

Workplace Spirituality: A Comparative Study

By

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Abstract

The purpose of this investigation was to have a better understanding on governmental employees' attitudes and perceptions towards spirituality in the workplace. The sample for this research was obtained from various governmental agencies in Puerto Rico, specifically from the west area of the island. Only employees who work with the general public on a day to day basis were considered. A questionnaire consisting of 60 items was administered to the participants. The data was analyzed using Factor Analysis and descriptive statistics. The results were compared with the results obtained from a similar study conducted in the United States. It was found that a high percent of the employees are aware of their spirituality and how it affects their lives. It was also found that employees feel as part of a community in the workplace and see a connection between their jobs and the good of society.

Resumen

El propósito de esta investigación es lograr un mejor entendimiento de la percepción y actitud de los empleados de gobierno respecto a la espiritualidad en el lugar de trabajo. La muestra para este estudio está compuesta de empleados de varias agencias gubernamentales del oeste de Puerto Rico. Solo empleados que trabajan en contacto directo con el público en general fueron considerados para la investigación. A los participantes se les entregó un cuestionario de 60 ítems. La data -obtenida fue analizada con “Factor Analysis” y estadísticas descriptivas. Los resultados fueron comparados con los resultados obtenidos en un estudio de la misma naturaleza realizado en los Estados Unidos. Se demostró que un alto porcentaje de los empleados están concientes de su espiritualidad y como ésta afecta sus vidas. Además se encontró que los empleados se sienten parte de una comunidad en su lugar de trabajo y ven una conexión entre su trabajo y el bienestar de la sociedad.

Someone once told me that time was a predator that stalked us all our lives, but I rather believe that time is a companion who goes with us on the journey and reminds us to cherish every moment because they will never come again.-Jean Luc Picard

to my wife

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Chapter One: Introduction

1.1 Justification

Since the 1990's we have seen an increment in the interest on workplace spirituality, this is evidenced by the increasing number of publications dealing with spirituality and the workplace such as the cover story for both *Business Week* (Conlin, 1999) and *Fortune* (Gunther, 2001), as well as the number of conferences, centers, web sites, consultants, and speakers on the subject. George (2006) distinguishes three types of intelligence as crucial in the workplace: rational, emotional, and spiritual. He claims "Rational intelligence manages facts and information, using logic and analysis to make decisions" (p.3). He also writes that "Emotional intelligence is needed to understand and control one's emotions and feelings, while being sensitive to the feelings of others" (p.3). Referring to the third type of intelligence, this author concludes that spiritual intelligence is necessary to nurture what he refers to as the basic motivators for human beings: "creativity, meaning, and purpose." Spirituality, as defined by Mitroff and Denton (1999), is the basic feeling of being connected with one's complete self, others and the entire universe. People spend the majority of the day at work, but for a lot of them their workplace is just a boring, uninteresting and stressful environment. Workplace spirituality recognizes that people have an inner life that nourishes and is nourished by meaningful work that takes place in the context of the community (Ashmos & Duchon, 2000). Garcia-Zamor (2003) believes that the spirituality movement is a reaction to the corporate greed of the 1980s; people were making money, but their personal values had to be checked at the door. If members of an organization are happy, they will be more productive, more creative, and more fulfilled. The emergence of the term workplace spirituality in multiple business literature, the nonexistent research about it in Puerto Rico, and the need of the government to have more satisfied employees are the primary

basis for the realization of this study. For this investigation spirituality is defined as everything related with a sense of belonging, compassion and responsibility toward the community.

1.2 **Objective**

The primary objective of this study is to measure the feelings that employees have toward their workplace. It is the purpose of this research to show what governmental employees, who interact daily with other people, think about their work, how it affects their coworkers, their communities, and society. The second objective of this investigation is to compare the results obtained with the findings presented by Ashmos and Duchon (2000) where they try to identify the construct of spirituality at work by administering a questionnaire to the employees of several hospitals in the state of Texas. In an attempt to answer this, a questionnaire developed by Ashmos and Duchon was used as the main research tool. The questionnaire consisted of 60 statements (33 addressing only the individual, 14 addressing the work unit as seen by the individual, and 13 addressing the organization as seen by the individual) to which the individual had to respond how much they agreed with.

1.3 **Limitations**

The most noticeable limitation of this research was peoples' disposition to complete the questionnaire. While some people were eager to participate in the study, almost half of the potential participants forgot to complete it or simply refused to participate. The people that refuse to participate seemed to think that their answers on the questionnaire would be seen by their supervisors, and in some instances expressed doubts about the purpose of the study. Some supervisors intervened with the data collecting process by selecting the employees that would answer the questionnaire, an action that could have affected the neutrality of the sample. The sample size and being limited to only one area of the Island is another limitation (convenience

sample). Finally there is always the possibility that when translating the questionnaire from English to Spanish, the original meaning might be slightly changed.

1.4 Summary of the following chapters

The thesis has been divided in different chapters. Chapter two presents a literature review. Chapter three describes the methodology used in the selection of the governmental agencies to be studied, how the data was collected, and how it was analyzed. The results of the investigation are presented in chapter four. The conclusions and recommendations for future work related to the subject are presented in chapter five.

Chapter Two: Literature Review

The construct of spirituality, by its nature, can be viewed from a variety of perspectives and defined in many ways; therefore, it is not surprising that there has not yet been an agreement on what spirituality really means, in the workplace or anywhere else (Bygrave & Macmillan, 2008). According to Smith (2006) workplace spirituality refers to the ways we express our spirituality at work, it also encompasses the support we receive in the workplace for our experience of awe, for our personal spirituality, and for making ethical decisions. The Dalai Lama (1999) identifies spirituality as concerned with qualities of the human spirit such as love, compassion, forgiveness and a sense of responsibility. Wong (2003) writes that spirituality overlaps with religion with respect to belief in the mystical, transcendental reality, affirmation of meaning and purpose in the midst of suffering and death. He also writes, “but spirituality does not need to be confined within the structure of any organized religion or a particular set of religious beliefs”. Another definition proposed is that spirituality at work is about people experiencing real purpose and meaning in their work beyond paychecks and task performance (Harrington, Preziosi, & Gooden, 2001). The term is also used to describe an organizational culture that fosters autonomy, trust, cohesiveness, support, recognition, innovation and fairness through leadership and work processes (Kinjerski & Skrypnek, 2004). In short, spirituality is more inclusive than faith traditions. Like personality and intelligence, spirituality is part of what makes us human, it should be part of what we bring with us to work (Smith, 2006).

It is important to make the distinction between spirituality and religion. Spirituality and religion are not the same thing, religion is an institutionalized means aimed at addressing the questions that spirituality raises (Polley, Vora, & SubbaNarasimba, 2005). Religion consists of beliefs, actions, and institutions which assume the existence of supernatural entities with powers

of action, impersonal powers, or processes guided of moral purpose (Bruce, 1996). Spirituality at work is not about religious beliefs. Spiritual concerns are not synonymous with religious ones; spiritual concerns are separate from participation in and the sharing of beliefs with any particular religious groups (Veach & Chappell, 1991). Viewing workplace spirituality through the lens of religious tradition is divisive: it excludes those who do not share the denominational tradition (Cavanaugh, 1999). Although spirituality is not necessarily religiously driven, the basic concepts of the spiritual mind set: acceptance, understanding, consciousness, and peace are embedded in the majority of world religions.

Allegreti (2000) defines spirituality as a kind of shorthand for the deepest urgings and impulses of the human self, that which gives meaning and depth to everyday life. Mitroff and Denton (1999) present multiple characteristics of spirituality. They write that spirituality is highly individual and that a person does not need to be religious to be spiritual. Spirituality is a basic belief in a supreme power. All things are connected, everything affects and is affected by everything else. Hope is an integral part of spirituality, the feeling that things will get better and we are in this world to do good.

Despite attempts to separate religion from spirituality there are advocates of keeping them together (Bell & Taylor, 2001). The problem this causes is that on the one hand, for a substantive percentage of workers religion is a natural vehicle for their spirituality (Polley, Vora, & SubbaNarasimba, 2005). This would make it difficult to embrace spirituality without the religious aspects. On the other hand, for some employees religion may not be the means to their spiritual enlightenment (Polley, Vora, & SubbaNarasimba, 2005).

What characteristics do spiritual workplaces possess? For the individual worker, a vision of workplace spirituality is a workplace where everyone feels safe and free to practice their own faith, whether through prayer, meditation, dietary rules or clothing, and where each person's unique spirituality is honored as an asset to the workplace (Smith, 2006). In his research, Rutte (1996) describes a spiritual workplace:

“What would a more spiritual workplace mean for people? It would mean that work would move from a merely being a place to get enough money to survive to being a place of livelihood. By livelihood I mean a place where we both survive and are fully alive. We are alive in that our spirit fully expresses itself. And through our contribution, we allow other people's spirits to be nourished and to flourish”.

Historically, workers at the beginning of the twentieth century could look forward to a lifetime career with a stable company (Polley, Vora, & SubbaNarasimha, 2005), but in today's world this is hardly the case. This is but one of the many causes that have stirred up the workplace spirituality movement. In the book Workplace Spirituality: A Complete Guide for Business Leaders, Smith (2006) names several factors that triggered the workplace spirituality movement: (1) the stability of the worker/company relationship broke down as employees were laid off more or less according to economic cycles, (2) the ethical breakdown in corporations and the resulting scandals in Enron and other companies, (3) the increasing demand on workers to put in more and more hours at the same salary, (4) the move from a modern to a post-modern culture, (5) the mid-life introspection of the baby boomers, and (6) the emerging post-modern world view that is not so quick to compartmentalize the secular and the spiritual. To the aforementioned driving forces, (Cash, Gray, & Rood, 2000) add technology, globalization, and workplace diversity.

A study by Mitroff and Denton (1999) revealed that people are hungry for ways in which to practice spirituality in the workplace without offending their coworkers or causing acrimony. The authors strongly believe that unless organizations learn how to harness the “whole person” and the immense spiritual energy that is at the core of everyone, they will not be able to produce world-class products and services.

Spirituality in the workplace is subject to several dilemmas, costs and outright negative effects. Not all individual workers will be equally prepared or equally willing to engage in work as a source of spirituality, or will be interested in pursuing their spirituality through work, or willing to express and share inner values with co-workers (Polley, Vora, & SubbaNarasimba, 2005). Due to the diversity in the beliefs and definitions that each individual has about spirituality, it will be ideal if managers can encourage the employees to follow their own spirituality path and to relate this path to the goals of the organization (Krishnakumar & Neck, 2002).

Polley (2005) writes that successful implementation of spirituality in the workplace requires organizations to pay attention to six issues: (1) net economic cost of implementation, (2) potential for worker exploitation, (3) replacing or substituting community’s function or role in spirituality, (4) inappropriate practice of spirituality in the workplace, (5) potential for competitive disadvantage, and (6) increased groupthink. Implementation of spirituality, can lead to the creation of meaning to the work employees do every day. Existent research provides some suggestions for successful organizational change through spirituality. According to Milliman, Czaplewski & Ferguson (2003) organizational changes must be guided by a philosophy that workplace spirituality stands for truth and is the correct thing to do. They also note that strong employee participation is vital to organizational change and development programs associated

with spirituality for them to be successful. Finally they write that workplace spirituality needs to take place within the context of organizational goals.

The encouragement of spirituality in the workplace can lead to benefits in the areas of creativity, honesty and trust, personal fulfillment, and commitment, which will ultimately lead to increased organizational performance (Krishnakumar & Neck, 2002). Research suggest that employees empowered through policies associated with workplace spirituality are more productive (Reich, 1981), with the greatest productivity gains seen at the level of unskilled labor (Freeman, 1994). Spirituality can assist the individual to expand the frontiers of his consciousness beyond the normal boundaries, leading to increased intuition and creativity (Guillory, 1997). The completeness that spiritual enrichment provides to the employees will lead to happiness and satisfaction which will cause the employees to be more creative (Turner, 1999). Spiritual encouragement leads to better insights and also better mental growth and development and thereby the improvements of the person as a whole, the problem solving capabilities increase (Burack, 1999). Spirituality can increase the intrinsic value of work and increase the attachment of workers to their work and to their communities (Polley, Vora, & SubbaNarasimba, 2005). To accomplish this, the organization should start by encouraging people to speak openly about their spiritual ideas and helping them to relate these ideas to the company's values (Thompson, 2000).

Himmelfarb (1994) suggests that leaders who view their work as a means to advance spiritually, at the individual or group level, lead the organization to higher levels of performance. The utility of spirituality could also be demonstrated in terms of positive ethical impact along with measurable benefits to the organization's effectiveness and efficiency (Giacalone &

Jurkiewicz, 2003). At the individual level, research has suggested a positive causal relationship between spirituality-based value orientations, ethics, and work performance (Fox, 1994).

In attempting to provide empirical support that there is a positive association between spirituality at work and employee job outcomes, Milliman, Czaplewski, & Ferguson (2003) came to several conclusions. They found that the greater sense of community at work, the greater the organizational commitment of the individual and obviously the lesser the intention to quit the organization. They also found that the greater the experience of personal purpose and meaning in one's work, the greater the job involvement and intrinsic work satisfaction of the individual.

Workplace spirituality is beginning to be studied by academics outside the United States. Ahiauzu & Asawo (2009) found that workers' in the Nigerian manufacturing industry with a high level of hope (one of the key components of workplace spirituality), feel more obligated to their organizations and have a stronger sense of loyalty. Their investigation concluded: that as organizational members' conviction increase that their organizations' vision, purpose and mission will be fulfilled, they substantially identify with, get involved in, and get emotionally attached to the organization. Also, they found that organizational members' commitment based on their recognition of the cost associated with leaving the organization is only minimally influenced by their conviction that their organizations' vision, purpose and mission will be fulfilled.

Chapter Three: Methodology

3.1 Introduction

This chapter describes the research instrument used to gather the data, as well as the sample composition. It also describes the statistical tools employed to analyze the data collected.

3.2 The Instrument

The instrument used to collect the data for this investigation was developed by Ashmos and Duchon, from the University of Texas at San Antonio, presented in the article: “Spirituality at Work: A Conceptualization and Measure” in 2000 (see appendix B).

The instrument was created based on a review of literature, which led to the development of several dimensions of spirituality that could be broadly construed as contributing to inner life, meaningful work, and community (Ashmos & Duchon, 2000). This instrument was selected because it is one of the few existing tools available to measure employees’ attitudes toward workplace spirituality. It was used in this investigation with the developers’ consent (see appendix A).

The items in the instrument were grouped to address three levels of analysis (individual, work unit and organization). The first level addressed issues of spirituality and work as they are described by individuals (items 1 through 33). The second level addressed informants’ attitudes toward their work unit (items 34 through 47). The last level describes their observations of their work organization as a whole (items 48 through 60).

The questionnaire use a 5 point Likert scale to measure individual’s attitudes toward the statement. The scale ran from strongly agree (5) to strongly disagree (1). To ease the individual’s response, definitions for the terms spirituality, immediate work unit and organization were included.

Because the questionnaire was developed in English, it was translated to Spanish by a group of professors, and validated with graduate students. The questionnaire was presented to the Committee for the Protection of Human Research subjects and approved on October 23, 2008 (see appendix C).

3.3 The Sample

3.3.1 Description

The population selected for this study was government agencies employees. Since there are over 50 different governmental agencies in Puerto Rico, this study focused on agencies that deal on a day to day basis with the general public such as: “*Centro de Recaudaciones de Ingresos Municipales*”, “*Departamento de la Vivivenda*”, “*Autoridad de Acueductos y Alcantarillados*”, “*Corporación del Seguro del Estado*”, and “*Administración para el Sustento de Menores*”. Several municipalities from the west region of Puerto Rico were selected (Mayagüez, Cabo Rojo, Hormigueros, San Germán, and Aguadilla) because of their accessibility. Governmental agencies employees were chosen because their work revolves around attending people with a diverse educational, social and ethnic background.

3.3.2 Data Collection

The questionnaire was handed to all employees willing to participate in the study as long as their position involved direct contact with the general public. Participants also received a letter of consent (see appendix D) that explained in detail the purpose and their role in the investigation. One questionnaire was given to each of the participants. It was made clear to the participants that the information gathered was confidential and would only be used for this investigation. They were also made aware that they could stop answering the instrument at any moment. The participants had the option of completing the questionnaire while I was present or to take it home and handle it to their supervisors when it was completed. In some agencies I

would discuss the nature of the study and the questionnaire with a supervisor or manager and they would deliver the instrument to their employees at a later time. The data was collected on the second semester of the 2008-2009 academic year. A composition of the final sample is shown on Table 3.1.

Table 3.1 Sample Detail

	Centro de Recaudaciones de Ingresos Municipales	Departamento de la Vivienda	Autoridad de Acueductos y Alcantarillados	Corporación del Seguro del Estado	Administración para el Sustento de Menores	
Aguadilla	6	7		6		19
Cabo Rojo		4	5		9	18
Hormigueros		6			8	14
Mayagüez		8	7	11		26
San German		7			7	14
	6	32	12	17	24	91

3.4 Data Analysis

To analyze the data Factor analysis was used. This type of analysis was selected because it is an effective way of summarizing the information contained in a number of original variables into a smaller set of new, composite dimensions or factors with a minimum loss of information. It is basically a method of data reduction, by seeking underlying unobservable variables that are reflected in the observed variables. In addition, the same analysis was employed by Ashmon and Ducon on their research.

Factor Analysis also identifies the structure of relationships among variables by defining a set of common underlying dimensions known as factors. For this study, a varimax rotation with Kaiser criterion was employed. The Kaiser criterion basically indicates that unless a factor extracts at least as much as the equivalent of one original variable, is dropped. To determine and visualize the relative importance of the factors, a scree plot test (a graphical representation

that shows the eigenvalues from large to small) was used. An eigenvalue is a column sum of squared loadings for a factor; it represents the amount of variance accounted for by a factor. Only eigenvalues greater than 1 are considered significant. Because the Kaiser criterion sometimes retains too many factors, while the scree plot sometimes retains too few, a combination of both methods was used to select the final factors (Hair, Anderson, Tatham, & Black, 1995). Each of the levels addressed in the questionnaire (individual, work unit, and organization) were independently analyzed.

Finally, standard descriptive statistics were calculated for each of the three levels measured in the questionnaire. These analyses were completed using the computer software Statistical Package for the Social Sciences (SPSS). Because this investigation was conducted using the research by Ashmos and Duchon, the results obtained in this investigation will be compared with the results obtained by Ashmos and Duchon and presented in the article "Spirituality at Work: A Conceptualization and Measure". The data collected for their investigation was also subjected to Factor analysis with a varimax rotation, this will simplify the comparison between the results.

Chapter Four: Results

4.1 Introduction

The chapter presents the results of the investigation. The results are divided in three sections, one for each level presented in the questionnaire. Each section will show the results obtained by factor analysis and correlation matrix. Descriptive statistics are also included.

4.2 Individual

4.2.1 Descriptive Statistics

The first part of the questionnaire addresses spirituality at the individual level (items 1 to 33). The descriptive statistics (table 4.1) shows that several participants did not answer various items. The minimum was one in most variables except for variables 15 (I feel responsible for my own growth) and 16 (I feel personally responsible for my behavior) where the minimum was two (disagree). The maximum for all 33 variables was five, meaning that every statement had at least one person that totally agreed with it. The highest mean was 4.7253 for variable 16 (I feel personally responsible for my behavior) basically stating that the majority of the participants feel responsible for their own behavior. Several variables that obtained a mean higher than four (variables 6, 10, 11, 13, 23, 30) are variables that deal exclusively with the participants feelings. The lowest mean was 1.7363 for variable 30 (I am not aware of what is truly meaningful to me) this indicates that most participants are aware of what is truly meaningful to themselves. Almost all variables with a mean lower than three (4, 7, 26, 29, 33) were negative statements.

Table 4.1 Descriptive Statistics (Individual)

Variable #		N	Minimum	Maximum	Mean
Variable 1	I experience joy in my work	91	1.0	5.0	3.90
Variable 2	I believe others experience joy as a result of my work	89	1.0	5.0	3.89
Variable 3	My work creates meaningful work experiences for others	88	1.0	5.0	3.94
Variable 4	My work does not give meaning to my life	90	1.0	5.0	2.17
Variable 5	My spirit is energized by my work	88	1.0	5.0	3.57
Variable 6	I feel part of a community in my immediate workplace	91	1.0	5.0	4.12
Variable 7	I am not able to use my gifts and talents at my work	90	1.0	5.0	2.49
Variable 8	The work I do is connected to what I think is important in life.	90	1.0	5.0	3.88
Variable 9	I look forward to coming to work most days	90	1.0	5.0	3.92
Variable 10	I see a connection between my work and the larger social good of my community	90	1.0	5.0	4.21
Variable 11	I make a difference to the people with whom I work	86	1.0	5.0	4.24
Variable 12	My supervisor encourages my personal growth.	87	1.0	5.0	3.76
Variable 13	I have had numerous experiences in my job which have resulted in personal growth.	90	1.0	5.0	4.34
Variable 14	I understand what gives my work personal meaning.	91	1.0	5.0	4.05
Variable 15	I feel responsible for my own growth.	91	2.0	5.0	4.60
Variable 16	I feel personally responsible for my behavior	91	2.0	5.0	4.73
Variable 17	When I have fears I am encouraged to discuss them	90	1.0	5.0	4.03
Variable 18	When I have a concern I represent it to the appropriate person.	90	1.0	5.0	4.21
Variable 19	At work we work together to resolve conflict in a positive way.	89	1.0	5.0	3.71
Variable 20	I am evaluated fairly here	88	1.0	5.0	3.52
Variable 21	I am encouraged to take risks at work.	88	1.0	5.0	3.06
Variable 22	I am valued at work for who I am.	90	1.0	5.0	3.56
Variable 23	I feel hopeful about life.	91	1.0	5.0	4.44
Variable 24	My spiritual values influence the choices I make.	87	1.0	5.0	2.74
Variable 25	I consider myself a spiritual person.	91	1.0	5.0	4.01

Table 4.1 Descriptive Statistics (Individual)

Variable #		N	Minimum	Maximum	Mean
Variable 26	There is no room for spirituality in the workplace.	89	1.0	5.0	2.72
Variable 27	Prayer is an important part of my life	90	1.0	5.0	4.42
Variable 28	I care about the spiritual health of my co-workers.	90	1.0	5.0	3.91
Variable 29	Spiritual values are not considered important in my workplace.	88	1.0	5.0	2.81
Variable 30	I am not aware of what is truly meaningful to me	91	1.0	5.0	1.74
Variable 31	Meditation is an important part of my life	89	1.0	5.0	3.88
Variable 32	Personal reflection is an important part of my life	89	1.0	5.0	4.20
Variable 33	Who I am as a human being is not valued in the workplace	87	1.0	5.0	2.72

4.2.2 Factor Analysis

At the individual level the total variance shows ten factors (see table 4.2) according to the rotation loadings. But in the scree plot there are six factors before the line begins to flatten (see figure 4.1). Factors were narrowed down to seven (see table 4.3). These seven factors explain 59.06 percent of the total variance (see table 4.2). Because of the sample size, only factor loadings greater than 0.55 were considered significant in all three levels: individual, work unit, and organization (Hair, Anderson, Tatham, & Black, 1995).

The seven factors and the highest loadings for each variable are presented in table 4.3. The factors were named in accordance with what they describe. Factor one (Spiritual Values) captures the feelings and experiences of the individual in regards to his job. Factor two (Work environment) groups variables that deal with how the environment affects the individual at a personal level. Factor three (Barriers to spirituality) captures the negative statements that affect the manifestation of joy at work like “my work does not give meaning to my life (variable 4) and “I am not able to use my gifts and talents at my work” (variable 7) Factor Four (The Individual

in the community) groups how the individual believes his behavior impacts his fellow co-workers. How much he can serve as an inspiration to the people around him. The fifth factor (Values in the workplace) deals with how values affect behavior. These five factors seem to deal with most intimate aspect of the human being and what this feel about himself in the context of the workplace or community. Factor six (Spiritual activities) includes the activities that help the individual achieve spiritual growth. The final factor (Religious practices) captures the religion component that might be present in one's spirituality. This factor contains only one variable, "prayer is an important part of my life (variable 27). There were eight variables that were not significant to any of the factors (see appendix F).

The conclusions by Ashmos and Duchon (2000) at the individual level are the most promising. On their research, they also found seven factors at the individual level. These seven factors explained 58.55 percent of the variance, which is similar to the 59.06 obtained in this investigation, as seen in Table 4.2. The first three factors found by Ashmos and Duchon (Conditions for community, Meaning at work, and Inner life) include items that assess the extent to which some conditions or elements are necessary for community to be present. They define community as an environment where the individual can grow and have a sense of working together with others. Factor four (Blocks to Spirituality) captures the aspects that block spirituality, much like factor three (Barriers to spirituality) of this investigation. Both factors group the impediments that the individual must overcome to achieve spirituality in the workplace. Factors five (Personal Responsibility) and six (Positive Connections with other individuals) capture the aspects of community that enrich the concept. The last factor (Contemplation) captures the behaviors with expressing an inner life. Both set of factors (the

ones found by Ahsmos and Duchon and the ones found in this investigation) capture the same three dimensions: inner life, the individual in the community and the obstacles for spirituality.

Figure 4.1 Scree Plot (Individual)

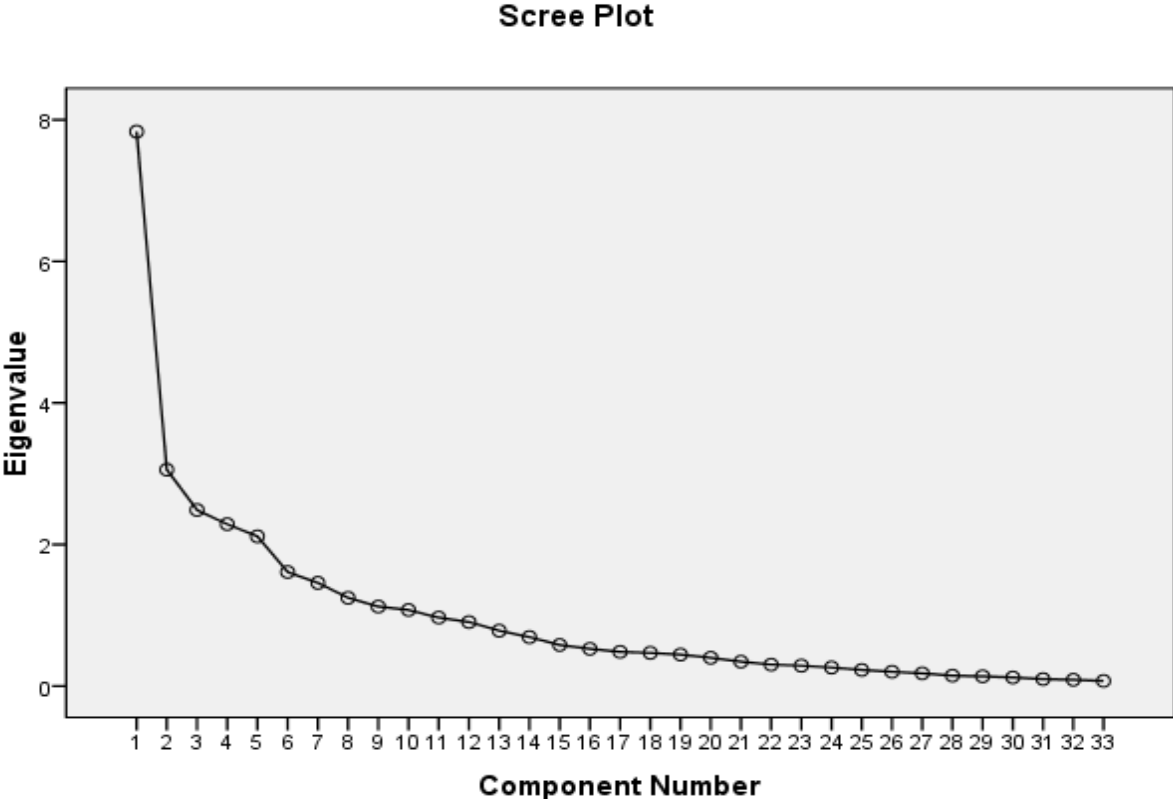


Table 4.2 Total Variance (Individual)

Variable	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.834	23.738	23.738	7.834	23.738	23.738	4.814	14.589	14.589
2	3.056	9.259	32.998	3.056	9.259	32.998	3.651	11.064	25.653
3	2.487	7.536	40.534	2.487	7.536	40.534	2.579	7.815	33.468
4	2.286	6.928	47.462	2.286	6.928	47.462	2.265	6.864	40.332
5	2.114	6.407	53.869	2.114	6.407	53.869	2.1	6.365	46.697
6	1.611	4.882	58.751	1.611	4.882	58.751	2.05	6.213	52.91
7	1.457	4.417	63.167	1.457	4.417	63.167	2.028	6.145	59.055
8	1.247	3.778	66.945	1.247	3.778	66.945	1.774	5.376	64.431
9	1.123	3.402	70.347	1.123	3.402	70.347	1.541	4.669	69.101
10	1.074	3.255	73.602	1.074	3.255	73.602	1.485	4.501	73.602
11	0.967	2.931	76.533						
12	0.904	2.738	79.271						
13	0.782	2.37	81.641						
14	0.691	2.094	83.735						
15	0.58	1.758	85.493						
16	0.526	1.592	87.085						
17	0.482	1.462	88.547						
18	0.468	1.418	89.965						
19	0.444	1.347	91.312						
20	0.399	1.211	92.523						
21	0.343	1.04	93.563						
22	0.303	0.918	94.48						
23	0.288	0.872	95.352						
24	0.261	0.791	96.143						
25	0.227	0.688	96.831						
26	0.201	0.609	97.441						
27	0.18	0.545	97.986						
28	0.147	0.446	98.432						
29	0.137	0.415	98.847						
30	0.121	0.368	99.214						
31	0.099	0.299	99.513						
32	0.089	0.268	99.782						
33	0.072	0.218	100						

Table 4.3 Factors (Individual)

Variable		Factor						
		1	2	3	4	5	6	7
1	I experience joy in my work	0.647						
2	I believe others experience joy as a result of my work	0.76						
3	My work creates meaningful work experiences for others	0.749						
4	My work does not give meaning to my life			-0.771				
5	My spirit is energized by my work	0.618						
6	I feel part of a community in my immediate workplace			0.622				
7	I am not able to use my gifts and talents at my work			-0.795				
8	The work I do is connected to what I think is important in life.	0.639						
9	I look forward to coming to work most days							
10	I see a connection between my work and the larger social good of my community	0.606						
11	I make a difference to the people with whom I work							
12	My supervisor encourages my personal growth.		0.708					
13	I have had numerous experiences in my job which have resulted in personal growth.	0.601						
14	I understand what gives my work personal meaning.	0.645						
15	I feel responsible for my own growth.				0.886			
16	I feel personally responsible for my behavior				0.808			
17	When I have fears I am encouraged to discuss them		0.684					
18	When I have a concern I represent it to the appropriate person.		0.647					
19	At work we work together to resolve conflict in a positive way.		0.711					
20	I am evaluated fairly here		0.846					
21	I am encouraged to take risks at work.							
22	I am valued at work for who I am.		0.571					
23	I feel hopeful about life.							
24	My spiritual values influence the choices I make.							
25	I consider myself a spiritual person.							
26	There is no room for spirituality in the workplace.							
27	Prayer is an important part of my life							0.769
28	I care about the spiritual health of my co-workers.							
29	Spiritual values are not considered important in my workplace.					0.748		
30	I am not aware of what is truly meaningful to me							
31	Meditation is an important part of my life						0.803	
32	Personal reflection is an important part of my life						0.796	
33	Who I am as a human being is not valued in the workplace					0.733		

4.3 Work Unit

4.3.1 Descriptive Statistics

The second part of the questionnaire addresses spirituality at the work unit level (items 34 to 47). Some individuals did not answer the questionnaire completely with variables 39 and 42 having being skipped by five participants each. Once again, almost all the variables had a minimum of one, except variable 46 (I feel positive about my future with my immediate work unit) that has a minimum of 2. The maximum for all variables was five. The mean for most of the variables was three with some exceptions, variables 34 (My immediate work unit cares about whether my spirit is energized by my work) and 47 (In my immediate work unit people are not encouraged to learn and grow) had a mean of two and variable 46 (I feel positive about my future with my immediate work unit) had a mean of 4. This means that although participants think that their work unit does not care about their spirit, they are encouraged to grow and have a positive attitude toward the future (see table 4.4).

Table 4.4 Descriptive Statistics (Work Unit)

Variable #		N	Minimum	Maximum	Mean
Variable 34	My immediate work unit cares about whether my spirit is energized by my work.	91	1.0	5.0	2.85
Variable 35	My immediate work unit makes it easy for me to use my gifts and talents at work.	89	1.0	5.0	3.28
Variable 36	My immediate work unit encourages employees to develop new skills and abilities	90	1.0	5.0	3.16
Variable 37	My immediate work unit encourages the creation of community.	88	1.0	5.0	3.35
Variable 38	My immediate work unit takes into account the responsibilities I have to my family.	91	1.0	5.0	3.30
Variable 39	I feel positive about the values of my immediate work unit.	86	1.0	5.0	3.47
Variable 40	My immediate work unit is concerned about the poor in our community.	91	1.0	5.0	3.45
Variable 41	My immediate work unit cares about all its employees.	89	1.0	5.0	3.25
Variable 42	My immediate work unit has a conscience.	86	1.0	5.0	3.22
Variable 43	I feel connected with my immediate work unit's goals.	90	1.0	5.0	3.56
Variable 44	My immediate work unit is concerned.	88	1.0	5.0	3.57
Variable 45	I feel connected with the mission of my immediate work unit.	89	1.0	5.0	3.74
Variable 46	I feel positive about my future with my immediate work unit.	90	2.0	5.0	4.26
Variable 47	In my immediate work unit people are not encouraged to learn and grow.	91	1.0	5.0	2.53

4.3.2 Factor Analysis

At the work unit level both the scree plot (see figure 4.2) and total variance (see table 4.5) show two factors. It is important to note that it is easier for an individual to answer questions about oneself than about a group of people, particularly in the collective sense implied by the concept of a work unit (Ashmos & Duchon, 2000). Factor one (Work Unit Values) describes the values that the individual sees in the work unit. In this factor the individual visualizes the work unit as a unified entity. Factor two (Work unit environment) describes the feelings that the employees have in respect to their immediate work environment and the opportunities within it. It also describes how the work unit affects the person as an individual.

There were two variables that were significant in both factors (see table 4.6), contributing to how the participant sees the values of their work unit and the attitudes the employees have in respect to their work unit environment. Only one variable was discarded, variable 38 (see appendix F).

When comparing the results of this investigation with the results obtained by Ashmos & Duchon, similarities are observed. Their study showed two factors too (Work Unit community and Positive work unit values). In their research, these factors accounted for 60.75% of the variance. This number closely matches the 64% obtained in this investigation.

Figure 4.2 Scree Plot (Work Unit)

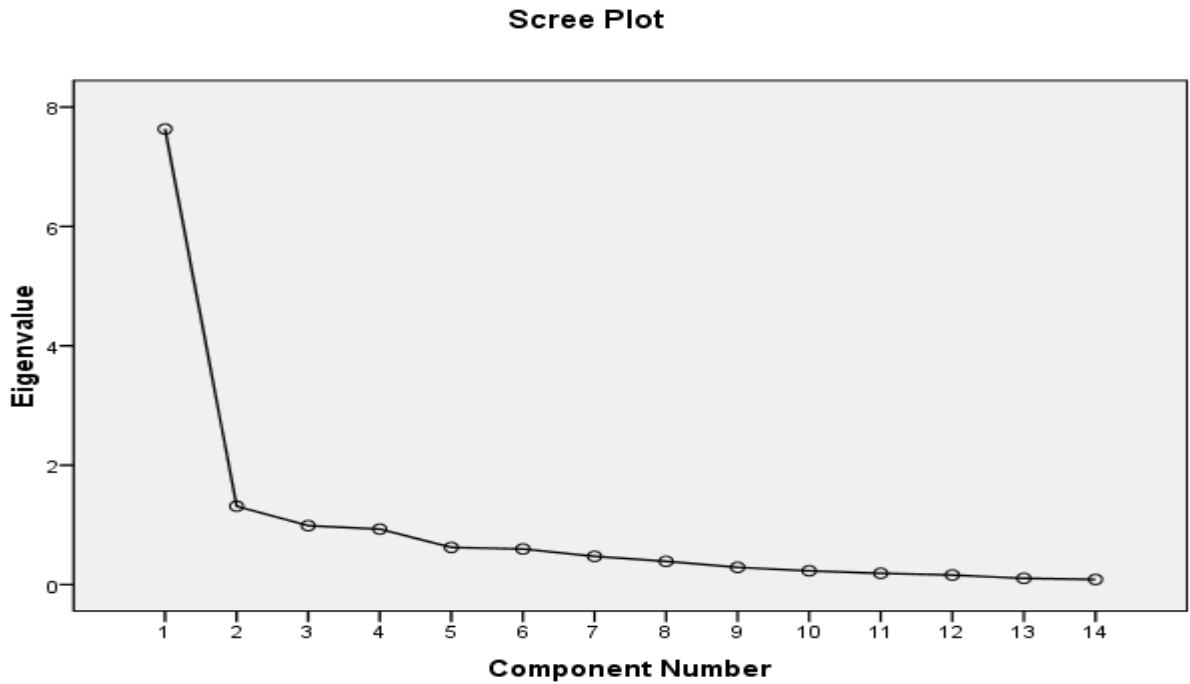


Table 4.5 Total Variance (Work Unit)

Variable	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.632	54.517	54.517	7.632	54.517	54.517	5.341	38.15	38.15
2	1.314	9.384	63.901	1.314	9.384	63.901	3.605	25.751	63.901
3	0.987	7.051	70.952						
4	0.93	6.64	77.592						
5	0.622	4.445	82.037						
6	0.597	4.264	86.302						
7	0.473	3.378	89.68						
8	0.388	2.775	92.454						
9	0.288	2.061	94.515						
10	0.23	1.643	96.158						
11	0.188	1.345	97.504						
12	0.16	1.144	98.648						
13	0.104	0.74	99.388						
14	0.086	0.612	100						

Table 4.6 Factors (Work Unit)

Variable		Factor	
		1	2
34	My immediate work unit cares about whether my spirit is energized by my work.	0.582	
35	My immediate work unit makes it easy for me to use my gifts and talents at work.		0.659
36	My immediate work unit encourages employees to develop new skills and abilities		0.675
37	My immediate work unit encourages the creation of community.	0.661	0.555
38	My immediate work unit takes into account the responsibilities I have to my family.		
39	I feel positive about the values of my immediate work unit.	0.679	
40	My immediate work unit is concerned about the poor in our community.	0.802	
41	My immediate work unit cares about all its employees.	0.863	
42	My immediate work unit has a conscience.	0.858	
43	I feel connected with my immediate work unit's goals.	0.615	0.665
44	My immediate work unit is concerned.	0.659	
45	I feel connected with the mission of my immediate work unit.	0.605	
46	I feel positive about my future with my immediate work unit.		0.616
47	In my immediate work unit people are not encouraged to learn and grow.		-0.771

4.4 Organization

4.4.1 Descriptive Statistics

The last part of the questionnaire addresses spirituality at the organizational level (items 48 to 60). As shown on Table 4.7, the minimum and maximum for all the variables at the organizational level is one and five, respectively. This was different than what was found on the previous two levels (sections 4.3 and 4.4). Mean results were also consistent with the work unit level with most of the variables having a mean of three (neutral). Having participants choosing neutral as their answer for most of the statements is consistent with Ashmos and Duchon (2000) findings. They stated that the more removed from the individual the harder it is to identify spirituality. The only one with a mean of four is a statement which deals with the participants own feelings, not some abstract like organization (variable 59).

Table 4.7 Descriptive Statistics (Organization)

Variable #		N	Minimum	Maximum	Mean
Variable 48	The organization I work for cares about whether my spirit is energized by my work	90	1.0	5.0	3.00
Variable 49	The organization I work for unit makes it easy for me to use my gifts and talents at work.	90	1.0	5.0	3.27
Variable 50	This organization encourages employees to develop new skills and abilities.	91	1.0	5.0	3.00
Variable 51	I do not have a significant role to play in this organization.	90	1.0	5.0	2.32
Variable 52	This organization encourages the creation of community.	91	1.0	5.0	3.45
Variable 53	I feel positive about the values of this organization.	88	1.0	5.0	3.65
Variable 54	This organization is concerned about the poor in our community.	91	1.0	5.0	3.63
Variable 55	This organization cares about all its employees.	90	1.0	5.0	3.23
Variable 56	This organization has a conscience.	91	1.0	5.0	3.37
Variable 57	I feel connected with this organization's goals.	88	1.0	5.0	3.56
Variable 58	This organization is concerned about the health of those who work here.	90	1.0	5.0	3.30
Variable 59	I feel positive about my future with this organization.	88	1.0	5.0	4.09
Variable 60	In this organization people are not encouraged to learn and grow	91	1.0	5.0	2.75

4.4.2 Factor Analysis

The Scree plot at the organizational level shows that from the second factor on the line is almost flat, meaning that each successive factor is accounting for smaller and smaller amounts of the total variance (see figure 4.3). Table 4.8 shows that the total variance was explained by three factors. In this case, factors explained seventy three percent of the variance. The factors were narrowed down to two. The first factor (Organizational Environment) is affected by most of the variables. This factor encompasses the user's attitudes towards the agency as a whole. The second one (Organizational Values) deals with how the individual sees the organization as a community. It is very possible that because spirituality is such a personal matter, the bigger the community or group the more difficult it is to express or describe. In this level, three variables were discarded (see appendix F) and one variable (variable 56-This organization has a conscience) affected both factors (see table 4.9).

Ashmos & Duchon found two factors at this level. These two factors were identified as Organizational Values and Individual and the Organization. According to their findings they concluded that the organizational level items were the less successful as measures. They believe that the idea of spirituality in the workplace was more difficult to capture as the items strayed from the individual toward an abstract conceptualization as the organization.

Figure 4.3 Scree Plot (Organization)

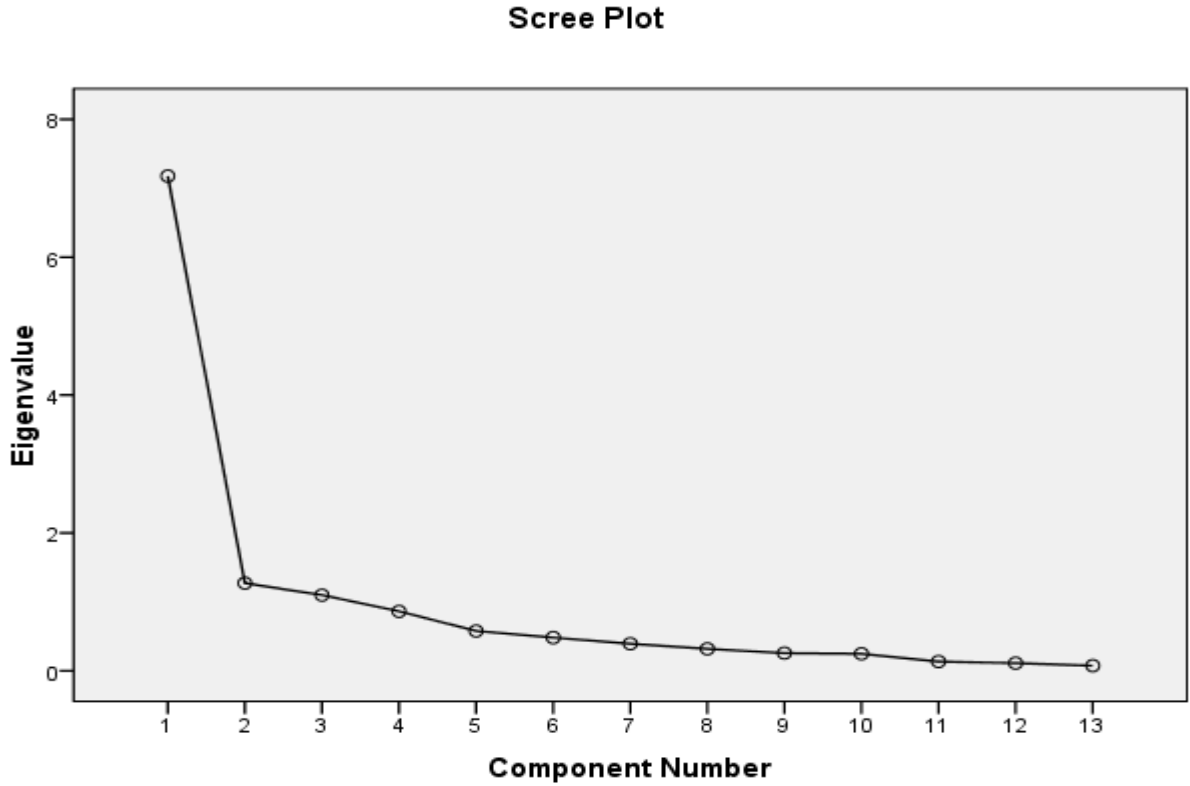


Table 4.8 Total Variance (Organization)

Variable	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.177	55.209	55.209	7.177	55.209	55.209	4.275	32.885	32.885
2	1.272	9.786	64.996	1.272	9.786	64.996	3.696	28.433	61.318
3	1.098	8.448	73.443	1.098	8.448	73.443	1.576	12.126	73.443
4	0.862	6.63	80.073						
5	0.577	4.442	84.515						
6	0.481	3.698	88.213						
7	0.393	3.02	91.234						
8	0.318	2.449	93.683						
9	0.256	1.967	95.649						
10	0.246	1.894	97.543						
11	0.134	1.03	98.574						
12	0.111	0.854	99.428						
13	0.074	0.572	100						

Table 4.9 Factors (Organization)

Variable		Factor	
		1	2
48	The organization I work for cares about whether my spirit is energized by my work		
49	The organization I work for unit makes it easy for me to use my gifts and talents at work.	0.788	
50	This organization encourages employees to develop new skills and abilities.	0.737	
51	I do not have a significant role to play in this organization.		
52	This organization encourages the creation of community.		0.823
53	I feel positive about the values of this organization.		0.815
54	This organization is concerned about the poor in our community.		0.876
55	This organization cares about all its employees.	0.676	
56	This organization has a conscience.	0.632	0.554
57	I feel connected with this organization's goals.	0.634	
58	This organization is concerned about the health of those who work here.	0.677	
59	I feel positive about my future with this organization.	0.827	
60	In this organization people are not encouraged to learn and grow		

4.5 Summary of Results

The descriptive statistics show that most participants are conscious about what is meaningful to them and have a positive attitude about their future in both the work unit and the organization. Although participants have a positive view on their future with the work unit, they believe that their work unit does not care about their spirit. Unlike the answers at the Individual level, the participant's answers to the questionnaire are geared more toward a neutral response at the work unit and organizational level. Ashmos and Duchon (2000) explain this tendency by indicating that the more removed from the individual, the harder it is for a person to identify spirituality.

The 60 items were reduced to 11 factors; seven factors at the individual level and two factors at the work unit and organizational level respectively.

- Individual:
 - Spiritual Values
 - Work Environment
 - Barriers to Spirituality
 - The Individual in the Community
 - Values in the Workplace
 - Spiritual Activities
 - Religious Practices
- Work Unit:
 - Work Unit Values
 - Work Unit Environment
- Organization:
 - Organizational Environment
 - Organizational Values

Chapter Five: Conclusions and Recommendations

The main objective of this investigation was to analyze how employees feel and think about spirituality and how it manifests in their work environment in the west area of Puerto Rico. The results showed that a high percent of sampled employees are aware of the concept of spirituality and how it affects its behavior and decision making process. This idea or concept is more visible when dealing with the individual alone than when viewing a group of people. The larger the scope of the group the more difficult it is for the individual to express his spirituality. Evidence of this is that the only two variables with a mean higher than 4 in both work unit and organization levels are variables that deal with how the participant sees the future in regards to each group (variables 46 and 59). This could be because spirituality is highly individual and one's idea of spirituality is not necessarily the same as others. Based on the data collected and using the highest and lowest means, it can be concluded that the employees in the studied agencies: feel as part of a community in their workplace and see a connection with what they do and the good of society. Employees also feel responsible for their personal growth and behavior and have a positive attitude towards their future in both the work unit and the organization. They also find reflection and prayer an important part of their lives. In regards with employees and their feelings towards spirituality, it can be concluded that employees see themselves as spiritual persons who believe their spirit is energized by their work.

The second objective of the investigation was to compare the results with the findings of Ashmos and Duchon. The number of factors in this study is the same as the factors obtained by Ashmos and Duchon in their study. Although the number of factors is the same in both investigations, and several factors have almost all the same variables (specially at the individual level), there are no identical groups of variables grouped the same way. This difference in

variables accounts for the similar but different names given to the factors in relation to the factors named by Ashmos and Duchon. A total of 11 variables were discarded after the Factor Analysis (see appendix F).

Further studies should be conducted on work spirituality and its effects in individuals and organizations. Because this study's subjects represent only a very small sample of the population, a larger study needs to be conducted with a sample representative of the complete governmental population of the Island. The results of the study should be compared by agency and municipality to determine any differences between them.

The research should not be limited to governmental agencies, so the private sector should be studied as well. The next logical step for study should be identifying what benefits, if any, a company and its employees can obtain from nourishing people's spirituality. To do this we must identify work environments where spirituality is encourage and environments where there is little to no room for it and compare their performance, preferably on the same industry. If there are any benefits, new managerial techniques and practices can be developed by studying these companies.

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Appendixes

Appendix A: Authorization to use Questionnaire

Workplace Spirituality Instrument Tesis X

★ ● **Wilfredo Ares** My name is Wilfredo Ares, I'm a graduate student at the University of Puerto... 4/13/06

★ **Donde Plowman** to Dennis, me [show details](#) 4/13/06 [Reply](#)

Wilfredo -

We would be happy for you to used our instrument. WE ask that it not be used for commercial purposes and that you let us know of your results from using it. WE have a paper also recently published in Leadership Quarterly, (2005) 16: 807-833.

Please let us know how we can be of further help.

Thank you.

Donde Ashmos Plowman

Donde Ashmos Plowman
Professor of Management
The University of Texas at San Antonio

"Our lives begin to end the day we remain silent about something important".....Martin Luther King.

From: Wilfredo Ares [mailto:wilfredo.ares@gmail.com]
Sent: Thu 4/13/2006 1:44 AM
To: Donde Plowman
Subject: Workplace Spirituality Instrument

My name is Wilfredo Ares, I'm a graduate student at the University of Puerto Rico. I am planning on doing my thesis on workplace spirituality. I'm writing to you because i would like to know more about the instrument you use for your paper: **Spirituality at Work: A Conceptualization and Measure.**

Thank you.

Appendix B: Questionnaire

Universidad de Puerto Rico
 Recinto de Mayagüez
 Colegio de Administración de Empresas
 Programa Graduado

El siguiente cuestionario es parte de la tesis “Workplace Spirituality: The case of Puerto Rico” por Wilfredo Ares Segarra. La información recopilada a través de este cuestionario es confidencial y será solamente utilizada con propósitos de investigación. De tener alguna duda o pregunta favor de comunicarse con Wilfredo Ares [REDACTED] o con la Dra. Yolanda Ruiz, Decana Asociada de Investigación y Asuntos Graduados y Presidente, Comité de Tesis [REDACTED]

Para propósitos del siguiente estudio los siguientes términos se definen como:

- a) *Espiritualidad*-todo aquello que se relaciona con las cualidades del espíritu humano tales como amor, compasión, y sentido de responsabilidad. La espiritualidad es independiente de cualquier estructura religiosa y al igual que nuestra personalidad o inteligencia es parte de lo que nos hace humanos.
- b) *Unidad de trabajo inmediata*-el grupo de personas con las que usted trabaja diariamente.
- c) *Organización*-incluye todos los niveles de la empresa.

Instrucciones:

Conteste todas las preguntas basándose en su experiencia de trabajo actual de no indicarse lo contrario. Lea cuidadosamente cada afirmación. Escoja la alternativa que más identifique su sentir.

	Totalmente de acuerdo	De acuerdo	Neutral	En Desacuerdo	Totalmente en desacuerdo
Experimento alegría en mi trabajo.	5	4	3	2	1
Creo que otros experimentan alegría como resultado de mi trabajo.	5	4	3	2	1
Mi trabajo crea experiencias de trabajo significativas para otros.	5	4	3	2	1
Mi trabajo no le da significado a mi vida.	5	4	3	2	1
Mi espíritu se energiza con mi trabajo.	5	4	3	2	1
Me siento parte de una comunidad en mi lugar de trabajo.	5	4	3	2	1
No puedo utilizar mis talentos y habilidades en mi trabajo.	5	4	3	2	1
El trabajo que realizo está relacionado con lo que creo es importante en la vida.	5	4	3	2	1
Me es agradable el ir a trabajar la mayoría de los días.	5	4	3	2	1
Puedo ver una conexión entre mi trabajo y el bien social en mi comunidad.	5	4	3	2	1
Hago la diferencia para la gente con la cual trabajo.	5	4	3	2	1
Mi supervisor favorece mi crecimiento personal.	5	4	3	2	1
He experimentado numerosas experiencias en mi trabajo que han contribuido a mi crecimiento personal.	5	4	3	2	1
Comprendo lo que le da a mi trabajo un significado personal.	5	4	3	2	1
Me siento responsable por mi propio crecimiento.	5	4	3	2	1
Me siento personalmente responsable por mi comportamiento.	5	4	3	2	1

	Totalmente de acuerdo	De acuerdo	Neutral	En desacuerdo	Totalmente en desacuerdo
Cuando tengo dudas se me alienta a discutir las.	5	4	3	2	1
Cuando tengo alguna preocupación la presento a la persona apropiada.	5	4	3	2	1
En el trabajo laboramos juntos para resolver conflictos de una manera positiva.	5	4	3	2	1
Soy evaluado justamente en mi trabajo.	5	4	3	2	1
Soy alentado a tomar riesgos en mi trabajo.	5	4	3	2	1
Soy valorado en mi trabajo por quién soy.	5	4	3	2	1
Tengo una aptitud optimista respecto a la vida.	5	4	3	2	1
Mis valores espirituales afectan las decisiones que realizo.	5	4	3	2	1
Me considero una persona espiritual.	5	4	3	2	1
No hay lugar para la espiritualidad en el trabajo.	5	4	3	2	1
La oración es una parte importante de mi vida.	5	4	3	2	1
Me importa la salud espiritual de mis compañeros de trabajo.	5	4	3	2	1
Los valores espirituales no son considerados importantes en mi trabajo.	5	4	3	2	1
No estoy consciente de lo que verdaderamente tiene valor para mí.	5	4	3	2	1
La meditación es una parte importante de mi vida.	5	4	3	2	1
La reflexión personal es una parte importante de mi vida.	5	4	3	2	1
Quien soy como ser humano no es valorizado en mi trabajo.	5	4	3	2	1
Mi unidad de trabajo inmediata se preocupa porque mi espíritu se beneficie de mi trabajo.	5	4	3	2	1
Mi unidad de trabajo inmediata me ayuda a utilizar mis talentos y habilidades en mi trabajo.	5	4	3	2	1
Mi unidad de trabajo inmediata fomenta el desarrollo de nuevas habilidades y talentos.	5	4	3	2	1
Mi unidad de trabajo inmediata fomenta el sentido de comunidad.	5	4	3	2	1
Mi unidad de trabajo inmediata toma en consideración las responsabilidades que tengo con mi familia.	5	4	3	2	1
Me siento bien con los valores de mi unidad de trabajo inmediata.	5	4	3	2	1
Mi unidad de trabajo inmediata se preocupa por los menos afortunados en nuestra comunidad.	5	4	3	2	1
Mi unidad de trabajo inmediata se preocupa por todos sus empleados.	5	4	3	2	1
Mi unidad de trabajo inmediata tiene conciencia	5	4	3	2	1
Existe/Siento afinidad con las metas de mi unidad de trabajo.	5	4	3	2	1
Mi unidad de trabajo inmediata es considerada.	5	4	3	2	1
Existe/Siento afinidad con la misión de mi unidad de trabajo inmediata.	5	4	3	2	1

	Totalmente de acuerdo	De acuerdo	Neutral	En Desacuerdo	Totalmente en desacuerdo
Tengo una actitud positiva respecto a mi futuro en mi unidad de trabajo inmediata.	5	4	3	2	1
En mi unidad de trabajo inmediata no se fomenta que las personas aprendan y crezcan.	5	4	3	2	1
La organización para la cual trabajo se preocupa de que mi espíritu se beneficie de mi trabajo.	5	4	3	2	1
La organización para la cual trabajo me facilita el que use mis talentos y habilidades en el trabajo.	5	4	3	2	1
Esta organización fomenta el desarrollo de nuevas habilidades y talentos.	5	4	3	2	1
No tengo un rol significativo en esta organización.	5	4	3	2	1
Esta organización fomenta el sentido de comunidad.	5	4	3	2	1
Existe/siento afinidad con los valores de esta organización.	5	4	3	2	1
Esta organización se preocupa por los menos afortunados en nuestra comunidad.	5	4	3	2	1
Esta organización se preocupa por todos sus empleados.	5	4	3	2	1
Esta organización tiene conciencia.	5	4	3	2	1
Existe/Siento afinidad con las metas de esta organización.	5	4	3	2	1
Esta organización se preocupa por la salud de todos los que trabajan aquí.	5	4	3	2	1
Tengo una actitud positiva respecto a mi futuro en esta organización.	5	4	3	2	1
En esta organización no se fomenta que los empleados crezcan y aprendan.	5	4	3	2	1

Questionario desarrollado por Donde P. Ashmos y Dennis Duchon en el artículo: "Spirituality at Work A Conceptualization and Measure". Utilizado en este estudio con el consentimiento de los autores.

Gracias por su Participación.

Appendix C: Authorization Letter of CPSHI/IRB

UNIVERSIDAD DE PUERTO RICO EN MAYAGÜEZ
DECANATO DE ASUNTOS ACADÉMICOS
COMITÉ PARA LA PROTECCIÓN DE LOS SERES HUMANOS EN LA
INVESTIGACIÓN
(CPSHI/IRB-- 00002053)

09-08 WA- 02

23 de octubre del 2008

Sr. Wilfredo Ares
55 José Gautier
Mayagüez, Puerto Rico 00680

Estimado señor Ares:

El comité revisó su propuesta de investigación: "Workplace spirituality: The case of Puerto Rico y luego de que usted respondiera a los cambios sugeridos por el comité, se aprueba gustosamente su investigación.

La aprobación de su propuesta de investigación se extiende desde el 23 de octubre del 2008 hasta el 23 de octubre del 2009. Le recuerdo que cualquier modificación de su proyecto necesitaría pasar por una nueva revisión por parte de este Comité.

Le deseo mucho éxito en su trabajo de investigación y quedo a sus órdenes para cualquier pregunta o clarificación ulterior que estimase necesaria.

Cordialmente,

Dafne Javier, D.B.A.
Presidenta CPSHI
UPR, Mayagüez

c. Yolanda Ruiz
Directora Escuela Graduada

Appendix D: Letter of Consent

Universidad de Puerto Rico
Recinto Universitario de Mayagüez
Colegio de Administración de Empresas
Programa Graduado

HOJA DE CONSENTIMIENTO INFORMADO

Como parte de los requerimientos para obtener el grado de Maestría en Administración de Empresas en Recursos Humanos necesito completar una tesis de investigación. El tema a investigar en este estudio lo es el de la espiritualidad en el lugar de trabajo (Workplace Spirituality). La herramienta principal en este estudio lo es el cuestionario desarrollado por Donde P. Ashmos y Dennis Duchon en el artículo "Spirituality at Work A Conceptualization and Measure". Este cuestionario esta diseñado para medir el sentir del participante respecto a la espiritualidad en el lugar de trabajo.

La participación en este estudio es completamente voluntaria. El participante no recibirá compensación monetaria por participar. No existe riesgo alguno para usted como participante. El tiempo estimado para completar el cuestionario es de 30 a 45 minutos. Si en cualquier momento se siente incómodo, puede terminar con su participación en el estudio aún si no ha completado todas las preguntas en el cuestionario.

La información recopilada para este estudio será utilizada exclusivamente para propósitos de esta investigación. No se requiere que usted provea información personal y se garantiza el anonimato de los participantes. Una vez completado este estudio se le notificara de los resultados del mismo si así usted lo desea. Los cuestionarios se mantendrán bajo custodia de la Presidente del Comité de Tesis, Dra. Yolanda Ruiz Vargas, por un periodo de un año, luego de finalizada la investigación.

De tener dudas o comentarios con relación a esta investigación puede comunicarse con:

Wilfredo Ares Segarra-Investigador principal

[Redacted contact information for Wilfredo Ares Segarra]

Yolanda Ruiz Vargas, PhD-Presidente Comité Tesis

[Redacted contact information for Yolanda Ruiz Vargas]

Agradecemos su participación en este estudio.

Wilfredo Ares Segarra, Investigador
Estudiante Graduado
Colegio de Administración de Empresas
Universidad de Puerto Rico
Recinto de Mayagüez

Fecha

Certifico que he leído y comprendo el contenido de la hoja de consentimiento informado y estoy de acuerdo con participar en este estudio.

Firma del participante

Fecha

Appendix E: Variables

Variable #	Item
Variable 1	I experience joy in my work
Variable 2	I believe others experience joy as a result of my work
Variable 3	My work creates meaningful work experiences for others
Variable 4	My work does not give meaning to my life
Variable 5	My spirit is energized by my work
Variable 6	I feel part of a community in my immediate workplace
Variable 7	I am not able to use my gifts and talents at my work
Variable 8	The work I do is connected to what I think is important in life.
Variable 9	I look forward to coming to work most days
Variable 10	I see a connection between my work and the larger social good of my community
Variable 11	I make a difference to the people with whom I work
Variable 12	My supervisor encourages my personal growth.
Variable 13	I have had numerous experiences in my job which have resulted in personal growth.
Variable 14	I understand what gives my work personal meaning.
Variable 15	I feel responsible for my own growth.
Variable 16	I feel personally responsible for my behavior
Variable 17	When I have fears I am encouraged to discuss them
Variable 18	When I have a concern I represent it to the appropriate person.
Variable 19	At work we work together to resolve conflict in a positive way.
Variable 20	I am evaluated fairly here
Variable 21	I am encouraged to take risks at work.
Variable 22	I am valued at work for who I am.
Variable 23	I feel hopeful about life.
Variable 24	My spiritual values influence the choices I make.

Variable 25	I consider myself a spiritual person.
Variable 26	There is no room for spirituality in the workplace.
Variable 27	Prayer is an important part of my life
Variable 28	I care about the spiritual health of my co-workers.
Variable 29	Spiritual values are not considered important in my workplace.
Variable 30	I am not aware of what is truly meaningful to me
Variable 31	Meditation is an important part of my life
Variable 32	Personal reflection is an important part of my life
Variable 33	Who I am as a human being is not valued in the workplace
Variable 34	My immediate work unit cares about whether my spirit is energized by my work.
Variable 35	My immediate work unit makes it easy for me to use my gifts and talents at work.
Variable 36	My immediate work unit encourages employees to develop new skills and abilities
Variable 37	My immediate work unit encourages the creation of community.
Variable 38	My immediate work unit takes into account the responsibilities I have to my family.
Variable 39	I feel positive about the values of my immediate work unit.
Variable 40	My immediate work unit is concerned about the poor in our community.
Variable 41	My immediate work unit cares about all its employees.
Variable 42	My immediate work unit has a conscience.
Variable 43	I feel connected with my immediate work unit's goals.
Variable 44	My immediate work unit is concerned.
Variable 45	I feel connected with the mission of my immediate work unit.
Variable 46	I feel positive about my future with my immediate work unit.
Variable 47	In my immediate work unit people are not encouraged to learn and grow.
Variable 48	The organization I work for cares about whether my spirit is energized by my work
Variable 49	The organization I work for unit makes it easy for me to use my gifts and talents at work.

Variable 50	This organization encourages employees to develop new skills and abilities.
Variable 51	I do not have a significant role to play in this organization.
Variable 52	This organization encourages the creation of community.
Variable 53	I feel positive about the values of this organization.
Variable 54	This organization is concerned about the poor in our community.
Variable 55	This organization cares about all its employees.
Variable 56	This organization has a conscience.
Variable 57	I feel connected with this organization's goals.
Variable 58	This organization is concerned about the health of those who work here.
Variable 59	I feel positive about my future with this organization.
Variable 60	In this organization people are not encouraged to learn and grow

Appendix F: Factor Analysis Discarded Variables

Factor Analysis Discarded Variables	
	Individual
Variable	
9	I look forward to coming to work most days
11	I make a difference to the people with whom I work
23	I feel hopeful about life
24	My spiritual values influence the choices I make
25	I consider myself a spiritual person
26	There is no room for spirituality in the workplace
28	I care about the spiritual health of my co-workers
30	I am not aware of what is truly meaningful to me
	Work Unit
38	My immediate work unit takes into account the responsibilities I have to my family
	Organization
48	The organization I work for cares about whether my spirit is energized by my work
51	I do not have a significant role to play in this organization