



A Research Analysis on Employee Satisfaction in terms of Organizational Culture and Spiritual Leadership

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Abstract

In this study, we have constructed an original model and carried out a research analysis in metalworking manufacturing. The main subject of the research model is to investigate the employee satisfaction in terms of organizational culture and spiritual leadership; and the aim is to contribute to academic researchers as well as businesses, about how to maximize the employee satisfaction. The research was applied on 578 employees of the related industry. By the results, it has been determined that the constructed model is significant (at the $p < 0.001$ level) and employee satisfaction has positive significant correlations with organizational culture and spiritual leadership (at the $p < 0.001$ level). Additionally, the total explained variance of employee satisfaction depending on these two variables has come out as the value of 0.77.

Keywords: Employee satisfaction, Organizational culture, Spiritual leadership

1. Introduction

People join various organizations in most part of their lives. The organizations are strong social tools to arrange the relationships between the individuals. An organization is a constitution where two or more people come together to achieve a goal (or goals) whose behaviors are managed according to specified rules (Applewhite, 1965). Another definition is that, organizations are goal directed, boundary maintaining, and socially constructed systems of human activity, which focuses attention on the social processes involved in the genesis and persistence of organizations (Aldrich, 1999). When an individual wants to achieve his goals, which require more power than he has, he must cooperate with others. As above statements, it may be understood that the organizations satisfy the individual's needs with interactive and collaborative working.

The complexity of environmental changes forces firms to search more efficient operational exploration for their development process. This means, increasing the efficiency will play important role in accelerating the development of the organizations. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee satisfaction (Bhatti & Qureshi, 2007). In the context of these statements, our research analysis will investigate the employee satisfaction as a dependent variable. Besides, the independent variables have been selected as organizational culture and spiritual leadership, which are important concepts for organizations and should be fully investigated. Hence, our study will try to find out the effects of organizational culture and spiritual leadership on employee satisfaction in the metalworking manufacturing.

The study is an original study as being applied on the metal industry. This sector has been selected for several reasons. The metal sector has great significance in the Asian economy as well as in the global economy. The experts in this

sector create their strategy maps by following the global market conditions. Therefore our study gains an international importance. Besides the global view, we selected this sector for some other reasons. Since the metalworking manufacturing is heavy industry, the working conditions in this sector is so hard. The results of this study will help to cope with these hard working conditions. From social work perspective, there is significant number of employees in the metal industry of the world. In this manner, the subject will concern a great number of people. In addition, investing on this sector requires great amount of capital goods, which may discourage the investors. Therefore, the investors will gain a different point of view in the decision process of investing on this sector. Lastly, there are not considerable researches related with the development of this sector (depending on the factors stated in our model). Hence, the organizations will gain an extensive vision to grow in the sector and this will help to raise the standards of professional social work. Furthermore, our study may contribute to the globally acting sectors other than metal that are challenging similar problems.

2. Literature review

2.1 Employee satisfaction

Utilizing from the employees is important for the effectiveness of the firms. This contributes to have competitive advantage; and mostly, human resource management (HRM) deals with this subject in the organizations. There is the 'employee concept' in the center of HRM. These employees may be working for that firm or have the possibility of working for that firm. HRM can be defined as the management of the decisions and actions related with the employees in the organization to implement the strategies for creating competitive advantage. Another definition about HRM is from Armstrong (2000), that it is the strategically management of the members of an organization who contribute to the achievement of that organization's objectives. These definitions make us conclude that HRM is a strategic business and should be concerned strategically. Strategy may be defined as the statement of; what an organization wants to become, the objectives it wants to reach and, how to reach to these objectives (Armstrong, 2000). Strategic HRM (SHRM) helps the organization in reaching its objectives, and the main players in SHRM are the "employees". Lawler (1986) argued that a firm's HR strategy should be centered on developing skills and ensuring motivation and commitment (Wallace, Eagleson, & Waldersee, 2000). In this statement, 'ensuring the motivation' is concerned with the employee satisfaction. That is why; the satisfaction of the employees takes an added importance.

Employees are more loyal and productive when they are satisfied (Hunter & Tietjen, 1997), and these satisfied employees affect the customer satisfaction and organizational productivity (Potterfield, 1999). Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith, & Stone, 1992). Therefore, the organizations should try to supply the employee expectations in order to approach the employee satisfaction. In addition, emotional state of the employees may also affect their satisfaction. This forces the managers to create and sustain the desired working environments in the organizations. On the other hand, as stated by Organ and Ryan (1995), the employee satisfaction is one of the basics of organizational citizenship behavior (Ozdevecioglu, 2003). That is, the well-satisfied employees will work more willingly and this contributes to the effectiveness of their organizations.

There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction (Miller, 2006). Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction. When investigating the employee satisfaction, it should be known that; -an employee may be more satisfied by a satisfying item, whereas the other employee may be less satisfied with the same item-. Because of this, analyzing the employee satisfaction from a large perspective will be better. That means; the sum of all satisfying factors composes that employee's satisfaction level. As a general definition, the employee satisfaction may be described as how pleased an employee is with his or her position of employment (Moyes, Shao, & Newsome, 2008). To investigate what the employees are satisfied by and measuring the employee satisfaction in the workplace is critical to the success and increases the profitability of the organization for having competitive advantage (Kelley, 2005). Therefore, researching the employee satisfaction in terms of different factors and, on various areas (such as manufacturing industry, service industry or etc) will enrich the literature and contribute to organizations.

2.2 Culture and the organizations

The people learn most of the behaviors and beliefs from the people they grow up with. Although each individual has unique talents and personal preferences, the behaviors and beliefs of the people in the same organizations show common properties. This helps the organizations to create their own cultural properties. Since the members in the organizations work together in performing a job, the created culture will enable the organization members to understand each other easily and work effectively. Deshpande and Webster (1989) make a definition for culture that, it is the pattern of shared values and beliefs that help members of an organization understand organizational functioning and thus teach them the behavioral norms in the organization (Kandemir & Hulth, 2004). Culture is the shared knowledge and schemes

created by a set of people for perceiving, interpreting, expressing, and responding to the social realities around them (Lederach, 1995), and is an active living phenomenon through which people jointly creates and recreates the worlds in which they live (Morgan, 1997). The beliefs and ideas of the organizations have created the culture, which cannot be seen but its physical manifestations are felt in the work place. Actually, the working environment is surrounded by the culture, which shapes the job relationships and processes in the organizations. For Schein (1992), the organizational culture helps the organizations to solve its problems of external adaptation and internal integration by creating a shared pattern. As the new members come into the organization, they perceive and think these problems in this shared pattern. According to these definitions; a group of people come together to perform a job, they need a set of rules to act in common manner and they need to know how to act in various circumstances. Knowing how the other members of the organization act in the same circumstances, gathers the organization members under the same umbrella. Organizational culture is also taken into consideration in the decision making process of long-term plans for strategic planning. O'Casey and Ngo (2007) state that market-oriented behaviors (which generally take place in the organizations' strategy maps) are driven by the organizational culture that manifests itself in specific behaviors. That is why the strategic planners place much emphasis on the strong role of culture. This helps the organizations to have competitive advantages and nourishes the organizational health.

2.2.1 Related dimensions of the organizational culture

It is widely accepted in the literature that the organizational culture is a complex concept. It may be analyzed from various perspectives. In accordance with our research analysis, the multidimensional nature of organizational culture will be investigated in terms of involvement, collaboration, transmission of information, learning, care about clients, strategic direction, reward and incentive system, system of control, communication, coordination and integration (Ginevičius & Vaitkūnaitė, 2006). For Ginevičius and Vaitkūnaitė (2006), the first dimension -involvement- is providing favorable conditions for all the members of the organization for decision making and giving various ideas or suggestions. Collaboration is the encouragement of the teamwork rather than individual work. Transmission of information is defined as the reaching of new or other important information to the employees in due time. Learning is the process of the activities to increase the existing knowledge. Care about clients is related with the satisfaction of the customers. Strategic direction deals with achieving the pre-identified goals and plans of the organization. Reward and incentive system provides motivation for the employees. System of control assists the managers in supervising the employees. Communication is the lifeblood for an organization that builds bridges among the employees within the organization. Coordination and integration is different from communication that it ensures to work effectively with the persons from other departments or groups when carrying out common activities.

As a matter of fact, we may increase the number of the organizational culture dimensions and each of the organizational culture dimensions has different roles on the organization's progress. The selected dimensions in this paper are believed to be the basic and important ones for metalworking industry.

2.3 Leadership in the organizations

2.3.1 Definition of the leadership

According to Conger (1993), the turbulent environment of the twenty-first century requires newer forms of leadership at all levels of the organization (Ford & Ismail, 2006). The organization may lose or gain in the market because of its own leadership ability. Leadership may be defined as the lifting of people's vision to a higher sight, the raising of their performance to a higher standard, the building of their personality beyond its normal limitations (Drucker, 1985). It analyzes attributes and capabilities of the organization in leadership positions, to assist the individuals in the development of their interpersonal relationships and other related skills. These capabilities, attributes and the strategic choices of the leaders add value to organization and inspire their teams to implement those strategies. The players in the leadership are; the leader and the followers. The leader's characteristics and behaviors influence the follower and, -the influencing process and its outcomes that occur between the leader and the followers- are analyzed by the leadership concept (Antonakis, 2006). Organizational leadership inspires active followership and the members follow the leader's idea or a systematic process. The systematic processes involve transactions among the followers, which are managed by the leaders. In addition to this, leadership is a dynamic process and different conditions require different leadership activities. For Hunt (2004), leadership is an influencing process between leaders and the followers and sometimes the roles are changed between the followers and the leaders, where the followers also may legitimize and influence the leaders, so it is not only a top-down process but also exercised sideways, diagonally, and down-up throughout an organizational hierarchy (Antonakis, 2006).

2.3.2 Spiritual leadership

In the rapidly changing global world, the persons need for leadership ethics more than they've needed before. Therefore, investigating the leadership in a deeper manner comes into question. A narrower concept "spiritual leadership" is a type of leadership and will be investigated in our study. The spiritual leadership is about creating value for the organization.

As the organization members know their own responsibilities, a value based leadership will occur in the organization. This common value will keep the organization members together which also helps the organizational tasks to be done willingly. Additionally, by this leadership type, the followers will contribute to compose a better work-environment.

The notion of spirituality in the workplace has come into a considerable prominence in the last decade (Gibbons, 2000). Spirituality is the source of harmonizing expression of compassion and wisdom, and sometimes healing the compassion and wisdom, which become in the mind (Maxwell, 2003). It is an intangible concept, composes in the members' mind, flourishes there and inspires to the big strategic projects. It is one of the fundamentals of volunteer working. Although spiritual leaders often espouse the values such as love, harmony, unity, compassion, peace, truth or honesty; they so often get instead is greed, cynicism, arrogance, impatience, self-doubt, envy, and moral decline (Kakabadse, Kouzmin, & Kakabadse, 2002). Comparing these values make the spiritual leaders find better ethical ways for their followers. In the spiritual leadership, the value is loaded to all over the organization by the help of the ethical skills of the leader. Another important factor for the spiritual leaders is to develop new specialized skills. This means that the leader has to renew him to accommodate for the changes becoming around the organization and the leader has to develop the ability of making big picture analysis. The spiritual leaders are the key players in the organizations, and they are empowered with the roles in helping facilitate the effort of change. Fostering a positive and successful change for the organization begins at the top and works down. This requires loading responsibilities to the members, which may be as hard to succeed. In spiritual environment, the members share the responsibilities more willingly and this facilitates the leader's role.

2.3.3 The theory of spiritual leadership

The theory of spiritual leadership is developed within an intrinsic motivation model that incorporates vision, hope/faith, and altruistic love, theories of workplace spirituality, and spiritual survival; where the spiritual survival variables are meaning/calling and membership (Fry, Vitucci, & Cedillo, 2005). Due to this statement, it can be said that the followers are strictly motivated with the spiritual leaders. There becomes a different atmosphere, which has been created by the spiritual leaders. This atmosphere composes a coherence between the leaders and the followers, which affects the working environment positively. 'Operationally, spiritual leadership comprises the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others, so they have a sense of spiritual survival through calling and membership which entails: 1. Creating a vision wherein leaders and followers experience a sense of calling in that life has meaning and makes a difference; 2. Establishing a social/organizational culture based on the values of altruistic love whereby leaders and followers have a sense of membership, feel understood and appreciated, and have genuine care, concern, and appreciation for both self and others' (Fry et al., 2005, p 838). These definitions direct us to research the spiritual leadership in terms of vision, hope/faith, altruistic love, meaning/calling and membership. Vision defines the attractive future for an organization, which is also in motivator role. It is in the future, not in present. The leader has a crucial role in creating the vision and supervising it, which composes bridges between today and tomorrow. The second dimension of spiritual leadership is altruistic love, which is to love everybody with no exception. In altruistic love, the people prefer to suffer themselves instead of suffering the others. The third dimension of the spiritual leadership is hope/faith, which keeps followers looking forward to the future and provides the desire and positive expectation that ensures to create effort through intrinsic motivation (Fry et al., 2005). The other dimension is "meaning/calling", in which the organization members believe that the job they do is important and meaningful for them and it makes difference in the people's lives. As the last dimension, "membership" means that the organization understands the members and appreciates them.

3. The research model and hypotheses

Related to our subject, we have constructed a relationship between the concepts, and created a model. According to the model, employee satisfaction is affected by organizational culture (which has nine sub-dimensions and adapted from Ginevičius and Vaitkūnaitė, 2006) and spiritual leadership (which has five sub-dimensions and adapted from Fry et al., 2005). The model for this research (depending on these factors) may be seen on (figure 1).

According to our model, we have constructed four hypotheses to test:

Hypothesis 1: There is significant correlation between organizational culture and employee satisfaction (in the framework of researched area).

Hypothesis 2: There is significant correlation between spiritual leadership and employee satisfaction (in the framework of researched area).

Hypothesis 3: The constructed model (as in figure 1) is significant (in the framework of researched area).

Hypothesis 4: The total explained variance of employee satisfaction, depending on organizational culture and spiritual leadership is greater than %50 (in the framework of researched area).

4. Methodology

The research plan has been stated as; researching for the survey questions on the literature, constructing the best fitting survey from the alternatives, reaching the participants and informing them for the survey, gathering the data, refining the data, measuring the data and analyzing the data.

To maximize the employee satisfaction, we will find out the relative effects of the two independent variables. To calculate how to maximize the employee satisfaction, we will create a mathematical equation. In order to constitute this equation, we have applied a survey instrument on the employees of metal industry. After performing the correlation analysis as well as testing the reliability and the sufficiency of the survey instrument, we will analyze what percent of the total variance of the employee satisfaction will be explained by the variables of organizational culture and spiritual leadership. Moreover, the importance level of each of these two variables on employee satisfaction will be determined.

4.1 Scales

Two different scales were used to gather data. There are six descriptive items for the first type of questions. The second type of questions (73 items) is about the dimensions of “organizational culture” (39 items), “spiritual leadership” (26 items) and employee satisfaction” (8 items). In the second type of questions, the respondents have filled the statements in -Likert response categories- ranging from 1 to 5, which (1) is strongly disagree and (5) is strongly agree.

Employee satisfaction value has been calculated as the sum of organizational culture and spiritual leadership. Additionally, the value of organizational culture and spiritual leadership has been calculated as the sum of their own sub-dimensions. To perform our research, we have searched for the related scales in the literature. The scales have been obtained after a detailed investigation of the literature. The origins of these scales can be seen on (table 1).

4.2 Sample and data collection

We drew our sample from the employees of metalworking firms in Turkey. The selected firms have had manufacturing process. They are all profit organizations. After specifying the sample, we have formed the survey instrument and searched for the potential participants to send the questionnaire. More than 1000 contacts were made or attempted. Some of them were ineligible, some of them refused to participate in the survey, some of them did not respond although they accepted to participate. A total of more than 600 surveys returned, however, about 60 of them had excessive missing values and were excluded from the analysis. Finally, the valid responses have reached to 578. The participants joined to the research by clicking the link of the survey on the internet, which was developed by a web programmer. In addition to this way of collecting the data, we have sent the questionnaire to the participants via electronic mail. In some occasions, we telephoned to the firms to inform about the survey and requested to join it. The data were collected within about eight months, between the autumn of 2007 and spring of 2008.

4.3 Analysis and results

After gathering the data, we have entered them in SPSS (Statistical Package for the Social Sciences) version 11.5. These entered data have been analyzed by some of SPSS tools, which are descriptive statistics, reliability analysis, factor analysis, correlation analysis and regression analysis.

4.3.1 Results of the descriptive statistics

As the first analysis, we have described the basic features of the data with the descriptive statistics to provide simple summaries about respondents. Out of 578 respondents, the average age of individuals who joined the survey is 32.75 (Mean=32.75, Standard Deviation =7.94); the average of total working year is 11.01 (Mean=11.01, Standard Deviation =7.91); the average of working year on their today's firm is 7.69 (Mean=7.69, Standard Deviation =6.21). As descriptive findings, 8% of 578 employees are graduated from primary school (44/578), 67% of them are graduated from high school (387/578), 25% of them are graduated from college (147/578). The respondents who are between the age of 19 and 25 are 20% (116/578), between 26 and 35 are 47% (272/578), between 36 and 45 are 24% (141/578), older than 46 are 8% (49/578). The managers consist of 7% of total (40/578). The employees working on the production department are 56% (322/578) and the other departments are 44% (256/578). The rate of the respondents whose job-life is between 1 and 10 years is 54% (314/578); 11 and 20 years is 32% (183/578); more than 20 years is 14% (81/578). The rate of the respondents who have been working on their today's firm for 1 to 10 years is 71% (410/578); for 11 to 20 years is 24% (138/578); for more than 20 years is 5% (30/578).

4.3.2 Results of the reliability analysis

The second applied analysis at SPSS was the reliability analysis. The computation of Cronbach's alpha on the reliability of a test is a good alternative in SPSS (Hatcher, 1994). The Cronbach's alpha value has come out as 0.78 for organizational culture items, 0.94 for spiritual leadership items and 0.99 for employee satisfaction items. For Vavra (1999), a scale is reliable if its Cronbach's alpha value is equal or above the value of 0.70 (Ozdogan & Tuzun, 2007). Since the Cronbach's alpha values of our scales are above 0.70, we have proved that the scales we used for our research are all reliable.

4.3.3 Results of the factor analysis

The third analysis is the factor analysis in order to specify a set of observed variables in terms of a small number of factors. In the factor analysis, -the factor loadings- show, what percent of each question has been loaded to the factors. By the help of factor analysis, reducing a large amount of data to identify the common characteristics of a group of variables will facilitate to interpret the results of the research. Furthermore, the total explained variance (which we have calculated by the factor analysis tool on SPSS) shows the capacity of questions whether they have been able to measure the items (organizational culture, spiritual leadership and employee satisfaction).

In factor analysis, it is a common rule that -the values above 0.50 in rotated component matrix- are acceptable (Albayrak, 2005). We will analyze the results due to this statement. Therefore, for the results of the factor analysis of the 'organizational culture'; involvement and collaboration, communication, coordination and integration have gone to the first factor. Learning, reward and incentive system, and system of control have gone to the second factor. Care about clients and strategic direction have gone to the third factor and transmission of information has gone to the fourth factor. The factor analysis also helps us to know the value of the cumulative explained variance of organizational culture items, which has come out as 0.936.

In our research, the other variable 'spiritual leadership' has been measured in terms of vision, hope/faith, altruistic love, meaning/calling and membership. According to the results of rotated component matrix of the factor analysis; hope/faith and membership have meant the same thing for the respondents (have gone to same factor), but the other dimensions have all gone to different factors. The cumulative explained variance of spiritual leadership items has come out as 0.941.

Subsequently, we have investigated the factor analysis results of the employee satisfaction. The employee satisfaction has been measured as one-dimensional and as expected, we have had only one factor for this variable. In addition, the cumulative explained variance of employee satisfaction items has come out as 0.954.

The next analysis that we have applied to our research is to find out the results of "Kaiser-Meyer-Olkin (KMO) test" and "Bartlett's Test of Sphericity". These tests inform the researchers about the adequacy level of factor analysis (Semerci, 2004). In order to conclude whether the amount of data is sufficient to measure our research and adequate for the factor analysis, we have performed these two tests. Consequently, the results of Bartlett's test of our research are significant (at the level of $p < 0.001$) for all of the three variables and, the measures of Kaiser-Meyer-Olkin tests are; 0.972 for organizational culture, 0.934 for spiritual leadership and 0.939 for employee satisfaction. Kaiser-Meyer-Olkin test result is adequate above the value of 0.50 and the result is to be considered better as this value approaches to 1 (Aydin, 2007). Therefore, results of these tests indicate that our scale is sufficient to measure the variables.

4.3.4 Results of the correlation analysis

After proving that the scales are reliable and sufficient to measure our data, we may search for the correlation analysis. The correlation analysis gives the results about the variables whether they tend to vary together or not. The results of the correlation analysis of our research variables may be seen on (table 2). As seen on (table 2), there is significant correlation (at the $p < 0.001$ level) between organizational culture and employee satisfaction. This means that hypothesis 1 is supported. Additionally, the hypothesis 2 is also supported, which states that the relationship between spiritual leadership and employee satisfaction is significant (at the $p < 0.001$ level).

4.3.5 Results of the regression analysis

As the other statistical tool, we have applied the regression analysis to our research. We have investigated whether the constructed model is significant or not. In addition, the regression analysis tool in SPSS has calculated the 'total explained variance' of our model. In SPSS, from the model summary table in the output of regression analysis, the regression equation has been composed and this equation indicates the mathematical relationship between the dependent variable (employee satisfaction) and independent variables (organizational culture and spiritual leadership). Regression analysis is one of the important analyses of our research as it informs us what percent of the employee satisfaction can be explained by organizational culture and spiritual leadership.

Since the research questions have the capacity of measuring the variables, we will be able to investigate the significance of the model. To test the third hypothesis, we should see the ANOVA results of the regression analysis table (see table 3). The ANOVA table informs us that our model is significant (at the level of $p < 0.001$) and it has proved that the hypothesis 3 is supported.

The organizational culture and spiritual leadership can explain 77% of the total variance of employee satisfaction. This is the R square value that may be seen on model summary part of (table 3). According to the results of model summary part of regression table (table 3) our fourth hypothesis is supported since the R square value is greater than 0.50.

Besides, by analyzing the coefficients part in (table 3), the equation is formed as;

$$(\text{Employee Satisfaction}) = -5.531 + 2.165 X (\text{Organizational Culture}) + 0.673 x (\text{Spiritual Leadership})$$

This equation informs the audiences about the importance level of the variables as; how to maximize the employee satisfaction in metalworking manufacturing, depending on organizational culture and spiritual leadership.

5. Conclusion and discussion

The results of this study have original implications for businesses as well as academic researchers that employee satisfaction has positive significant correlations with organizational culture and spiritual leadership in metalworking firms. We may consider that the total explained variance (0.77) of the employee satisfaction is above a good level; however, it should be better to discuss and find out other factors to join the model and increase the concerned value. The regression analysis results indicate that the organizational culture gets more importance than spiritual leadership in satisfying the employees. This means that, spiritual leadership does not have as much considerable effect as the cultural dimensions on employee satisfaction in metalworking area. There may be many factors causing this. This is an important discussion area. Future studies may analyze the reasons why spiritual leadership is less important than organizational culture in this sector. We believe that the results of this study may be useful for metalworking firms as well as other globally acting organizations in planning their strategic maps and increasing their effectiveness. Nevertheless, as another discussion area, we suggest the researchers to study on the other international business areas to compare the results and reach a detailed and sensible conclusion.

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Table 1. Scale origins

Scales	Adapted from
Organizational Culture Scale	Ginevičius & Vaitkūnaitė (2006).
Spiritual Leadership Scale	Fry et al. (2005)
Employee Satisfaction Scale	Quareo, a company that designs and implements Customer Relationship Management solutions. Quoted in; Michelman (2003)

This Table informs about the origins of the survey items.

Table 2. Correlation analysis results (Source: SPSS 11.5)

		Employee Satisfaction
Organizational Culture	Pearson Correlation	0.720*
	Sig. (2-tailed)	0.000
	N	578
Spiritual Leadership	Pearson Correlation	0.389*
	Sig. (2-tailed)	0.000
	N	578

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

Correlation table informs about relationship between dependent and independent variables

Table 3. Regression Analysis Results (Source: SPSS 11.5)

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.876 ^a	0.767	0.766	0.57701		

a Predictors: (Constant), Spiritual Leadership, Organizational Culture

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	635.770	2	317.885	954.777	0.000 ^a
	Residual	193.439	581	0.333		
	Total	829.209	583			

a Predictors: (Constant), Organizational Culture, Spiritual Leadership

b Dependent Variable: Employee Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.531	0.197		-28.037	0.000
	Spiritual Leadership	0.673	0.027	0.504	24.891	0.000
	Organizational Culture	2.165	0.055	0.792	39.117	0.000

a Dependent Variable: Employee Satisfaction

The regression table informs about the explained total variance of employee satisfaction, significance of the model and coefficients of the variables.

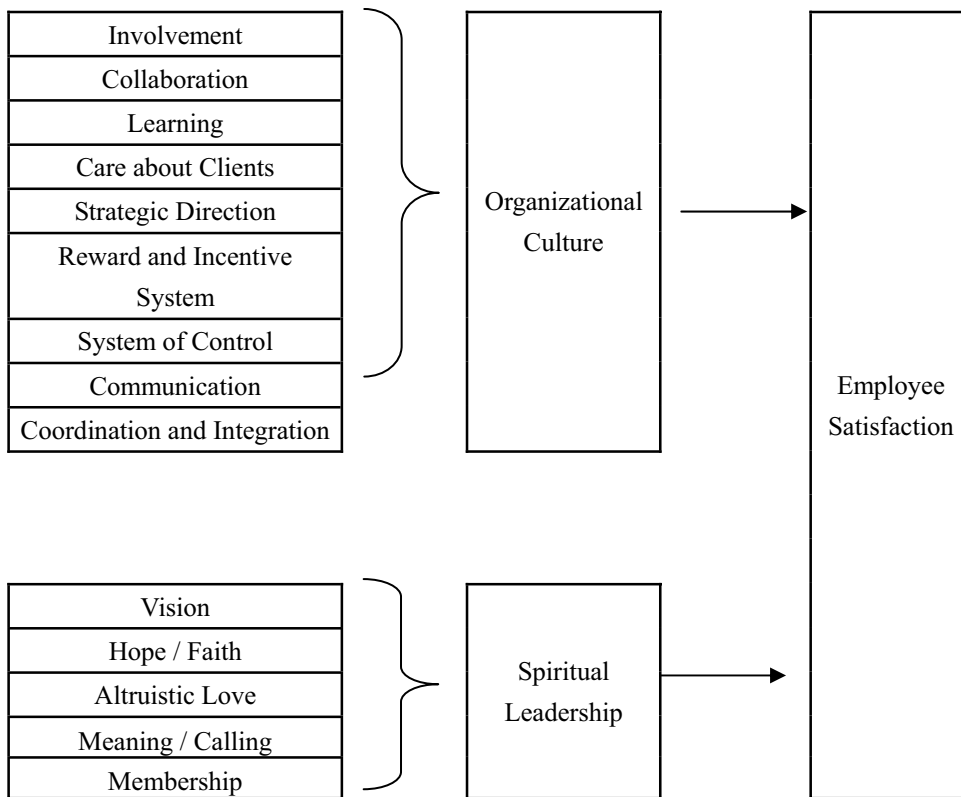


Figure 1. The model of the research

The Figure describes that employee satisfaction is dependent on organizational culture and spiritual leadership.