is 10 times larger than 6, meaning 60. As the study used 103 specimens, it satisfied the standard.

To evaluate the predictive validity of the model, R^2 and Q^2 were assessed. R^2 represents the explanatory power of endogenous variable (dependent variable) and good predictive validity of model. The minimum criterion of R^2 is at least 10% of their variance explained (Sarstedt, Ringle, Smith, Reams & Hair, 2014; Sosik, Kahai & Piovoso, 2009). In this study, the endogenous variable of Spiritual Education Satisfaction R^2 is 0.370, exceeding the threshold.

Stone-Geisser's Q^2 is another indication representing model predictive relevance. Its threshold is to exceed 0. That is, if the value exceeds 0, the corresponding model predictive relevance is deemed established. The value of this study is 0.2623, exceeding the threshold to support its model predictive relevance.

Table 8.6
Result of Model Fit Analysis

GoF[a]	*Effect Sizes for* R^2	*Average AVE*	*Cut-Off Value*	*Our Model Fit*
Small	0.370	0.728	$GoF_{Small} = 0.1$	0.519
Moderate	(Average R^2)		$GoF_{Moderate} = 0.25$	
Large			$GoF_{Large} = 0.36$	

[a]A Global Fit Index ($0 \leq GoF \leq 1$)

Lastly, the fit index was investigated between the data and proposed model. Generally, in Covariance-based SEM, model fit is significant, thus, diverse fit indices were developed (Mulaik, James, Alstine, Bennett, Lind & Stilwell, 1989; Tenenhaus, 2008). But, since the PLS seeks to maximize the explained variance of endogenous variables, there is almost zero fit index in this regard. Recently, A Global Fit (GoF) was proposed in reflection of PLS characteristics (Tenenhaus, 2008; Wetzels, Odekerken-Schröder & van Oppen, 2009). The index bases on communality and R^2. The PLS model communality and AVE values are identical (Wetzels, Odekerken-Schröder & van Oppen, 2009). Tenenhaus, Esposito Vinzi, Chatelin & Lauro (2005) suggested this GoF and if the value is 0.1 or over, the cases is regarded poor; 0.25 or over, fair; and 0.36 or over, excellent (Xiong, Skitmore & Xia, 2015). In this study, GoF is 0.519 above 0.36, thus, the model fit is sufficient to model analysis. Based on the findings, the final model was analyzed. The results are shown in (Figure 8.2), (Table 8.7).

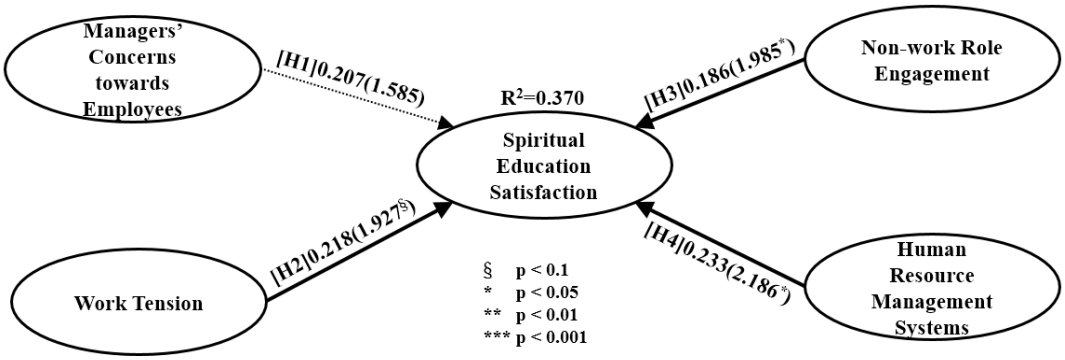

Figure 8.2: Structural Model

Note: $\S t_{0.1} \geq 1.680$, $^{*}t_{0.05} \geq 1.960$, $^{**}t_{0.01} \geq 2.576$, $^{***}t_{0.001} \geq 3.291$

According to the results, as shown in Figure 8.2, managers' concerns towards employee have not effect on spiritual education satisfaction ($\beta = 0.207$). Thus, hypothesis 1 is rejected. On the other hand, work tension ($\beta = 0.218$, $p < 0.10$), non-work role engagement ($\beta = 0.186$, $p < 0.05$), and human resource management systems ($\beta = 0.233$, $p < 0.05$) have a statistically significant influence on spiritual education satisfaction.

Table 8.7
Result of Hypotheses Tests

Hypotheses	*Mean*	*Std. Dev*	*Path Coefficient*	*Std. Error*	*t value*	*p value*
H1. Managers' Concerns towards Employees → Spiritual Education Satisfaction	0.205	0.131	0.208	0.131	1.585	0.113
H2. Work Tension → Spiritual Education Satisfaction	0.228	0.113	0.218	0.113	1.927	0.054
H3. Non-Work Role Engagement → Spiritual Education Satisfaction	0.205	0.094	0.186	0.094	1.985	0.047
H4. HRM Systems → Spiritual Education Satisfaction	0.239	0.107	0.233	0.107	2.186	0.029

5. RESULTS AND DISCUSSION

The study findings on the proposed research model indicate that, first, managers' concerns towards employees did not have any significant effect on spiritual education satisfaction. Spirituality at work has the

components of inner life, meaningful work, and connection. In other words, as the exploration on inner life indicates, the connection between self-ego and the work given to oneself by his organization in the field of work is valued first along with the exploration of one's own roles in this relationship. Managers' behaviors and concerns could influence their employees in an organization. But spirituality is formed based on own reflection on inner life. This may be the reason that managers' concerns towards employees were found insignificant. To secure clear ground for this argument, it seems necessary that future research identify differences regarding the concerns towards employees of immediate boss, intermediary manager and high-level manager. Second, work tension was found to have a significant effect on spiritual education satisfaction. As mentioned before, the work itself given to an individual in an organization is already an important factor for spiritual growth. Therefore, even though work tension increased, it might be taken as another opportunity for spiritual growth, rather than as a stressor, to show such a result in this study. Work tension, however, is a relative idea, which can negatively affect the spiritual education satisfaction if an individual perceives it overwhelming his or her own ability. In this sense, future research will be necessary to look at differences according to work tension levels. Third, the nonwork role engagement was found to have a significant effect on spiritual education satisfaction. As previous researches mentioned, when organizational members find the meaning and purpose of the work they perform inside an organization through spirituality at work, it helps promote positive outcomes. Hence, if an organization provides not only works and tasks but also opportunity of nonwork role engagement, members' satisfaction with spiritual education offered by the organization would move up as well. Lastly, the human resource management systems showed a significant effect on spiritual education satisfaction. The finding is deemed to demonstrate that if an organization operates a fair HR management system and supports spiritual workplace establishment in the human resource management dimension, satisfaction with its spiritual education would naturally improve.

6. CONCLUSION

Although spirituality originates from religion, now many studies have found that spirituality itself is important on its own outside religion. Spirituality is not any kind of time-consuming behavior and it is closely related with workplace. Thanks to such conceptual development, spirituality at work has received increasing attention since late 1990s.

Still, in the lack of empirical study and measurement instrument on this idea, study on spirituality at work should be continued for further conceptual and empirical advancement.

To this end, this present study presented a method to evaluate the performance of spiritual education offered by many organizations. The study findings are expected to encourage organizations to maintain the optimal level of work tension, provide employees with more opportunities of nonwork role engagement, and establish ways to nurture spirituality at work in the dimension of human resource management system; so that they can increase spiritual education satisfaction as an ultimate goal.

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