

Do Workplace Spirituality dimensions play any Role in enhancing Nurses Job Satisfaction in Pakistan?

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Abstract

This paper has quantitatively examined the role of workplace spirituality in stimulating job satisfaction of nurses working in Pakistan. Based on the recent literature on employees' deviance and their involvement in unethical activities, this paper has focused on understanding this aspect through five dimensions of workplace spirituality including team's bonding, alignment between value, sense of delight, opportunities for inner life and sense of contribution towards society. Data was collected from nurses working in different hospitals of Pakistan through questionnaires. Based on regression analysis, results highlighted the strong role of workplace spirituality in enhancing job satisfaction of nurses. Implications and future directions of article have been addressed in paper.

Keywords: Workplace Spirituality, Job Satisfaction, Nurses, Alignment between Values

Introduction

In last few years, there has been tremendous increase in demand for nurses all over the world. Hospitals are experiencing shortage of good nurses and they are looking for different ways to retain their high quality nurses. These factors have triggered researchers to look for different possible factors that can play a positive role in increasing job satisfaction of nurses (Andrews and Dziegielewski, 2005; Leveck and Jones, 1996; Rondeau and Wagar, 2006). One of the most significant factors in hospitals is their culture and the way they treat their nurses (Gifford et al., 2002). One of the key motivations behind this research is the incident in Korea. Nurses had high level of conflicts with their management and they were experiencing high level of depression due to their hospital's environment and poor working conditions (Lee, 2001; Seo et al., 2004). Thus it is very important to examine how job satisfaction of nurses can be enhanced in Pakistan especially when no one has investigated this area before.

Main aim of hospitals is to maximize performance of their entire staff including doctors and nurses so that they can serve humanity in a better way; however that is not possible if staff is unsatisfied from their jobs and working environment. In order to maximize performance of their staff, most of the firms take number of measures like offer them financial and non financial incentives, provide them trainings and many other measures (Baker 1980). However

recent researches show that above factors are not sufficient enough for satisfying employees. In order to satisfy employees, organizations need to move beyond those steps and focus on inner satisfaction of employees (Jurkiewicz and Giacalone; 2004).

Nowadays most of the people feel dissatisfaction and suffers from stress. Main reason behind dissatisfaction is competition and thinking of getting edge over others. In short run, those incentives may increase performance of employees, but in order to get maximum performance from employees on consistent basis, it is very important for organizations to introduce practices that reduce negative feelings and increase their job satisfaction (Milliman et al; 1999). If organizations focus on introducing spiritual practices at workplace that will nourish employees from inside and results would be long term and positive (Jurkiewicz and Giacalone; 2004).

Recent research on workplace spirituality has positively linked it with employee's loyalty and commitment. If organizations take initiative of introducing workplace spirituality in organizations, employees feel more secure and confident with each other as compare to competition. Positive relations among employees will lead to better individual as well as organizational outcomes and organizations can easily achieve their desired outcomes through synergistic efforts because employees will engage in productive discussions and will generate more innovative and friendly solutions. Researches show that by focusing on inner satisfaction of employees at work, it leads to better performance of employees (Catlete and Haden; 1998). Past researches focused mainly on financial incentives as the main motivator for employees in their jobs for example Taylor theory supports this argument that pay and financial incentives are the key for motivation, however in today's era it's not just financial incentives that contributes to job satisfaction of employees, rather job satisfaction depends on other factors as well. Organizations have realized that in order to maximize output of their employees, they need to focus on factors like teamwork and collaboration rather than promoting competition and fear for employees. Thus organizations are introducing practices that can help employees in fulfilling their inner desires and make them work from their body, mind, heart as well as their soul (Labbs 1995). Organizations are now adapting their culture and structure according to employee's needs for enhancing job satisfaction of their employees rather than financial incentives only. Employees also ensure before joining any organization about alignment and congruence between their personal interests and organization's values (Hamilton and Jackson, 1998). Previously employees working in same organization used to compete with each other for better positions and authority, but there has been drastic shift in employee's perspective now. They prefer working as one unit and try to support each other in hard times now (Haroutiounain et al., 2000).

Main focus of organizations should be to cultivate such kind of environment where employees feel connected to organizations and work by collaborating with each other rather than competing with each other (Elmer; 1999). Workplace spirituality plays a significant role in this context. If organizations will introduce and focus on spiritual practices of employees, they can perform better (Mitroff and Denton; 1999). Main focus of this study is on examining job satisfaction of nurses working in hospitals of Pakistan. Broad problem area is revolving around "Job Satisfaction" of nurses. In any organization, their productivity and efficiency depends on extent to which employees are satisfied from their jobs (Rutte, 2003). Past studies shows that highly satisfied employees are more likely to perform better and turnover rates is also low in organizations where employees are more satisfied from their jobs (Cameron & Pierce, 1977).

Purpose of current study is mainly to see impact of workplace spirituality on job satisfaction of nurses working in Pakistan's hospitals. Role of nurses is really significant in any society, however very few researchers have conducted researches on nurses, especially in Pakistan, thus current study have particularly filled that gap. Nurses in Pakistan work at a very low pay package, especially in government hospitals of Pakistan. Their jobs are really hectic and it is very important to enhance their job satisfaction so that they can serve patients whole heartedly. Thus it is very important to work on job satisfaction of nurses and analyze how we can increase their satisfaction. Secondly no one has done research particularly on workplace spirituality and job satisfaction of nurses, so this research will enable us to see results in new sector.

This study will help us to understand current level of job satisfaction of nurses in Pakistan and role of workplace spirituality in enhancing job satisfaction of nurses. Nurses have to deal with patients whole day and it is very important for them to understand patients and deal them with care, thus if this research will prove effectiveness of workplace spirituality in impacting job satisfaction, we can increase job satisfaction of nurses by introducing spiritual practices in hospitals, which will increase their overall performance as well (Vander Walt 2007).

Theoretical and Practical Implications

This study is focusing mainly on examining role of workplace spirituality in stimulating job satisfaction of nurses working in hospitals of Pakistan and reason behind selecting nurses for this research is because of lack of research in this area. If results will suggest positive impact of workplace spirituality on job satisfaction of nurses that can motivate higher management to introduce spiritual practices in hospitals for getting better performance from nurses.

Literature Review

Workplace Spirituality

Many researchers have worked on the concept of workplace spirituality in the recent past and all of them have come up with different definitions. Legere (2001) has defined this concept as a way of finding meaning of life. It is an effort of going beyond self interest and thinking about others as well (Conger, 2003). Ashmos and Duchon (2000) have defined it as living a meaningful life for community and benefiting them. Marques explained this concept as a feeling of interconnectedness and trust among employees that leads to maximum performance of employees. When an organization understands importance of inner life of employees and focus on its growth and nourishment those practices are spiritual practices in organizations. Mitroff (1999) has explained workplace spirituality as situation when organizations focus on inner life of employees.

Spirituality is need of each and every individual and it plays a vital role in impacting their performance as well (Hart and Brady 2005). When employees feel that organizations are working on their inner life, employees experience high level of commitment to their work (Armenio Rego, 2007).

Different authors have come up with different dimensions for analyzing and measuring workplace spirituality of employees like Hicks (2003) has used eight dimensions ranging from moral values to self consciousness. But with lot of research in workplace spirituality, this topic still remains abstract and needs to be research upon (Hicks; 2003). Human beings have in built spiritual needs and just like other needs, this is also very essential (Ashmos and Duchon, 2000).

If organizations take initiative of introducing spiritual practices for enhancing their employee's job satisfaction, then there is a high probability that employees will also try to work not only from their body and mind but also from their soul. Those organizations that do not focus on spirituality of employees usually produce unsatisfied employees and their performance is also poor (Armenio Rego, 2003). Krishnakumar and Neck (2002) explained in their study about different aspects as well as benefits of workplace spirituality to employees and organizations. Garcia (2003) explained that by bringing workplace spirituality in organizations, it would create a new culture of trust and more satisfied employees. He also explained that workplace spirituality also triggers and encourage innovation, creativity and friendly atmosphere. Workplace spirituality is one of the ways to promote trust atmosphere in organization and reduce fear element in organizations (Jurkiewicz and Giacalone; 2004). Spirituality also results in better performance of employees and those organizations tends to give more positive and better perceptions about them. Another factor is that those organizations are characterized by lower absenteeism and psychological well being (Martin et al; 2005).

Job Satisfaction

Job satisfaction has been defined as the overall experience or emotions of people regarding their current jobs (Spector, 1997). Numerous factors have been identified in researches that play their role in impacting job satisfaction of employees. Some of them are empowerment of employees and feedback that they receive for their performance (Ling-Hsui Chen 2008). When an employee get positive vibes at his/her workplace, those positive vibes are one of indicators of his high level of job satisfaction (Locke, 1976). When an individual perceives that there is a good fit between his individual desires and organization expectations, he will work with positive attitude and that attitude shows his job satisfaction (Ivancevich & Matteson, 1980). The lesser the difference between one's perceived benefits and real benefits he is getting from job, higher will be his/her satisfaction level from job it (Kemelgor, 1982). If people are happy with the kind of rewards they receive in their workplace, they will be satisfied (Lawler, 1990).

Employee's level of job satisfaction can be enhanced if their organizations take initiatives after determining their motivating factors (Susskind et al. 2000). Although job satisfaction of employees working in any kind of job is important, but researches has proved especially its importance in service industry because they deal directly with customers, thus if employees will be happy, ultimately customers will be satisfied as well. Intrinsic as well as extrinsic factors play a vital role in job satisfaction of employees (Buitendach and De Witte, 2005).

In past, few researchers have worked on relationship of workplace spirituality and job satisfaction as well. One of the studies was conducted to examine impact of culture on employees' behavior including job satisfaction, results supported the relationship between culture and job satisfaction (Odom, 1990). Undoubtedly job satisfaction has been widely discussed in literature; however its relationship in light of workplace spirituality needs to be researched upon especially in service sectors (Baley, Berg and Kalleberg 2000). Employees' motivation is strongly impacted by their level of job satisfaction and they are more likely to perform better if they are satisfied from their jobs (Brown & Winding, 1994). For any organization, most important factor is accomplishment of their organizational objectives and goals. Researches has showed positive link between job satisfaction and organizational performance as well (Maurer, 2001). Factors that leads to reduction in job satisfaction of employees can be lack of recognition and poor leadership, thus organizations need to focus on their internal structure and culture (Flynn, 1998).

Gap Analysis

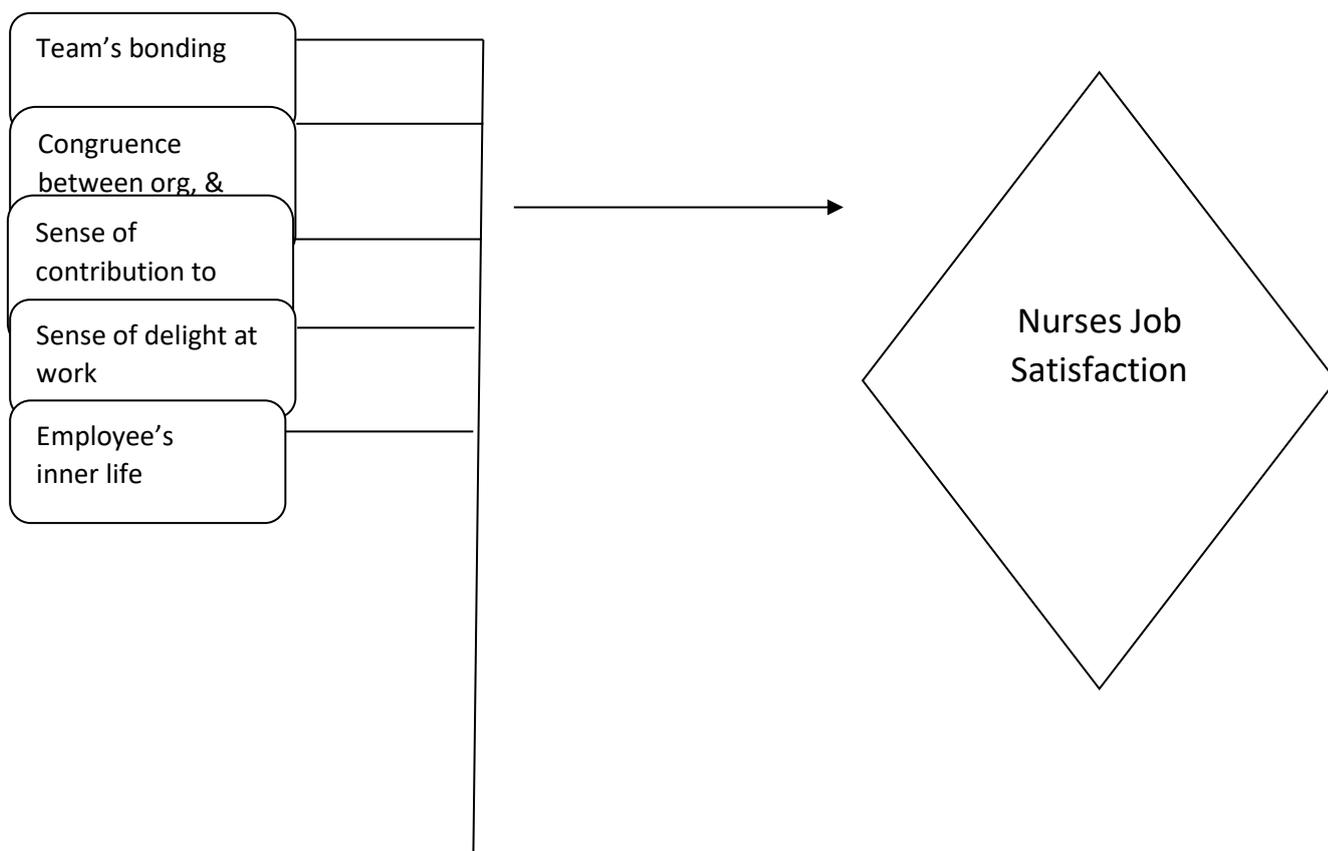
Job satisfaction has been recognized as one of the important considerations concerning nurses working in hospitals. In the international literature of nurses, they have identified Job satisfaction as the major factor that plays a significant role in their intention of staying in hospitals. (Cavanagh, 1992; Sourdif, 2004; Faris et al., 2010). Reason behind doing research on this topic is mainly because past researchers have found impact of workplace spirituality in sectors like education, banks and universities and no one has researched on nurses of Pakistan. So this research will fill this gap.

Past Researches Results

Some past researches have explained that if organization focuses on spiritual practices, they will experience benefits like higher flexibility, creativity, high satisfaction and high productivity of employees (Robertson; 2007 and Yoshioka; 2007). In one of the studies, organizational commitment and workplace spirituality was positively related (Markow 2005). Spirituality also increases performance in colleges and universities (Reyes; 2006 and B0hr; 2007). McGeachy (2001) had explained in his research that personal fulfillment lead to outstanding performance and that further leads to better performance of organizations.

Theoretical Framework

Independent Variables —————→ **Dependent Variable**



Operational Definitions

Team's sense of community or bonding is employees bonding and strong connections with each other. Alignment/congruence between values means extent to which employees personal and organizational values are aligned. Sense of contribution to community means

extent to which employees work for benefits of community. Sense of enjoyment at work means extent to which employees are involved in their tasks and opportunities for inner life means extent to which employees feels inner satisfaction and sense if internal happiness (Duchon and Plowman; 2005, Milliman; 2003).

Hypothesis Testing

Following hypotheses are going to be tested in this particular study.

H1: Team's sense of bonding has a positive impact on job satisfaction of nurses.

H2: Alignment between individual and organizational values has a positive impact on job satisfaction of nurses.

H3: Sense of contribution to community has a positive impact on job satisfaction of nurses.

H4: Sense of enjoyment at work has a positive impact on job satisfaction of nurses.

H5: Employees opportunities for inner life have a positive impact on job satisfaction of nurses.

Supporting Model

In the past, Researchers have developed different models for measuring Workplace spirituality and job satisfaction. But in the current study I have selected "Armenio Rego" model for measuring workplace spirituality of employees. Armenio Rego (2007) has used five dimensions of workplace spirituality I have decided to use Armenio Rego's model for supporting my study and will examine impact of each dimension of workplace spirituality on job satisfaction of nurses in Pakistan. I have adopted Cook et al. 6 item likert scale containing seven questions for measuring job satisfaction of nurses. I have combined both these models to measure impact of workplace spirituality on job satisfaction of nurses.

Research Design

In this study, "Survey Method" was used for data collection from nurses working all over Pakistan. Data was collected from nurses not only through questionnaires but closed ended interviews as well. Data was collected in around 20 days from respondents in December, 2014.

Data Collection Tool

Questionnaire was adopted for this particular study. For measuring workplace spirituality of employees, I have adopted Armenio Rego's questionnaire because he has combined most important variables from past researchers. For measuring job satisfaction of employees I have used Cook et al scale containing seven question of job satisfaction and considered as the most reliable for measuring this variable. Questionnaire has been attached in appendix.

Survey Instrument

This questionnaire has been divided in three main parts. First part has measured demographic details of respondents including their age, gender and experience specifications. Second part has measured job satisfaction of employees on five point likert scale and third part consisted of total 18 questions covering all five dimensions of workplace spirituality. Responses range from 1 to 5.

Sampling Technique

Questionnaires were distributed according to the convenience and ease of nurses. Questionnaire was organized in English since this language is easily understandable in

Pakistan. Hard copy version of questionnaire was distributed to the volunteered nurses. Cover letter was attached at the beginning so that they can easily get idea about this research and to ensure them that their data would be confidential. Out of 300 questionnaires, 250 questionnaires were used for further analysis. Response rate was 83.3%. “**Convenient Sampling Technique**” was used in this research. Population includes all the hospitals in Pakistan and from all the public and private hospitals of Pakistan; six hospitals were selected from Islamabad and Rawalpindi randomly for data collection. Hospitals that were included in research were Maryam Memorial Hospital, Valley Clinic hospital, Mahroof hospital, CMH, Quaid-e-Azam hospital and Ali medical hospital. Self administered approach was used in order to ensure that respondents have clearly understood all details and questions before filling it.

Data Analysis

Demographic details

N= 250

Characteristics	Frequency	Percentage
Age		
18-24	58	23.2%
25-35	89	35.6%
36-45	67	26.8%
46 Above	36	14.4%
Experience		
Below 5 Years	83	33.2%
5-10 Years	112	44.8%
Above 10 Years	55	22%

Demographics details are shown in table one. Response rate was 83.3%% because of “Self-administration Process”. Total number of respondents in research was 250. Most of the nurses had experience between 5 to 10 years.

Descriptive Statistics

N= 250

Variables	Mean Value	Standard Deviation
Team’s Bonding	3.83	0.52
Congruence between values	3.92	0.71
Benefits to community	3.54	0.75
Sense of pleasure at work	3.96	0.92
Employees Opportunities for inner life	3.11	0.99
Workplace Spirituality Overall mean	3.70	0.98
Job Satisfaction	3.39	0.36

Table 2 exhibits mean values and standard deviation values for each variable used in the study. Total score of each variable was 5 and responses were codified in a way that high scores towards 5 shows high level of job involvement and workplace spirituality. Overall mean in Job satisfaction was 3.39 which show more inclination towards high satisfaction and standard

deviation shows extent to which results were spread. Highest mean in workplace spirituality is for sense of pleasure at work and lowest mean is for opportunities for inner life.

Reliability of Measure

a. Job Satisfaction

Total items = 7

Overall Cronbach's Alpha = 0.904

Variables	Cronbach's Alpha if item deleted
JS1	0.903
JS2	0.902
JS3	0.906
JS4	0.905
JS5	0.901
JS6	0.902
JS7	0.903

Above table shows reliability of job satisfaction measure. Analysis shows that overall Cronbach's Alpha is 0.904 and shows high reliability of measure. Moreover by eliminating questions JS3 and JS4 reliability of this measure can be enhanced further. However results are not greatly impacted by removing any variable.

b. Workplace Spirituality

1. Team's sense of Bonding

Total items = 5

Overall Cronbach's Alpha = 0.746

Variables	Cronbach's Alpha if item deleted
Workplace spirituality 2	0.72
Workplace spirituality 6	0.68
Workplace spirituality 9	0.72
Workplace spirituality 12	0.73
Workplace spirituality 14	0.74

2. Congruence between values

Number of items = 6

Cronbach's Alpha = 0.783

Variables	Cronbach's Alpha if item deleted
Workplace spirituality 5	0.78
Workplace spirituality 11	0.77
Workplace spirituality 13	0.79
Workplace spirituality 15	0.69
Workplace spirituality 17	0.77
Workplace spirituality 18	0.76

3. Contribution to community

Number of items = 4

Cronbach's Alpha = 0.689

Variables	Cronbach's Alpha if item deleted
Workplace spirituality 4	0.59
Workplace spirituality 8	0.65
Workplace spirituality 10	0.67
Workplace spirituality 16	0.72

4. Sense of pleasure at work

Number of items = 1

5. Opportunities for inner life

Number of items = 2

Cronbach's Alpha = 0.69

We should not eliminate any question for first dimension of workplace spirituality because all of them contribute to reliability of measure. In second variable, Cronbach's Alpha can be increased by eliminating question WS15. In third question WS15 needs to be eliminated for enhancing reliability of measure. An opportunity for inner life was measured through two questions only.

Correlation Analysis

Inter correlation Matrix

		1	2	3	4	5	6	7	8	9
1	Age	-								
2	Experience	.50**	-							
3	Team's sense of community	-.082	-	-						
4	Alignment between individual and organizational values	.058	.061	.075	-					
5	Sense of contribution to community	-.021	-.09	.114	.68*	-				
6	Sense of enjoyment at work	.047	-	.151	.50**	.54**	-			
7	Opportunities for inner life	-.004	.043	.004	.41**	.46*	.58*	-		
8	Overall Workplace spirituality index	.005	-.01	.113	.81**	.84**	.7**	.5**	-	
9	Job Satisfaction Index	-.053	.045	.011	.79**	.74**	.8**	.4**	.7**	-

**Correlation is highly significant at 0.01 level (p< 0.01)

*Correlation is significant at 0.05 level (p<0.05)

Above chart shows magnitude, direction and significance of each variable with respect to other variables. Results signifies strong and positive relationship between age and experience in terms of magnitude and also significant.

If we analyze relationship of all dimensions of workplace spirituality with job satisfaction, results signifies strongest relation between sense of enjoyment at work and job satisfaction. However all the dimensions have a strong relation with job satisfaction and results are also highly significant. Overall correlation between job satisfaction and workplace spirituality is 0.7 and also really strong and highly significant.

Linear Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. error
1	0.846	0.698	0.675	0.384

ANOVA

Model	Sum of Squares	df	Mean Squares	F	Sig.
Regression	26.22	6	4.67	43.21	.000
Residual	11.23	93	1.32		

Dependent variable: Job Satisfaction

Predictors: 5 dimensions of Workplace Spirituality

Coefficients

Model	Beta Values	Sig.
Constant	-	0.000
Team’s sense of Bonding	0.72	0.004
Congruence between values	0.69	0.02
Contribution to Community	0.21	0.12
Sense of pleasure	0.72	0.005
Opportunities for inner life	0.68	0.19

Regression analysis shows that value of adjusted R square is 0.675 which means 67.5% of variance in job satisfaction has been predicted because of five dimensions of workplace spirituality. In other words job satisfaction predicts more than 65% change in dimensions of workplace spirituality. This value signifies strength of model and in this case proposed model is strong.

ANOVA table shows significance of 0.000 means there is 99% probability that if we conduct this kind of study in same scenario, results would be same. In the last table values of beta shows impact of job satisfaction on each dimension of independent variable. Team’s sense of bonding and sense of pleasure at work predicts strongest impact on job satisfaction that is 72%. Impact of congruence between values and inner life is also strong while contribution to community predicts least impact on job satisfaction of employees.

If we analyze significance level of all variables, results are significant for team’s sense of community, alignment between values and sense of enjoyment at work and least significant for sense of community contribution and employees inner life.

Accept or Reject Hypotheses

Based on significance level of all variables in the above table, I will accept three hypotheses and reject two hypotheses because of non significant results.

H1: Team's sense of bonding leads to job satisfaction of nurses in Pakistan.

H2: Congruence between values leads to job satisfaction of nurses in Pakistan.

H3: Sense of contribution to community has no impact on job satisfaction of nurses in Pakistan.

H4: Sense of pleasure at work leads to job satisfaction of nurses in Pakistan.

H5: Opportunities for inner life leads to job satisfaction of nurses in Pakistan.

Conclusion and Recommendations

Discussion

Data of 250 nurses from six different hospitals was analyzed using SPSS software in the last section. Based on the correlation and regression analysis, results were highly significant for dimensions of workplace spirituality and job satisfaction. Correlation was positive for all dimensions which indicate positive association between independent and dependent variable. Strong significance indicates strength of study and shows strong predictability that if similar study will be conducted in these circumstances results would be same.

Regression analysis indicates strength of this model and three variables were strongly impacting job satisfaction of employees which were Alignment between values, Team's sense of bonding and Sense of pleasure at work. Other two variables shows minor impact on job satisfaction of nurses and significance level was also low hence those hypotheses were rejected and only three were accepted.

Findings suggest that workplace spirituality has a strong impact on job satisfaction of nurses in Pakistan. If we consider individual dimensions of workplace spirituality, three of them were strongly impacting job satisfaction which includes alignment between values, team's sense of bonding and sense of pleasure at work. One unit change in above dimensions result in 72%, 69% and 72% change in job satisfaction of employees and results were significant. Results for remaining two dimensions were not significant hence they need to be investigated further. Results help us in determining that hospitals can enhance job satisfaction of their nurses by introducing spiritual practices and should make efforts to enhance their spiritual growth. It is advisable for hospitals management to develop programs related to spiritual growth of their nurses to increase their satisfaction and ultimately that will lead to better organizational performance as well.

Limitations

Some limitations in the current research were:

- Results may not be accurate due to lack of interest of certain nurses while filling questionnaire.
- Since data was collected only from hospitals of Rawalpindi and Islamabad hence results cannot be generalized to all hospitals of Pakistan.

Recommendations

Recommendations for better research in future are:

- In depth study on each variable of workplace spirituality can help us to get better and reliable results.

- Introduction of moderating and mediating variables can be useful in getting more refined results.
- Other organizational outcomes like job involvement, Decision making of employees etc. can be used as a dependent variable to see impact of workplace spirituality on them and improve them in future.
- Longitudinal research may be useful in order to see changes in employee's behavior before and after introduction of workplace spirituality practices.
- Positive results in this research also indicate opportunity to investigate relationship between workplace spirituality and job satisfaction in other sectors like telecom sector, government jobs etc. to enhance their performance as well.

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Appendix

Questionnaire

SECTION 1

Bank name: _____

Branch Location: _____

Kindly encircle the appropriate option.

1. Gender
 - Male
 - Female
2. Age
 - 18 - 24
 - 25 - 35
 - 36 – 45
 - 46 above
3. Experience in current bank
 - Below 5 years
 - 6 – 10 years
 - Above 10 year

SECTION 2

Job Satisfaction Questionnaire

Note: 1 = strongly Disagree 2 = Disagree 3 = Neutral

5 = Agree 6 = Strongly Agree

1	I am often bored with my work.	1	2	3	4	5
2	I feel fairly well satisfied with my current job.	1	2	3	4	5
3	Most days I am enthusiastic about my work.	1	2	3	4	5
4	I find real enjoyment at my work.	1	2	3	4	5
5	I am satisfied from the recognition I get for good work	1	2	3	4	5

6	I am satisfied from the chances of promotion	1	2	3	4	5
7	I am satisfied with the amount of variety in my job	1	2	3	4	5

SECTION 3

Workplace Spirituality questionnaire

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1	I experience joy in my work.	1	2	3	4	5
2	People in my team feel as if they were part of family.	1	2	3	4	5
3	My spiritual values are not values in my workplace.	1	2	3	4	5
4	My work is connected with what I think is important in my life.	1	2	3	4	5
5	I feel positive about the values prevailing in my organization.	1	2	3	4	5
6	My team promotes the creation of spirit of community.	1	2	3	4	5
7	In my workplace, there is no room for my spirituality.	1	2	3	4	5
8	I see connection between my work and the larger social good of my community.	1	2	3	4	5
9	I feel that the members of my team support each other.	1	2	3	4	5
10	My organization is concerned about poor in our community.	1	2	3	4	5
11	I feel connected with my organization's goals	1	2	3	4	5
12	I feel the members of my team care for each other.	1	2	3	4	5
13	People feel good about their future in this organization.	1	2	3	4	5
14	I feel that the members of my team are linked by a common purpose.	1	2	3	4	5
15	My organization respects my inner life.	1	2	3	4	5
16	When working I feel helpful for the whole society.	1	2	3	4	5
17	My organization helps me to live in peace with myself.	1	2	3	4	5
18	The leader of my organization tries to be helpful to the larger social good of the community.	1	2	3	4	5