



THE MEDIATING EFFECT OF JOB SATISFACTION ON THE IMPACT OF ORGANIZATIONAL SPIRITUALITY ON JOB PERFORMANCE

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Abstract:

The aim of this study is to determine the mediating effect of job satisfaction on teachers' effect of organizational spirituality on job performance. The study group of the study consists of 320 teachers who are selected by appropriate sampling method among the teachers working in primary schools in the central districts of Erzurum province (Yakutiye, Palandöken, Aziziye). Organizational Spirituality Scale, Minnesota Job Satisfaction Scale and Job Performance Scale were used to collect data in the study. SPSS 24 and Amos programs were used to analyze the data obtained during the research process. As a result of the research, it has been determined that organizational spirituality has positive and significant effects on job satisfaction and job performance, and job satisfaction has positive effects on job performance. In addition, it was concluded that there is a partial mediation effect of job satisfaction on the effect of organizational spirituality on job performance.

Keywords: organizational spirituality, job satisfaction, job performance, mediating effect

1. Introduction

Today's organizations, on the one hand, are trying to survive by struggling with the rapidly changing and developing environmental and competitive conditions, on the other hand, they seek ways of efficiency, profit and success by increasing the performance of their employees. Classical organizational theories have used material factors and extrinsic satisfaction arguments for years to increase productivity and employee performance in the organization. The fact that these practices are far from the desired results has pushed organizations to new searches through human relations, system approach, total quality management and postmodern leadership approaches. However, from these searches, the fact that the desired paradigm could not be achieved has emerged. This shows that there are some very important variables and facts that are missing and overlooked.

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This fact may have been right under the noses of organizations and science, but went unnoticed for years. This is to return to the essence of man and to respect his nature. Today, many studies have shown that the level of spirituality, which is based on the essence of employees and being human, is the basic essence that affects every moment and cell of life, from the perspective of life to success in the organization. People have always had a spiritual center, but the trend to create and maintain a spiritual culture in organizations is relatively new. By uniting employees with a common purpose, workplace spirituality offers members of the organization a way to balance the challenging and stressful workplace environment prevalent today.

The term spirituality comes from the Latin word *spiritus* or *spiritualis*; that means breath. *Spiritus* is defined as an invigorating and fundamental principle to give life to physical organisms (Karakas, 2010). Although spirituality includes religious concepts, it is used in a very different terminology from the concept of religion. Spirituality does not mean religion. A religion can be defined as an institution with a set of organized beliefs and practices shared by a community or group. A religion is an institution that follows the prescribed code of conduct, and the doctrine of the religion believed in is shared concretely and openly, including belief, code, and ethics. Spirituality, on the other hand, is a personal and uniquely personalized exploration and set of individual beliefs, practices, and experiences that develop over time. The concept of spirituality is beliefs and practices that involve individuals investing and strengthening their own inner value judgments and making life more meaningful (Akgemici et al., 2018). It is a series of memes representing the inner world of the individual and a dimension of difference and transcendence. Religion and workplace spirituality are poles apart (Afsar & Rehman, 2015; Milliman et al. 2003).

Job satisfaction is among the most widely researched organizational behavior and organizational psychology topics. Job satisfaction is an attitude that an individual develops towards his/her job. Attitudes that form the basis of behaviors are formed by the individual's feelings and thoughts and are shaped by belief system, norms and values (Kayaoğlu, Gökdağ, & Kirel, 2011). The most widely accepted theory of job satisfaction was proposed by Locke (1976), who defined job satisfaction as "*an enjoyable or positive emotional state resulting from the evaluation of one's job or job experiences*". Vroom defines job satisfaction as an emotional orientation towards the organizational role of the employee (Köroğlu, 2011). Job satisfaction is a feeling formed as a result of the evaluation of the future expectation and situation (Nam, 2018, 49).

Job satisfaction refers to the positive attitudes or emotional dispositions people can derive from the job or aspects of the job. Employee job satisfaction is becoming a central interest in research and debate in job performance and organizational psychology because it is believed to be related to job performance. Job satisfaction is a crucial part of an employee's motivation to stay loyal to and work with an organization. Employees with low job satisfaction in organizations are more likely to leave, arrive late, leave early, or call sick than those who are satisfied with their jobs.

Job performance can be defined as the degree to which organizations reach their predetermined targets as a result of the activities they implement. Performance is defined as the qualitative or quantitative expression of what a person can achieve and provide to a group or organization while performing a job or a task in line with the desired goal to be realized with that job and task (Karakaş and Ak, 2003). Individuals with high performance in an organization are individuals who work in line with the vision and strategies of the organization and at the same time perform their duties and corporate performance qualities together at the highest levels (Barutçugil, 2015). Therefore, the main condition for an organization to be successful and to provide a sustainable competitive advantage depends on employing individuals with high job performance.

Examining the relationship between job performance and organizational spirituality, which is extremely important for educational organizations and whose relationship with many variables has been revealed, and determining the effect of job satisfaction in this relationship will provide very important parameters in terms of understanding the essence of organizational behavior and managerial practices, attitudes and behaviors. In this context, these parameters will provide benefits for organizations, especially educational organizations whose job is human, to find solutions to their problems and to fulfill their social duties properly by increasing their impact and success.

Based on this evaluation, the aim of this study is to examine the effect of job satisfaction on the relationship between teachers' organizational spirituality and job performance. In the context of this main purpose, answers to the following hypotheses were sought.

Hypothesis 1: There is a positive and significant correlation between organizational spirituality and job performance.

Hypothesis 2: There is a positive and significant correlation between organizational spirituality and job satisfaction.

Hypothesis 3: There is a positive and significant correlation between job satisfaction and job performance.

Hypothesis 4: Job satisfaction has a mediating role in the effect of organizational spirituality on job performance.

2. Research Model

The conceptual model of this study, in which the mediator effect of job satisfaction in predicting organizational spirituality job performance will be discussed, can be seen in Figure 1.

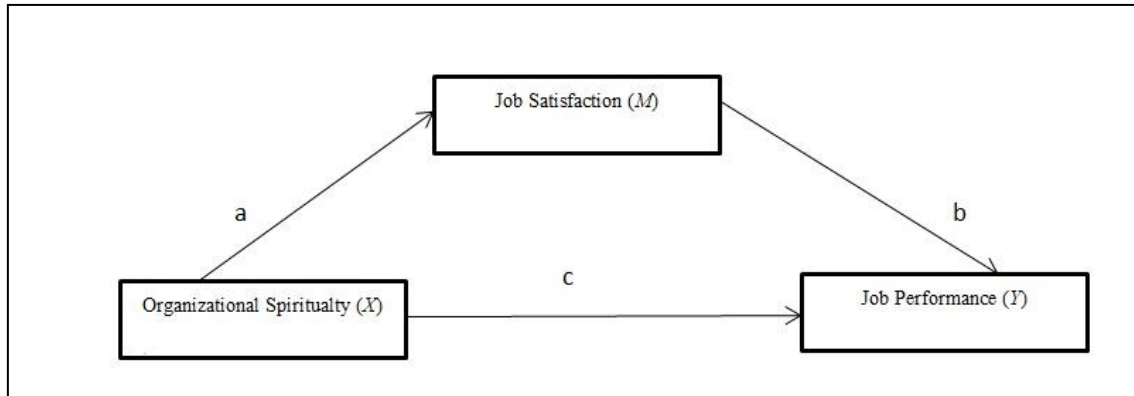


Figure 1: Research model to be tested

3. Methods

This research was conducted with the relational scanning model with the help of structural equation analysis. Relational survey models are expressed as a research model in which the presence or degree of change between two or more variables is determined together (Karasar, 2010). Structural equation modeling, on the other hand, is a multivariate analysis method that is used to test models that usually include observed and implicit variables, which are a combination of factor analysis and regression analysis (Gürbüz, 2019). For this purpose, correlation analysis and structural equation model were used to determine the relationships between organizational spirituality, job performance and job satisfaction.

3.1. Working Group

The working group of the research consists of teachers working in secondary schools in the central districts of Erzurum province (Yakutiye, Palandöken, Aziziye) in the 2020-2021 academic year. 1934 teachers work in these schools. Since it is easy to apply, quick and less costly in the study, feasibility sampling, one of the non-probabilistic sampling methods, was used (Böke, 2009). The teachers constituting the sample group in the study consisted of a total of 320 people, 174 of whom were female (54.3%), and 146 of whom were male (47.6%).

3.2. Data Collection Tools

The "Organizational Spirituality Scale" developed by Kinjerski and Skrypnek (2006) and adapted into Turkish by Ünal and Turgut (2015) was used to determine the organizational spirituality levels of the participants. "Organizational Spirituality Scale" consisting of 4 dimensions and 18 items; It consists of passion for work, mysterious experience, spiritual connection and sense of community. The scale is in 5-point Likert type. (1 = Strongly Disagree; 5 = Strongly Agree). As a result of the reliability analysis of the Hidden Spirituality Scale, the Cronbach's Alpha reliability coefficient of the sub-dimension of work engagement was calculated as .87, .82 for the mysterious bond

dimension, and .89 for the spiritual bond dimension. on the community emotion dimension, it was found to be .88. This shows that the scale has high reliability.

As can be seen in Table 1, the results of the first CFA analysis made, although the fit indices were not very high, it was seen that they were slightly above the acceptable values. The data set was modified to ensure a good fit and the results are presented in Table 1 below.

**Table 1: Organizational Spiritual Yacht Scale
 Confirmatory Factor Analysis Goodness of Fit Indices**

Indexes	Acceptable Value	1. DFA Value	2. DFA Value
χ^2 / Sd	<5 good fit	5.43	4.70
CFI	> .90	0.85	.91
NFI	> .90	0.87	.93
GFI	> .90	0.89	.94
RMSEA	<.08	0.91	.078

According to Table 1, the similarity ratio Chi-Square / Freedom value is $\chi^2 / Sd = 4.70$, root mean square approximation error (RMSEA) = .78; comparative fit index (CFI) = .91; normalized fit index (NFI) = .93 relative fit index (GFI) = .94. According to the confirmatory factor analysis result, it was seen that the four-factor theoretical structure of the scale gave good acceptable and statistically valid results.

The other scale used in the research is the Minnesota Job Satisfaction Scale, which consists of twenty questions developed by Weiss, David, England, and Lofquist (1967) and adapted by Baycan (1985). The scale is in 5-point Likert type and consists of 2 dimensions and 20 items. The Cronbach's Alpha reliability coefficients of the scale were calculated as .90 for intrinsic satisfaction and .76 for extrinsic satisfaction. The results of the DFA analysis of the scale are shown in Table 2.

Table 2: Job Satisfaction Scale Confirmatory Factor Analysis Goodness of Fit Indices

Indexes	Acceptable Value	DFA Values
χ^2 / Sd	<5 good fit	4.14
CFI	> .90	0.90
NFI	> .90	0.89
GFI	> .90	0.92
RMSEA	<.08	.08

According to Table 2, the similarity ratio Chi-Square / Freedom value is $\chi^2 / Sd = 4.14$, root mean square approach error (RMSEA) = 0.08; welcomed research which should fit index (CFI) = .90; norm tarred fit index (NFI) = .89 relative fit index (GFI) = .92, respectively. According to the confirmatory factor moment result, it was seen that the two -factor theoretical structure of the scale gave good acceptable and statistically valid results.

The job performance scale was developed by Kirkman and Rosen (1999). Translation into Turkish of the four questions used in the studies by Sigler and

Pearson (2000) was made by Çöl (2008). The scale is 5-point Likert type. The Cronbach's Alpha reliability coefficient of the scale was calculated as .98. The first CFA analysis results showed that the fit indices shown in Table 3 were not very high, but were slightly above acceptable values. In order to ensure a good harmony in the data set, a modification was made between Items 1 and 2.

Table 3: Job Performance Scale Confirmatory Factor Analysis Goodness of Fit Indices

Indexes	Acceptable Value	1. DFA Value	2. DFA Value
χ^2 / Sd	<5 good fit	5.14	3.97
CFI	> .90	0.98	.99
NFI	> .90	0.91	.92
AGFI	> .90	0.90	.93
GFI	> .90	0.99	.99
RMSEA	<.08	.083	.072

According to Table 3 , the similarity ratio Chi-Square / Freedom value is $\chi^2 / Sd = 3.97$, root mean square approach error (RMSEA) = 0.072 ; against consolidates must fit index (CFI) = .99 ; normed fit index (NFI) = .92; adjusted goodness of fit index (AGFI)= .93; goodness of fit index (GFI) was calculated as = .99 . According to the confirmatory factor analysis result, it was seen that the four-factor theoretical structure of the scale gave good acceptable and statistically valid results.

3.3 Analysis of Data

In the study, the relationships between organizational spirituality, job performance and job satisfaction were examined with the Pearson correlation coefficient and the effect of organizational spirituality on job satisfaction with the structural equation model. The analyzes applied in this process were made with SPSS 22.00 and Amos programs.

4. Findings

The findings obtained as a result of the analysis of the data obtained as a result of the research are explained below depending on the research problems. As a result of normality analysis, skewness (-, 318) and kurtosis (, 450) of scale expressions for organizational spirituality, skewness (-, 813) and kurtosis (, 1.005) of scale expressions related to job performance, skewness of job satisfaction scale (-, 384) and since the kurtosis (.953) values were between +1,500 and -1,500 (Tabachnick & Fidell, 2013), it was seen that the distribution was normal in the study and the analyzes were made accordingly. Pearson Product Moments Correlation was used to determine the Relationships between organizational spirituality, job satisfaction, and job performance, and the results are given in Table 4.

Table 4: The Relationships Between
 Organizational Spirituality, Job Satisfaction and Job Performance

	Pas.for work	Mys. ex.	Sip. Bond.	Sen. cmnty.	Int. Sat.	Ex.Sat.
Myst. Experiences	,645 **					
	,000					
Sip. Bond	,591 **	,582 **				
	,000	,000				
Sense Community	,596 **	,590 **	,618 **			
	,000	,000	,000			
Internal Satisfaction	,538 **	,695 **	,584 **	,623 **		
	,000	,000	,000	,000		
External Satisfaction	,408 **	,563 **	,449 **	,518 **	,735 **	
	,000	,000	,000	,000	,000	
Performance	,491	,647	,519	,574	,823	,808
	,000	,000	,000	,000	,000	,000

According to the data in the table, there is a positive and high relationship between organizational spirituality and job satisfaction. Participants' work engagement ($r = 0.54$, $p < 0.01$), mysterious experiences ($r = 0.34$, $p < 0.01$), spiritual ties ($r = 0.58$, $p < 0.01$), sense of community ($r = 0.62$, $p < 0.01$) $p < 0.01$, their intrinsic satisfaction also increases. According to the same table, the participants' passion for work ($r = 0.40$, $p < 0.01$), mysterious experiences ($r = 0.56$, $p < 0.01$), spiritual ties ($r = 0.45$, $p < 0.01$), community feelings ($r = 0.56$, $p < 0.01$) = 0.52 , $p < 0.01$), as their extrinsic satisfaction increases.

When the relations between organizational spirituality and job performance are examined, it is seen that there are positive relations. Participants' passion for work ($r = 0.49$, $p < 0.01$), mysterious experiences ($r = 0.65$, $p < 0.01$), spiritual ties ($r = 0.52$, $p < 0.01$), community feelings ($r = 0.57$, $p < 0.01$), the higher their job performance is.

Looking at the relationship between job satisfaction and job performance, it is seen that there are positive and high level relationships. As the internal satisfaction ($r = 0.82$, $p < 0.01$) and external satisfaction ($r = 0.81$, $p < 0.01$) of the participants increase, their job performance also increases.

In the study, mediation effect was evaluated according to both Baron and Kenny's classical approach and contemporary approach. According to Baron and Kenney, the variable (M) to be called the mediator variable must satisfy four basic conditions. These

- 1) The independent variable (X) must have an effect on the dependent variable (Y). (path c)
- 2) The argument (X) must affect the mediator variable (M). (path a)
- 3) When X and M are included in the regression analysis together, M should significantly affect Y. (path b)
- 4) In this case, if there is a non-significant relationship between X and Y, the full mediation effect is partial mediation if there is a decrease in the relationship between X and Y. (path c')

According to the contemporary approach, even if the sequential stages of Baron and Kenney do not occur, if the indirect effect (a.b) is significant, mediation is considered

to be provided. Bootstrap analysis is recommended in the contemporary approach. In Bootstrap analysis, bias should be regulated and accelerated confidence interval values should not include (0) value. If the presence of the mediation effect or the indirect effect (a.b) does not include the value (0) in the 95% confidence interval (CI), the indirect effect is considered to be significant and the mediating effect is accepted (Gürbüz, 2019).

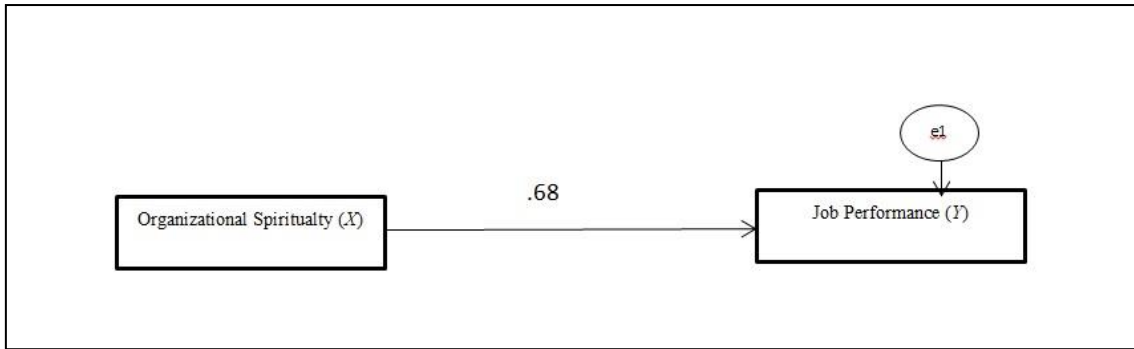


Figure 2: Simple effect model

According to the regression results regarding the relationship between organizational spirituality and job performance, the regression coefficient of organizational spirituality on job performance is highly significant ($\beta = .68$; $p < .001$). According to Baron and Keny (1986), in a mediation analysis, the effect of the independent variable on the dependent variable is first examined. If the result is significant, in the next step, the independent variable and the intermediate variable are analyzed together and its effect on the dependent variables is examined. If the effect of the independent variable on the dependent variables has disappeared or the effect of the independent variable is weakened, the variable in the model is considered to be the intermediate variable (Gürbüz, 2019). In this context, job satisfaction, which is a mediating variable, was added to the analysis at this stage.

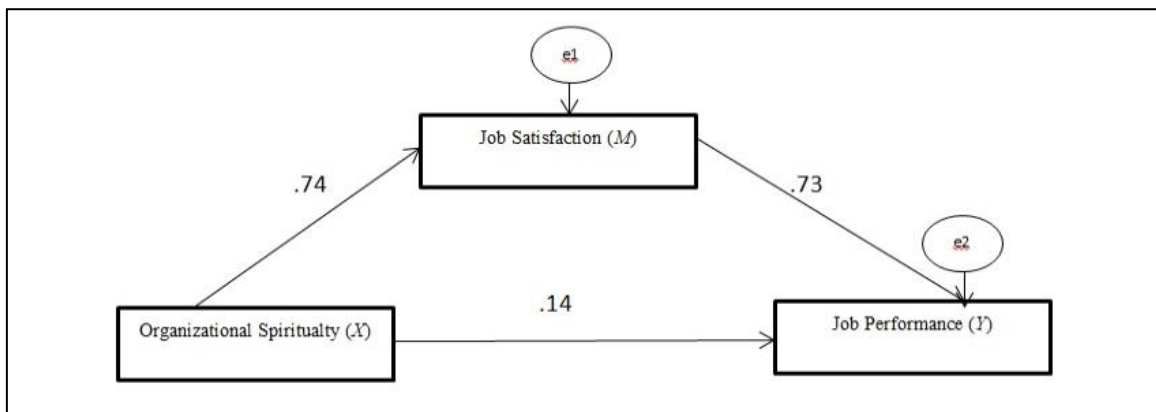


Figure 3: Mediation effect road diagram

Table 5: Coefficients for Mediation Effect

Path		Standardize β	P
Organizational spirituality	Job performance	,14	,002
Organizational spirituality	Job satisfaction	,74	,000
Job satisfaction	Job performance	,73	,000

When the standardized regression coefficients in the table are examined, it is seen that the path coefficient between organizational spirituality and job performance is high ($\beta = .68$) before the mediator variable (job satisfaction) is added, while the mediator variable (job satisfaction) is significantly reduced, although the effect is significant ($\beta = .14$). According to the results of the analysis, it is seen that there is a deterioration in the level of significance regarding this pathway. In addition, it is seen that the relationship between job satisfaction and organizational spirituality ($b = .74$; $p < .001$) and job satisfaction ($b = .73$; $p < .001$) is significant and at a high level. As a result of these findings, it was seen that job satisfaction had a partial mediating effect on the relationship between organizational spirituality and job performance, according to Baron and Kenny's stepwise model.

The values related to the effect levels obtained as a result of Bootstrap analysis made according to the modern approach are given in Table 6.

Table 6: Impact Values

	Direct Impact	Indirect Impact	Total Impact	p	%95 (BCA CI)	Intermediary Effect Type
Org.sp.- Job sat.- Job perf.	,138	,539	,676	,007	,476-, 598	Partial

When the results of the direct and indirect effects of the variables in Table 6 are examined, the mediating effect of job satisfaction on the relationship between organizational spirituality and job performance is understood. The direct effect of organizational spirituality on job performance was found to be low (0.138) and the indirect effect of organizational spirituality on job satisfaction through job satisfaction proves that it has a full mediating effect (0.539). The significance of this effect is determined using the Bootstrap confidence interval. Bootstrap confidence interval lower limit and upper limit (both) must be below or above zero (Büyükbese & Dağ, 2018). According to the values in Table 6, it is seen that the mediating effect of job satisfaction is significant ($p = .007$), the lower and upper values of the 95% confidence interval do not close the value (0). Based on these results, it can be said that the H4 hypothesis that "job satisfaction has a mediating effect on the relationship between organizational spirituality and job performance" is accepted.

The mediating effect of job satisfaction in the relationship between organizational spirituality and job performance reveals the level of job satisfaction explaining job performance. In other words, job satisfaction shapes teachers' job performances and their level of organizational spirituality underlies their job satisfaction.

5. Results and Discussion

As a result of the research conducted with a total of 320 participants consisting of teachers working in primary schools in the central districts of Erzurum, data on the relationship between the organizational spirituality levels of the employees and their job performance and the mediating effect of job satisfaction were obtained.

In the first stage, the relations between organizational spirituality, job performance and job satisfaction were examined by making correlation analysis. As a result of the analysis, it was seen that there were significant and highly linear relations between the scales and their sub-dimensions. According to these results, as teachers' organizational spirituality increases, their job satisfaction and job performance also increase. In other words, we can say that teachers' job satisfaction and performance are high, and their organizational spirituality is high. Similarly, there are many studies in the literature that study these variables and conclude that there are positive relationships between them (Garg, Punia, & Jain, 2019; Belwalkar, Vohra, & Pandey, 2018; Bilgin, 2019; Köroğlu, 2011; Nergiz). & Yilmaz, 2016; Yazicioglu, 2010; Fanggidaea, Suryanab, Efendi & Hilmianad, 2016; Yazicioglu, Karakoç, 2018; Inuva, 2016; Khan, Nawaz, Aleem & Hamed, 2011; Christen, Iyer and Soberman, 2006; Alamdar, Mohammed, Mohammed and Wasim, 2011; Pushpakumari, 2008, Hunter, 2019; Karakas, 2010; Komala and Ganesh, 2007; Giacalone & Jurkiewicz, 2003; Petchsawang & Duchon; 2012 ; Albuquerque, Cunha, Martins, & Brito 2014; Javanmard, 2012; Hunter, 2019 ; Belwalkar & Vohra 2016). In this context, H1, H2 and H3 were accepted as research hypotheses.

In the next step, the mediating effect of job satisfaction on the relationship between organizational spirituality and job performance was tested. As a result of the research, it was concluded that job satisfaction has a partial mediating effect on the relationship between organizational spirituality and job performance. While the direct effect of organizational spirituality on job performance is not very high, its indirect effect on job satisfaction is quite high. This result can be interpreted as that job performance is highly dependent on job satisfaction and the organizational spirituality levels of the employees lie on the basis of job satisfaction. In this context, the 4th Hypothesis of the research has also been accepted. Similarly, Garg (2017) found in his study that job satisfaction and commitment have a mediating effect on the relationship between organizational spirituality and employee performance. Hassan, Nadeem, and Akhter emphasized that organizational trust has a mediating effect on the relationship between work spirituality and performance and satisfaction. In their study in 2019, Garg, Punia, and Jain concluded that organizational citizenship has a mediating effect on the relationship between organizational spirituality and job performance. Kanbur, Kanbur, and Özdemir (2017) found in their study that job satisfaction has a mediating effect on the relationship between psychological resilience and organizational citizenship. Özdemir and Yirmibeş (2016) found that job satisfaction mediated the relationship between leadership team cohesion and teacher performance.

Teachers are the focus of all practices, goals and success in education. Schools do all their activities through teachers. In the context of the above-mentioned results, determining the variables that affect the performance of the teacher, which is so effective in the function and success of education, will provide important data for education policies and managerial thinking. When considered in this context, the way to increase the performance of teachers in schools is to increase their job satisfaction with internal and external satisfaction factors such as making decisions, recognizing them as individuals, surrendering their personal rights, and fair human resources management. In line with the results of the research, organizational spirituality levels lie on the basis of teachers' job satisfaction. In the context of organizational spirituality dimensions, as teachers' commitment to work increases and their spiritual and mysterious experiences in their jobs increase, their job satisfaction will increase at the same rate. In addition, as they get rid of a material-based business philosophy, strengthen their spiritual ties and develop their sense of belonging to the society, the satisfaction they will get from their jobs will increase. The job satisfaction that will occur as a result of the increase in spirituality in organizations will have a positive effect on employee performance. In this context, quality and functionality will increase. As a result, recognizing employees as human beings, returning them to their essence, purifying their work from material factors and giving their profession a sacred mission will provide new paradigms and advantages to institutions in this automation age that we have entered the VUCA era.

6. Recommendations

It is recommended that researchers work with various variables, in different sectors, in different groups and locations, in the context of providing new and important data in administrative and educational sense of organizational spirituality, which is a reason for existence in individual and organizational life.

Conflict of Interest Statement

The author declares no conflicts of interests.

About the Author

Mehmet Ali Yarım is the principal of a school affiliated to the Ministry of National Education. He completed his doctorate in educational administration at Gazi University. He has studies on leadership, organizational behavior and organizational culture in many national and international journals.

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