



7th International Economics & Business Management Conference, 5th & 6th October 2015

## The Relationship of Work Influence, Sense of Community and Individual Spirituality towards Organizational Performance

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### Abstract

This paper investigates the individual factors in the organization that influence the organizational performance of Secondary School teachers in Northern State of Malaysia. With the work influence, sense of community and individual spirituality as independent variables, this paper examines how these factors influence the organizational performance of the Secondary School teachers. In this study, data were collected through a structured questionnaire from 300 randomly selected respondents. The data were analysed using Statistical Package for Social Sciences (SPSS) version 21.0. Thus, descriptive analysis, reliability analysis and multiple regression analysis were applied to this study. The results indicated that work influence factors are significant in influencing organizational performance in Secondary School.

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Peer-reviewed under responsibility of Universiti Tenaga Nasional

*Keywords:* Organizational Performance; Work Influence; Sense of Community; Individual Spirituality.

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### 1. Introduction

Every organization has its own goals to be achieved. The goals are developed by the top management of the organization. The strategic planning by the top management is the plan where it's explained the overall organization views and the direction to go in the future. It will be a support of the tactical planning that is done by the middle management in the organization. In reality, all of the members in the organization have their own roles and

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responsibilities to make sure the goals of the organization can be achieved. According to Emmanuel (2013), there is an existing horizontal spirituality in the workplace where other people concern on their member works. Any organization wants to achieve their goals and this will make them to keep a good performance.

In Malaysia, the Ministry of Education (MOE) has planned to standardize the mission and vision of education and then all of the schools should follow the guidelines that are introduced by the ministry. As a result, all of the secondary schools will be centralized with the same goals and they share the same purpose. However, each of the schools is an organization where all of the members will be responsible for their works to make sure the internal goals and the goals stated by the ministry of education are also achieved. So there are lots of works to be done by the staffs and teachers following all of the processes. With the burden of works, the teachers might turn into two conditions which are positive side or negative side. The positive circumstance makes the teachers gain more knowledge as well as the experiences of works. By this, the teacher will be as an important person where they are skillful, knowledgeable as well as a good attitude. This will affect the result of the goals of the organization. If the teacher turns into negative side, the productivity of the work will affect. The quality of the work isn't following the guideline that should be used by the teachers is one of the motivations turns down. Beheshtifar & Elham (2013) defined that the employee creativity, organizational commitment and motivation are the goal of the spirituality where it involves highly personal potential. This report uses three variables to measure the organizational performance in the selected secondary school. They are the work influence; followed by the sense of community and lastly the individual spirituality.

The study is to know the individual factors that bring an effect on the organizational performance. Using the raw data, it will gain a new knowledge to the organization in order to know which factors will influence organizational performance. In addition, the uses of the selected variables might be the fundamental in the organization because most of the organizations face a same situation towards the performance. Perhaps, this will help the organization to perform better because it contributes the people who are involved in the organization that are running the process.

## **2. Literature Review**

### *2.1 Organizational Performance*

Thompson (2000) stated that the best performance of organizational and financial status would be learned by spiritual enhancement of the workplace. In fact, some research showed that the higher profits and successful organizations are very supportive with the spiritual culture. As the important element of the human personality, spirituality is always encouraged by an organization toward their employees that apply individual power to work. This is figured out as the strongly related among the individual gratification and enjoyment with the performance and contribution to the work.

### *2.2 Work Influence*

Meaning of work and meaningful work are definitely different definition of the word. Meaningful work mentioned the interaction of work task and the purpose of life and the personal inner feelings toward work meaning and intention. For example, employees' holistic values are increasing due to emotion and spirituality that can be reinforced by the work (Brown, 2003). Refer to Sheep, (2006) meaningful work is a denotation of desire for consolidation and holism. According to Javanmard (2012), meaningful work of employees affects their work performance. By enriching work content employees enjoy their job, thus it has a positive effect on their work performance. The statement is also supported by Pawar (2009) research which showed that organizational performance is affected by meaningful work. So it can be hypothesized that;

*H1: There is significant and positive relationship between work influence and organizational performance*

### *2.3 Sense of community*

Sense of community mentioned to relational and relationship. In general, the employees have a deep connection with others, which improved common internal emotion and also care of others’ private feelings. According to Javanmard (2012), sense of community has no effect on employees’ work performance. In other words, teamwork does not affect work performance. This shows employees tend to their jobs individually rather than in a group or team. However, in the research of Sheep (2006), sense of community is important to the performance of employees with the situation of cooperation. Thus it is hypothesized that

*H2: There is significant positive relationship between sense of community and organizational performance*

*2.4 Individual Spirituality*

Petsawanga & Duncon (2012) stated people in the workplace bring their whole selves to their jobs including their heart and soul. When the people work with the kind of spirit, the performance can be enhanced. A common phenomenon can be found in all mankind and included in human characteristic is spirituality. The ethical system will generate someone experience of that job since he/she goes into the workplace with the unique ethical system. Besides, everyone has the different background in spirituality on their initial internal nature (Rastgar et al. 2012).

*H3: There is significant positive relationship between individual spirituality and organizational performance*

**3. Research methodology**

A total of 300 questionnaires were distributed and 287 sets of questionnaires were returned. The respondents are the teachers from ten Secondary Schools in Malaysia. Data were obtained using a structured questionnaire through a survey and using quota sampling techniques. The questionnaires have 4 sections; Section A consists of demographic questions, Section B is work influence questions, Section C is about a sense of community, Section D is about individual spirituality and the section E about organizational performance. Respondents were asked to answer on a 5 point Likert-type scale ranges from 1 (strongly disagree) to 5 (strongly agree). Analysis of data was done using statistical analysis from the SPSS version 21.0. Further analysis included frequency analysis, reliability analysis, and multiple regression analysis

**4. Findings and Analysis**

*4.1 Descriptive statistics*

Table 1 shows the mean for all variables which ranged between 1.6222 and 1.7667. Mean for work influence is 1.6222, sense of community is 1.6905, individual spirituality is 1.7667 and organizational performance is 1.7400, indicates the respondents' average agreed with the questions in general in terms of work influence, sense of community, individual spirit and organizational performance.

Table 1: Descriptive Analysis

Variables	Mean	Standard Deviation
Work Influence	1.6222	.36340
Sense of Community	1.6905	.37155
Individual Spirituality	1.7667	.34352
Organizational Performance	1.7400	.31579

#### 4.2 Reliability Analysis

Table 2: Reliability Analysis

Variables	Number of Items	Cronbach Alpha
Organizational Performance	6	0.664
Work Influence	7	0.729
Sense of Community	7	0.814
Individual Spirituality	5	0.732

Cronbach's Alpha statistic was computed to estimate the reliability of the data. Table 2 shows reliability analysis for all variables. As shown in Table 1, it can be concluded that none of the reliability coefficients were below 0.60. If the reliability is less than 0.60 it shows that the reliability is poor, meanwhile a reliability value of 0.70 can be accepted and beyond 0.80 considered as good (Tavakol & Dennick, 2011). The Cronbach Alpha values for all factors pointed out above indicated good internal consistency of the data.

#### 4.3 Regression Analysis

As shown in Table 3, the standardized coefficient is 1.034 for work influence, sense of community is 0.121 and individual spirituality is -0.464. The value of R-Square indicates that 54.5% of the variance in the organizational performance can be predicted by work influence, sense of community and individual spirituality

Table 3: Regression Analysis

Serial	Independent Variables	Beta	Significance value (Sig.)
1	Work Influence	1.034	0.001
2	Sense of Community	0.121	0.523
3	Individual Spirituality	-0.464	0.123
		R <sup>2</sup> = 0.545	} Model Summary
		Adjusted R <sup>2</sup> = 0.492	
		Sig. = 0.000 <sup>b</sup>	

Regression analysis is a statistical tool used to investigate the relationships between two or more variables (Sykes, 1993). Table 2 showed that the Work Influence ( $\beta = 1.034$ ,  $P < 0.05$ ) was found significant and positively related to the Organizational Performance. As a result, the Hypothesis 1 which stated that there is a significant positive relationship between Work Influence and Organization Performance is accepted at the significance level of P-value is less than 0.05. According to Javanmard (2012), meaningful work of employees affects their work performance. By enriching work content employees enjoy their job, thus it has a positive effect on their work performance.

The regression analysis indicates that the Sense of Community ( $\beta = 0.121$ ,  $P > 0.05$ ) had no significant influence on the Organizational Performance. Thus, the hypothesis 2 stated that there is a significant positive relationship between Sense of Community and Organizational Performance is rejected. According to Javanmard (2012), sense of community has no effect on employees' work performance. In other words, teamwork does not affect work performance. This shows employees tend to do their jobs individually rather than in a group or team. Lastly, the regression analysis indicated that the individualized Spirituality ( $\beta = -0.464$ ,  $P > 0.05$ ) had no significant effect on organizational performance and it was negatively related to the Organizational Performance. Therefore, H3, the Individual Spirituality dimension has significant positive influence toward the Organizational Performance of teacher in Secondary school in Malaysia is rejected. Individual Spirituality dimension has no significant effect Sig t = 0.123 toward the Organizational Performance of secondary school in Malaysia. The individualized Spirituality ( $\beta = -0.464$ ,  $P > 0$ ). Pawar (2009) proves that individual spirituality has no effect with the job performance and

commitment.

The dimensions of Work Influence, Sense of Community, and Individual Spirituality can explain 54.5 per cent of R square variation of employee job satisfaction. Durbin-Watson is within the accepted range of 1.942 which falls in the range within 1.5 to 3.0 and it indicated that there was no autocorrelation problem with the data. Furthermore, the F-value is significant at 1 per cent significance level Sig. F = 0.000, therefore the regression model used in this study is adequate.

Table 4: Summary of the Hypotheses testing results from Multiple Regression Analysis

Hypothesis	Remarks
There is a positive relationship between work influence and organizational performance among Secondary School teachers in Northern state of Malaysia	Supported
There is a positive relationship between sense of community and organizational performance among Secondary School teachers in Northern state of Malaysia	Not Supported
There is a positive relationship between individual spirituality and organizational performance among Secondary School teachers in Northern state of Malaysia	Not Supported

Table 4 acutely presents summary of the hypothesis testing results from Multiple Regression Analysis. The first hypothesis which is ‘There is a positive relationship between work influence and organizational performance among Secondary School teachers in Northern state of Malaysia’ is supported. However, second hypothesis which is ‘There is a positive relationship between sense of community and organizational performance among Secondary School teachers in Northern state of Malaysia’ is not supported while the third hypothesis which is ‘There is a positive relationship between individual spirituality and organizational performance among Secondary School teachers in Northern state of Malaysia’ is not supported as well.

**5. Discussion and Conclusions**

The main objective of the study was to examine the individual factors in the organization that influence the organizational performance of Secondary School in Northern state of Malaysia. The results showed that work influence has a significant impact on organizational performance in secondary school. This limitation might affect the result on findings in the study. In further, hopefully this research can be continued to give the exact result of the research. On the other hand, it will give a new knowledge to the organization to use the study as a guideline in order to perform better.

In order to maximize all of the dynamic components of effective educational leadership’s influence on teacher workplace satisfaction that impacts student achievement, additional research is necessary. Due to the fact that a positive correlation has been found between teacher workplace spirituality and organizational performance in the extant literature, further research in this area is recommended. The body of literature could be enhanced with research on additional factors of teacher workplace spirituality not addressed in this study, including both factors that can be managed at the school and those that are primarily dependent upon parents and the community.

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