

ABSTRACT

PREDICTING FACTORS OF JOB SATISFACTION AMONG CONFERENCES OF THE ATLANTIC UNION

by

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DOCTORAL THESIS ABSTRACT

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Title: PREDICTING FACTORS OF JOB SATISFACTION AMONG CONFERENCES
OF THE ATLANTIC UNION

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Problem

The empirical model in which generational gap, work environment, organizational culture and spirituality are predictors of job satisfaction, as perceived by the conferences within the Atlantic Union.

Methodology

The research was empirical quantitative, descriptive, exploratory, explanatory and transversal. The study population was made up of six conferences comprising the Union. An instrument was administered and 166 conference workers responded representing four of the population six conferences. The substantive statistical process was based on regression analysis, performed in SPSS 23.0.

The constructs for the five instruments used were done through factorial analysis techniques (with explained variance levels of over 51%, which are acceptable) and the reliability, measured with the Cronbach alpha coefficient for each instrument, was acceptable (with the lowest explained variance levels of .805). For the analysis of this hypothesis, the statistical technique of multiple linear regression was used.

Results

The model was validated with the sample of conference workers identified above. The work environment, organizational culture and spirituality are good pre-dictators of job satisfaction, according to the perception of pastors, principals, teachers, office personnel and auxiliary institutions workers, such, camp staff, community service centers, etc. When evaluating the influence of independent constructs through the standardized beta coefficients, it was found that the best predictor is the work environment, followed by organizational culture and spirituality, but the prediction of generational gap did not have a meaningful result.

Conclusion

It is recommended to the administration of the conferences within the Atlantic Union, to pay attention to the work environment and organizational culture as these weigh heavily on how employees feel about their job which translate into the level of their job satisfaction. As a Christian organization, spirituality will create the right setting in terms of how they will react to the challenges of work. However, special attention must be given to the generational gap. Intentional focus must be given to employment and deliberate coaching of Millennials. While they constitute the largest generational

cohort in the workplace, within the conferences, they make up the smallest group. Purposeful planning and preparation must start as Baby Boomers and Gen Xers begin their transition into retirement.

Montemorelos University
Faculty of Business and Legal Sciences

PREDICTING FACTORS OF JOB SATISFACTION AMONG
CONFERENCES OF THE ATLANTIC UNION

Thesis
presented in partial fulfillment
of the requirements for the degree
Doctorate in Business Administration

by
Ligia Cecilia Simpson-Homes

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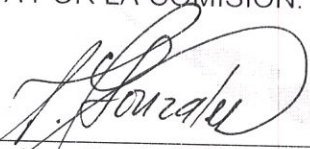
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Tesis
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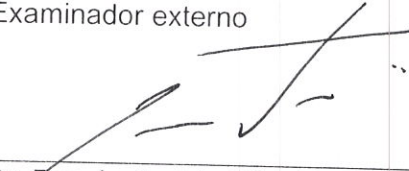
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DEDICATION

First and foremost, I want to thank God for helping me through this project; without His help I would not have been able to complete. In addition, I dedicate this work is dedicated to my children R. Aljossen and Aigil Jasilvih. I did this for you, so you may know that whatever you set your mind to do, with the help of our heavenly Father, it can be done. I want to inspire you to always do your utmost best in every endeavor you embarked on. No matter how hard the road; don't you ever give up, the promises of the Lord are sure, "I will never leave you nor forsake you" (Hebrews 13:5).

I also dedicate this project to my loving mother, Marta; my cheer leader, my rock, and my prayer partner. This is for the sacrifices you made for us (seven children) to obtain an education and go where you would have loved to have gone. This is also your accomplishment, for believing in us and for us, when we did not believe in ourselves.

To my sisters Sylvia, Vilma and Jacqueline; my brothers Elvis, Randall and Enrique, thank you. Thank you for standing in the gap for me in my first year. Thank you for always believing in me and encouraging me to stay the course. Thank you for your support and your unconditional love. To Roger Holmes, thank you for helping and encouraging me to stay on my knees and trust God that He will see me through.

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And finally, I would like to make a posthumous dedication to those I carry deep in my heart and who I hope to see again on that great resurrection day: My dad, Henry Simpson, my sister Patricia, and my nephew Dennis.

TABLE OF CONTENTS

LIST OF FIGURES.....	ix
LIST OF TABLES.....	ix
ACKNOWLEDGEMENTS	xi
Chapter	
I. BACKGROUND OF THE STUDY.....	1
Introduction	1
Purpose of the Study.....	2
Job Satisfaction	2
Organizational Culture	3
Generational Gap	3
Work Environment	4
Spirituality	5
Definition of Terms	5
Problem Statement	6
Proposed Model	8
Research Problem	8
Hypothesis	9
Research Objectives	9
Importance of the Study	10
Limitations.....	12
Delimitations	13
Assumptions	14
Philosophical Background.....	14
Organization of Study.....	19
II. LITERATURE REVIEW	20
Introduction	20
Job Satisfaction.....	21
Importance.....	21
Organizational Culture	23
Generational Gap.....	25
Work Environment	31
Spirituality	33
Relationships between Variables	35

Job Satisfaction and Work Environment	35
Work Environment and Organizational Culture.....	36
Generational Gap and Organizational Culture.....	36
Job Satisfaction and Spirituality	37
III. METHODOLOGY	38
Introduction	38
Type of Investigation	39
Population	40
Sample.....	40
Measuring Instruments.....	41
Variables.....	41
Instrument Development.....	41
Instrument Validity	42
Content Validity	43
Validity of the Constructs.....	43
Generational gap	44
Job Satisfaction	46
Organizational Culture	50
Working Environment	53
Spirituality	56
Reliability of the Instrument.....	59
Operationalization of the Variables	60
Null Hypothesis	60
Main Null Hypotheses.....	61
Operationalization of Null Hypotheses.....	61
Access to Respondents	61
Data Collection.....	62
Data Analysis	63
IV. ANALYSIS OF THE RESULTS	64
Introduction	64
Population and Sample	64
Demographic Description of the Sample	65
Generation or Range of Year of Birth	65
Gender.....	65
Years of service.....	66
Employment type	66
Academic level	66
Type of institution	67
Role in the organization	67
Cross Tables.....	67
Gender Difference and Job satisfaction.....	67
Generation Difference and Job satisfaction	68

Generation Difference and Spirituality	68
Role in the Organization and Job Satisfaction	68
Role in the Organization and Spirituality	69
Range of Year of Birth and Work Environment	69
Range of Year of Birth and Organizational Culture	69
Description of the Behavior of the Variables	69
Arithmetic Means	69
Generational Differences	69
Job Satisfaction	70
Organizational Culture	71
Working Environment	72
Spirituality	73
Multiple Regression Assumptions	74
Null Hypothesis Testing	75
Null Hypothesis	75
Normality Test	77
Summary of the Chapter	78
V. CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS	79
Introduction	79
Discussion	81
Organizational Culture	81
Generational Gap	84
Work Environment	85
Spirituality	87
Job Satisfaction	90
Conclusions	92
Recommendations	93
To Administration and Leaders of the Conferences	93
For Future Research	94
Appendix	
A. INSTRUMENT	95
B. FACTORIAL ANALYSIS	103
C. ANALYSIS OF RELIABILITY	114
D. OPERATIONALIZATION OF THE VARIABLES	118
E. DEMOGRAPHIC DATA	127
F. CROSS TABULATIONS	130
G. MULTIPLE REGRESSION ASSUMPTIONS	135

H. ARITHMETIC MEAN AND STANDARD DEVIATION.....	140
REFERENCES.....	144
CURRICULUM VITAE.....	155

LIST OF FIGURES

1. Model of factors affecting job satisfaction.....	9
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LIST OF TABLES

1. Rotated Component Metrix of Generational Gap	45
2. Rotated Component Metrix of Job Satisfaction	48
3. Rotated Component Matrix of Organizational Culture	51
4. Rotated Component Matrix Working Environment	54
5. Rotated Component Matrix of Spirituality	58
6. Operationalization of the Variable Job Satisfaction	60
7. Operationalization of Hypothesis	61
8. Range Year of Birth.....	66
9. Arithmetic Mean and Standard Deviation for the Construct Generational Difference	70
10. Arithmetic Mean and Standard Deviation for the Construct Job Satisfaction	71
11. Arithmetic Mean and Standard Deviation for the Construct Organizational Culture	72
12. Arithmetic Mean and Standard Deviation for the Construct Work Environment	73
13. Arithmetic Mean and Standard Deviation for the Construct Spirituality	74
14. Summary of the Model 1	80

15. Summary of the Model 2 - Regression Results.....	81
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CHAPTER I

BACKGROUND OF THE STUDY

Introduction

This section is centered on the background of each of the variables contained in the research. It also addresses the question of, how generational gap, work environment, organizational culture, and spirituality affect job satisfaction. Job satisfaction is one of the most complex areas facing today's managers (Aziri, 2011) as it relates to managing employees. Job satisfaction is not only interconnected to workers getting along with each other, or has to do with as stated by Jonck and Swanepoel (2015), employment of the right personnel to complete the job in an efficient, competent, timely and professional manner. Job satisfaction also has to do with how employees feel about their job, but also about how much they enjoy what they do (Hassard, Teoh, & Cox, 2013). However, research has found that there has been a paradigm shift in the worldview of the field of Human Resources (HR) as it relates to the area of job satisfaction. The field of HR has broadened to accommodate new focuses that will include the importance of intangible assets, such as brand recognition and knowledge management (Crain, 2015; Jin & Rounds, 2012; Jonck & Swanepoel, 2015; Leonard, 2013).

Studies on job satisfaction, its impact on the individual, the organization, and its relationship to work environment go as far back as the 1930s and late 1950s where names like Herzberg, Mausner, and Snyderman (1959) and later Schulz

(1991) are household names in job satisfaction. Yet, researchers continue to study and expand on the topic, to encompass additional concepts. Concepts such as interpersonal relationship between employees, members, or individuals'; perceptions like having a long and short-term plan, will ultimately impact the success of the company, the social, and emotional well-being of all employees. Job satisfaction and work environment are pivotal to the life of adults since about 40% of adults living in the United States are gainfully employed (Ryan & Newport, 2014).

Purpose of the Study

The purpose of the study is twofold; first, to determine the impact, if any, that work environment, organizational culture, generational gap, and spirituality have on job satisfaction. Once the relationship is established for each variable, then an instrument that will be developed will attempt to measure the level of effect or impact and provide possible suitable solutions as to how to increase or improve the satisfaction among the workers of the population of study.

Job Satisfaction

One of the first definitions of job satisfaction came from Hoppock (1935), as mentioned by Campos Madrigal (2013), who has defined job satisfaction as a combination of psychological, physiological and environmental circumstances. Zurita Alcaraz et al. (2014) concur with Hoppock, that job satisfaction has to do with the "psychological" reaction to work as well as the perception and expectations of the employee. While a myriad of studies has been conducted and different instruments have been used to measure the level of satisfaction in the workplace (Scott, 2015), researchers continue

to conduct studies in this area as the field is vast and the conclusions inconclusive on the definition of job satisfaction (Aziri, 2011).

Organizational Culture

Organizational culture is defined universally as a set of shared meaning of the values and beliefs systems of a community of people or employees (Cujar, Ramos, Hernández, & López, 2013); their worldview, operating practice, the different roles they play in the success of the company, the history, influences such as workplace attire, employee's perception of the organization, are all factors that help define the culture of the organization (Greenwald, 2008).

As defined by Schein (cited in Domínguez, 2016), organizational culture is the way the members of the organization respond, react, interpret, feel about or view problems. In other words, organizational culture can be interpreted as the visible structure and processes, such as the operational policies and procedures of the organization (Nilsen, 2016).

Generational Gap

Pivotal to the smooth running of the organization is the utilization of human resource (McFadden, 2016). As if the challenges relating to recruitment, retention (job satisfaction) and management were not enough, the complexity of human resources is further deepened with the presence of now four identified generations in the workplace (Hammill, 2005; Haynes, 2011; McFadden, 2016; Preece, 2015). A generation is defined as a cohort or group of people who were born during a certain era and that share significant historical experiences (Brown, 2015; Chekwa, Chucwuanu, & Richardson,

2013; Dixon, Mercado, & Knowles, 2013; Newman, 2016; Notter, 2009). The identified generational cohorts in the workplace today are as follows: The Veterans (those born between 1922-1945) are the smallest and oldest cohort in the workplace (Brown, 2015; Chekwa et al., 2013; Dixon et al., 2013; Gigliotti, 1983). Baby Boomers (born between 1946-1964), as for this cohort, there are no congruency among researchers on the exact starting and ending dates of this generation (Brown, 2015; Dixon et al., 2013; Gigliotti, 1983; McFadden, 2016; Moeller, 2013). Generation X (born between 1965-1980), also known as Gen X, Baby Busters, and the MTV Generation (Brown, 2015; Moeller, 2013; Newman, 2016; Preece, 2015), and Generation Y (born between 1981-2000) represents the largest generation in history, the largest and youngest cohort in the workplace (Brown, 2015; Chekwa et al., 2013; Fry, 2015; Haynes, 2011; McFadden, 2016; Newman, 2016; Preece, 2015). Authors have identified several differences relating to work values among these generations (Cennamo & Gardner, 2008; Cox, 2016; Crain, 2015; Haynes, 2011; Preece, 2015). This is important since conflicts may arise in an organization when work values differ among employees (Crain, 2015; Preece, 2015).

Work Environment

The work environment of an organization is defined as a link to the thoughts, feelings, and behavior of employees. Feelings such as trustworthiness, cohesion, and forgiveness, although transient and subjective, may at the same time, because of its nature, affect the way personal and professional goals are set and met (Cox, 2016; Hofstede, 2001; Nilsen, 2016; Tippey, 2014).

Earlier studies (Flippo, 1984; Reichers & Schneider, 1990) suggest that work environment, as the name suggests, to be related to the organization's environment, in

areas such as the type of leadership, structure, and attributes as these influences the actions and behavior of the company. The study also suggests that work environment has to do with the worldview, that is, things like politics, practice, and procedures shared by the individuals that make up the organization (Campos Madrigal, 2013).

Spirituality

Acceptance of spirituality in the workplace has reached a level of approval that has not been seen before. Previously perceived as a feature or facet of religion or religious life, spirituality is now viewed on a wider plane (Rhodes, 2006). In the past two decades, spirituality in the workplace has found not just acceptance, but encouragement and interest to the extent of conducting empirical studies on the topic (Afsar & Rehman, 2015; Gupta, Kumar, & Singh, 2014). According to an article published in the *Journal of Workplace Learning*, when spirituality in the workplace is cultivated, the creativity in workers will be brought out, strong interconnectedness and social ties with coworkers will be established, a good feeling of well-being, purpose and values that have to do with connectedness, meaning, purpose of life, patience, tolerance, having an opened-mind to change and feeling accepted (Afsar & Badir, 2017; Afsar & Rehman, 2015; Ashmos & Duchon, 2000; Milliman, Czaplewski, & Ferguson, 2003). The research shows that the absence of spirituality in the workplace creates a negative work environment that will lead to an increase in stress, absenteeism, and frustration (Hassan, Nadeem, & Akhter, 2016).

Definition of Terms

This section allows for the brief definition of terms of the variables of this

research:

Job Satisfaction: Is a psychological state of mind an individual has towards his/her job. Feelings of gratification, enjoyment, and fulfillment that a person has that derives from their job.

Organizational Culture: It is a system of shared assumptions, values and beliefs that governs how people behave in organizations.

Generational Gap: It refers to the breach or differences between generation cohorts; how each generation cohort behaves, think and relate to each other.

Work Environment: Organizational climate, working environment, and work environment are used interchangeably; and it refers to the characteristics surrounding a person's job. The perceived idea a person has towards the organization he/she works for.

Spirituality: It is a sense of being, deeply rooted in a sense of purpose, meaning, solidarity, trust, and connection among employees of an organization.

Absenteeism: It refers to the atmosphere in the organization one works for and how much or often employees absent themselves from work.

Job Turnover: It is the act of an employee exercising a constant change of employment (from one company/organization) to another.

Resilience: It is the ability to endure and overcome life's most ruthless challenges and the capacity to bounce back.

Organization: It is the entity, company or place of employment.

Problem Statement

The literature provides empirical evidence in which organizational culture,

generational gap, work environment and spirituality are predictors of job satisfaction as perceived by the employees of the conferences within the Atlantic Union Conference.

The subject of job satisfaction is paramount in importance. The prominence of the topic can be demonstrated by the fact that it has become the most researched variable in the area of work psychology (Hassard et al., 2013). Because of this, organization leaders, employers, superiors, managers and supervisors, need to focus on the factors that influence job satisfaction. Some of the factors include, the building of relationships, creating a sense of purpose, and cohesiveness among the workers; while reducing fear, doubts, distrust and division in the workplace (Morris-Sweeney, 2017).

Abraham Maslow's (1954) exposition of his hierarchy of needs served as platform for many other studies that shed light on job satisfaction. At the base of Maslow's hierarchy are the physiological needs of the individual and at the pinnacle is the need for self-development and professional fulfillment. Researchers such as Herzberg et al. (1959) found that job satisfaction had to do with the way one feels about the job. Other investigators though that job satisfaction goes far beyond work, having to do more with expectation and perception. First, expectation from the job and second, how the worker perceived the job should cater to them as workers (Rutebuka, 1996).

While many studies have been conducted in the area of job satisfaction, as stated earlier, not too many have been conducted within the Seventh-day Adventist Church; and even fewer among the conferences located within the Atlantic Union.

The study conducted by Rutebuka (1996), on satisfaction among Seventh-day Adventist teachers, found that teachers were generally satisfied with their job. However, the study also showed that in 1996 the main areas of dissatisfaction among the educators

were, among others, the lack of opportunities for advancement and salaries. In addition, the study presented as a point of interest at that time, that the students were moving closer and closer to the secular population in lifestyle and beliefs. Moreover, it is disconcerting that the students of close to 20 years ago, are the adults, professionals, and leaders of today. And if they were not happy with the church then, they may not be happy with the church today. Attacks, unhappiness, and criticism from outside and from within, the church is going through a difficult time today. If the workers, are not happy with the organization, or satisfied with their job, more than likely, they would not encourage others or foster a positive atmosphere among the members. In order to ensure a positive environment, and continue evaluating and improving the working environment, it is always healthy for the organization to conduct studies to measure how the 'business' is doing and how to improve services (Pierson, 1974).

Proposed Model

The review of the relevant literature showed that the following factors may have an impact on job satisfaction. Namely: They are depicted in the hypothesized model shown in the diagram in Figure 1. The researcher theorizes that there are four variables: Organizational culture, generational gap, work environment and spirituality, which may impact job satisfaction.

In this model, the dependent variables are organizational culture, generational gap, work environment and spirituality, while the independent variable is job satisfaction.

Research Problem

The problem to be investigated in this study is the empirical model in which work



Figure 1. Model of factors affecting job satisfaction.

environment, organizational culture, generational gap and spirituality are predictors for job satisfaction as perceived by the employees of the conferences within the Atlantic Union Conference.

Hypothesis

In order to provide statistical evidence and to scientifically support the conclusions, the present study states the following hypotheses:

Ho: organizational culture, generational gap, work environment and spirituality are predictors of job satisfaction.

Research Objectives

In accordance with the research purpose, the following objectives were set:

1. To create questionnaire directed to workers, i.e. pastors, principals, teachers, office staff and conference workers within the Atlantic Union Conference for measuring level of job satisfaction.

2. To create an instrument to measure the research variables: Organizational

culture, work environment, generational gap, spirituality and job satisfaction.

3. Explain the direct effects of relevant variables on job satisfaction with the conferences of the Atlantic Union Conference.

4. Evaluate the linear relationships between each of the predictive variables (organizational culture, work environment, generational gap, and spirituality) and job satisfaction.

5. Formulate hypotheses concerning the relationship between the variables and job satisfaction from a review of the existing literature.

6. Test hypotheses concerning the relationships between the variables and job satisfaction.

7. To descriptively evaluate the constructs according to the demographic composition of the sample.

Importance of the Study

A study conducted years ago, presented concerns about the Seventh-day Adventist (SDA) church in North America as it relates to the young people losing their commitment to the church, to SDA schools, and even to Christianity (Rutebuka, 1996). The study found that there was a significant gender difference in the responses between the levels of job satisfaction. Among the male teachers, commitment to the teaching profession was directly related to their job satisfaction, while for female teachers, their job satisfaction was highly related to their commitment to the church.

The study (Rutebuka, 1996) also revealed that faith was the most important contributing factor to their commitment to the church. Conversely, Quiyono (2014), having been a student at both Montemorelos University, a conservative SDA institution and

later Andrews University, a little less conservative (when compared to the former) found himself asking related questions on Christian commitment and involvement in institutional activities. In his study, Quiyono found that most SDA young people who attend SDA institutions of higher learning and graduated, do not return to work for the organization and of the minority that did, some would soon leave to go to work for non-SDA higher paying companies (Quiyono, 2014). Some researchers concluded that job satisfaction was highly based on the numbers of years with the organization, when in fact the low turnover of workers is not necessarily an indicator of a high job satisfaction. Factors like economic condition and difficulties getting a new job may also influence a low turnover. When the number of graduates from SDA institutions of higher learning is compared to the number of those who remain employed in the SDA organization they may render a different result.

From its humble beginnings in the days when people sold their possessions and gave it to support 'the cause' (Lechleitner, 2013), to the thousands of SDA workers across the globe today, the Seventh-day Adventist Church stands as a monument to the organized structure of today. Once united on the word and known, as the people that believe in the primacy of the Bible as the only source of truth (Said, 2013), today, 171 years later, the church is living in a time when it is being attacked from within and from without, and from every other possible angle; from fanaticism on one hand to liberalism on the other (Pierson, 1974). The divide comes from issues as simple as, where the North American Division offices will be located, to more complex issues such as whether women should be ordained to ministry or not.

Standish (2015) explain that, while his generation -Generation X- has left the

church in droves, it was nothing compared to those leaving the church today. Some of the reasons given for a lack of commitment to the SDA Church are a lack of Christ-likeness in the older members a bad attitude, dated or old-fashioned views on sex, lack of social justice, or dull worship services are not the reasons millennials and gen X'ers are leaving, in his opinion it has to do with the role media plays in the lives of the young people. Moreover, some researchers claim that the generation that watches the least amount of TV and cable in any given 24 hours is this. However, this may be a bit deceiving since millennials are not really watching TV, but they are watching video on demand and You Tube.

Researchers are divided on the reasons why Millennials and Gen Xers are uncommitted to or leaving the church. Understanding the dissatisfaction will shed light on some solutions to increasing the satisfaction of the church/work.

Limitations

The use of surveys in research will provide an accurate and efficient means for describing the opinions, thoughts, and feelings of the participants; yet they are some limitations when using survey methods in research.

Limitations are unavoidable in every research. Although present, limitations do not necessarily affect the outcome of the investigation. These limitations range from population, time, and sampling size (Simon & Goes, 2013). Below, are some of the limitations of this research.

Although the study is a cross-sectional study, it is limited to the employees of the SDA organization located in conferences within the Atlantic Union.

The intent of this research is limited to the discovery of the correlation between

constructs and not the creation of a new theory.

The territory of the Atlantic Union Conference is vast and expand over seven states and the island of Bermuda and therefore, in addition to territory, financial constraints and time will be challenges.

Northeastern Conference, as a regional conference, therefore, some demographic variables such as language will have to be considered.

Participation of subjects will be limited to the approval of their corresponding governing board.

The New York and Bermuda conferences did not respond to any of the calls, emails, and texts of the researcher, hence, there is no sampling from these areas.

Delimitations

Delimitations are issues that appear in the research and that are within the boundary of control of the researcher. Delimitations clearly demonstrate to the reader the parameter of the study (Simon & Goes, 2013).

The current study includes as target population a sampling of employees within the conferences of the Atlantic Union, Northeastern, Greater New York, New York, Southern New England, Bermuda and Northern New England. The sample will include office staff, office personnel of the elementary schools and academies, camp staff, teachers, principals, and clergy. It is a cross-sectional and correlational study of workers' opinion and thoughts of how satisfied they are with the working environment and organizational culture, the spirituality and generational gap (if any) as well as the major contributing factors to their job satisfaction.

Assumptions

In any scientific research, assumptions will be found that are based on the principles, thoughts or beliefs that are assumed to be true or reasonable. One assumes that certain aspects are true given the population, statistical test, research design and other delimitations (Simon & Goes, 2013). Assumptions have the potential of shaping the outcome of the research. Some assumptions that will be made in this research are:

That participants will participate willingly in this research; that they will honestly answer each question and return the survey in the self-addressed envelope provided.

That the administrators will agree to allow their staff members to participate in the survey.

That the participants were represented generationally and ethnically.

Philosophical Background

The Seventh-day Adventist organization has been in business for over 150 years (Pollard, 2018), employing thousands of men and women around the world. As an employer, the Seventh-day Adventist Church view the employer -employee relationship from the basis of the principles described in the Bible (Annual Council of the General Conference Executive Committee, 2003). However, in practice, is the SDA Church as an employer, executing the business principles that are generally accepted, and displaying the Christian values that will glorify God? Is the most valuable resource (human) impacted, influenced or treated in a way that pleases God?

The Bible has hundreds of business principles that should guide and govern our dealings. The way the church as an employing organization conduct transactions, trades, and businesses should be that of a higher standard, since God himself has set the bar to

which we should live by (Isaiah 55:8-9). The answer to a 'higher calling' and to the permanent authority of the Word of God (Isaiah 40:8), that should be manifested in the way business is conducted, the way those who are subordinate are treated. The Bible says in the book of Micah 6:8: "The Lord God has told us what is right and what he demands: 'See that justice is done, let mercy be your first concern, and humbly obey your God'. This text implies personal, intentional and sacrificial involvement, not just watching from a distance. White (1999) states: "Christ recognized no distinction of nationality or rank or creed... [He] came to break down every wall of partition" (p. 27). While, the scribes and the pharisees made up all these rules of exclusions, rubrics of distinction, and a list of qualifications for privileges to the gifts that was granted to them from the God of heaven.

The life of Christ established a religion in which there is no caste, a religion by which Jews and Gentiles, free and bond, are linked in a common brotherhood that is equal before God... He made no difference between neighbors and strangers, friends and enemies. (White, 1999, p. 27)

Burkett (1998) states that although that may be living in a society that lives and breath on deception, as children of the Most High, the intent and purpose in the life and business must be to "honor and glorify God" in all whatever is done or said (1Corinthians 10:31). Anyhow a person who called himself/herself a Christian child neglect to glorifying God by abusing the authority given by taking advantage of others, badgering, or maltreating others, are honoring the Devil. Justice, mercy, and honesty must be the principles that govern the organization (Proverbs 3:32; 4:24); and fairness, integrity, and Christ-like-ness must be the code of conduct that administrates the employees, especially if this organization is the church. Burkett goes on to say that if somebody finds that can't give the same honor and regard to the lowest-ranked employee, then he needs to stop and resolve the issue with the Lord (Burkett, 1998). The word of God is

clear when it says: “But if you show partiality (the NIV uses the word, favoritism), you are committing sin and are convicted by the law as transgressors” (James 2:9).

There should not be any mistreatment among Christians (Matthew 25:40) or favoritism shown over one employee over the other as “God is no respecter of person” (Acts 10:34).

The leadership style should be patterned after the Commander Prince Emmanuel (1Chronicles 29:11). Adam (humanity) was placed as steward of the properties that belong to God (Psalms 135:6; 50:10).

Many entities of the SDA Church have sinned by omission or commission as they have either done the evil or stood in silence as others commit the infraction. They have misrepresented the Savior, by harassing, abusing, mistreating, and badgering some of their employees. Paul commands us to, “have the same attitude toward one another that Christ Jesus had” (Philippians 2:5, Matthew 25:40).

Occupation (employment, work) was one of the institutions that extended beyond Eden. God gave Adam work to do, before he gave him his wife, Eve (Genesis 2:18-20), and in the second letter to the Thessalonians, Paul went as far as to say that, “For while we were yet with you, we gave you this rule and charge: If anyone will not work, neither should he eat” (2Thessalonians 3:10).

Employment was meant to be a good thing, a blessing to the worker as well as to the employer. It was supposed to provide many opportunities for glorifying God, but it may also provide for many temptations and opportunities to sin (Grudem, 2003).

In giving man work and responsibilities, God also gave him leadership as one of the first mandates after He created him. God said to Adam, “be fruitful, and multiply, fill

the earth, and subdue it, and rule” (Genesis 1:28). These verbs are commanding words. According to Strong’s Hebrew Dictionary, the word fruitful comes from the Hebrew word “*parah* or *peru*” which means to be productive, to branch off, to make fruitful. Because of the context in which God was speaking, the direct reference was to have the ability to produce fruit, bear fruit. In other words, God is comparing the ability of a tree to bear fruits to the ability of the human being to procreate and have children, many children, as the verse says, ‘multiply, fill the earth’ with many children who in turn will also procreate until the earth is full. This application is corroborated in the next word God used, and in the context of “multiply”, the Hebrew word “*rabah*” (other translations use *ure-vu*) - imperative masculine singular word that means: to become much, many or great; to grow, increase.

These are two different commands God is giving to man. First to be productive, useful, ‘be fruitful and multiply’ and the other command was to subdue (Heb. *ve chiv shu ha*) bring into bondage and rule (Heb. *u re do*) to have dominion “over the fish of the sea, the birds of the air and every living thing that moves on the earth.” It was never God’s intent to have man ruling, subduing, and/or dominating other human beings. Together, equally Adam and Eve were to rule over the “earth and all living creatures” (White, 1957, p. 59), and God was to be their God and King over them.

The Bible is clear as it refers to Eve being the first one to fall into temptation and then served as a medium for Adam to sin. As God pronounced his sentence to all parties involved, each one of them receiving punishment according to their role or involvement in creating the sin problem. First, the serpent was cursed above every beast of the field, upon the belly it would go and dust would it eat all the days it’s life (Genesis

4:14) for what it had done. Second, Eve's curse was threefold: she would conceive in sadness, she would bring forth children in sorrow, and her desire would be for her husband. By yielding to temptation, Eve lost the dominion she once enjoyed and now, her most intimate desire belongs to her husband and he would rule over her. He would be her leader; he would be the head over her.

As "long as Adam remained loyal to Heaven, all nature was in subjection to him. But when he rebelled against the divine law, the inferior creatures were in rebellion against his ruler" (White, 1957, p. 59).

God was the king of Israel until Israel, his own people, rejected him (1Samuel 8:5-7). Samuel tried to discourage them from committing such atrocity by explaining to them the consequences of their decision, but to no avail. The Lord foretold his people the outcome of having their desire, they would see their possessions being taken, their children, women and men being enslaved, as a direct result for rejecting the authority of God (White, 1957).

Today, the people of God have not a king, but as they reject the Word of God, as they mistreat the children of God; as they depart from the commandments of the Creator and misrepresent the Heavenly Father, they are also rejecting Him. Explaining the devastating consequences of the actions of the Hebrew nation and in contrast, the humble life of obedience of Samuel, White declared:

[Samuel] labors bore the signet of Heaven. He was honored by the world's Redeemer, under whose guidance he ruled the Hebrew nation. But the people had become weary of his piety and devotion; they despised his humble authority and rejected him for a man who should rule them as a king. (White, 1957, p. 607)

White (1915) admonishes those who regard themselves as missionaries or leaders in His vineyard to behave as such 'among your fellow workers'. Only through a spirit

of 'humble, diligent, faithful toilers' will the 'welfare of Israel is promoted'.

Organization of Study

Chapter I includes a brief introduction, the presentation of the background of the problem, the problem statement, the relationship between the variables, the research to be carried out, a definition of terms section, limitations, delimitation, assumptions and the philosophical background. The final section of the research presents the structure of the chapters in progressive order.

Chapter II will analyze the existing literature relating to the variables.

Chapter III will describe the research methodology for the study. The method will include the design, the sample population, instrument, data collection, strategy for sampling, validity, and reliability of the instrument; measurement of the instrument, the definition of the operationalization of the variables, the null hypothesis, the operationalization of the null hypothesis, the research questions and the limitation of the method.

Chapter IV will describe the nature of the analysis procedure and the findings will also be presented in relation to the research hypothesis; the behavior of the variables and the analysis of the model.

Chapter V will present the summary of the findings, discussions, conclusions and recommendations for future studies.

CHAPTER II

LITERATURE REVIEW

Introduction

The purpose of this study is to explore the existing literature on the variables mentioned in the previous chapter. The review is done with the purpose of identifying any gap which this study would aim to bridge. The review of the literature will also focus on the importance of the variables, the dimensions, constructs, and the relationship between variables that may exist.

A combination of the database search engine was used to identify relevant literature in this study. Electronic searches were conducted using search applications such as Google, Google Scholar, Research Gate, Ebsco Host, Tesis UM, and ProQuest databases. The following search terms or combinations of terms were used: organizational culture, spirituality in the workplace, organizational climate, work environment, generational gap, generations in the workplace, and job satisfaction. In addition to those terms, with the knowledge of Spanish, the author also searched using the following combinations: Cultura organizacional, clima laboral, brecha generacional, generaciones en el lugar de trabajo, y satisfaccion laboral. A technique referred to as chain-referral sampling (which consisted of reading and following the referral list of the researcher to locate additional relevant sources) was used.

Job Satisfaction

Importance

For decades, researchers have been conducting a vast amount of studies on the importance of job satisfaction (Scott, 2015), and they continue to conduct studies in this area, as the field is vast in this society of constant change (Aziri, 2011). While the findings can be replicated and related to both corporate and private sectors, not a lot of studies have been conducted in the nonprofit, religious sector to determine levels of satisfaction (McFadden, 2016; Salamon & Sokolowski, 2005). The nonprofit sector is growing and getting more societal and political attention (Robineau, Ohana, & Swaton, 2015). Although researchers have not reached a consensus as to the type of organizations that belong to the nonprofit category, they define nonprofit as self-governed, and implementing a charitable or social activity on a voluntary basis, whatever their legal frame. Robineau et al. (2015), and Nank and Alexander (2012), on the other hand, define nonprofit as firms or associations conducting business for the benefit of the general public without the motive of profit. Moreover, nonprofits are frequently acknowledged as an undeveloped and relaxed version of the public sector (Nank & Alexander, 2012).

This study will focus on the relation or correlation between the aforementioned constructs, specifically in the private religious sector - namely, the Seventh-day Adventist Church organization.

A study conducted recently (Chinomona, Popoola, & Emuezerua, 2017) shows that employee job satisfaction continues to be an essential variable in the empirical literature. The way employees continue to switch between jobs, serving one company for a

few months or a year or two and then move on to the next, remained an unsolvable problem by many companies, researchers continue to state that, the more satisfied employees [are], the more productive and able to achieve their work creatively they are. The more satisfied the employees are, the more resources the company stands to achieve. As mentioned by Chinomona et al. (2017), high level of employee job satisfaction leads to higher commitment and engagement of employees at work, as employee job satisfaction and employee performance are positively correlated (Qasim, Cheema, & Syed, 2013). Absenteeism and turnover are very costly for companies, and it is proven that one of the few ways to decrease these factors is by increasing job satisfaction (Chinomona et al., 2017).

The success of any organization is mainly the result of employee satisfaction and the work environment (Clifford, 2016; Ricciotti, 2016). Organizations need to provide a healthy and safe work environment (Domínguez, 2016). The atmosphere of the workplace should be secure for the physical, mental, professional development, as well as one free from hostility (Kossman, 2016). Moreover, it is incumbent upon the organization leaders to ensure that the rules are kept and that all employees are treated fairly (Ontiveros Ramírez, 2016).

Studies have shown (Ferrer-Santiago, 2016), that a good relationship is pivotal to the success of any interpersonal venture. When organization leaders are able to relate to the workers and transform the workers into collaborators -rather than just laborers (Meza Escobar, 2013)-, the morale of the workplace, the work environment, job performance, and job satisfaction are improved significantly (Ferrer-Santiago, 2016). The reason for this is the paradigm shift that occurs inside the psychic of the worker

where he/she views himself or herself as an important part of the company and its success constitutes a personal success (Ferrer-Santiago, 2016).

One of the earlier definitions of job satisfaction came from Uhrbroock (1934) and Hoppock (1935), whom after studying over 4430 and 500 employees respectively, found that job satisfaction is affected by the work, the coworkers, and the managers. The basis of satisfaction in the workplace is a combination of psychological, physiological and environmental circumstances (Hoppock, 1935; Komhauser, 1930; Uhrbroock, 1934). Zurita Alcaraz et al. (2014) concurs with views of Komhauser (1930) and Hoppock (1935) in their declaration that job satisfaction has to do with the 'psychological' reaction to work as well as the perception and expectations of the employee.

Organizational Culture

Nilsen (2016) and Schein's (2009) while agreeing on the definition of organizational culture, Nielsen goes further to define organizational culture as the unstated assumptions a group learns as it solves problems of both internal integration as external adaptation taught to new the members. While, Schein (2009) based his definition on the way the members of an organization feel, perceive, or think as the 'correct' way of doing things and teach this way of feeling, perceiving or thinking to the new members, from the foundation of what we accept and understand as organizational culture. Other researchers (Armenakis, Brown, & Mehta; 2011; Campbell & Goritz, 2014; Glisson et al., 2008; Holmes, 2016) conceptualized organizational culture as the collective norms, values, assumptions, and meanings shared by individuals in a work setting; while others (Landy & Conte, 2010) view it as a system that individuals share. There are yet others that believe that organizational culture can be intentionally created or

unconsciously developed by the leader (Hasler, 2005).

Other authors (Armenakis et al., 2011; Holmes, 2016; Nilsen, 2016) believe that organizational culture operates and exists at basically three levels: artifacts, adopted beliefs, and underlying assumptions. Artifacts are the most visible level. Artifacts have to do with the structure (policy) and process (procedure) of the organization. Armenakis et al. (2011) expand and clarify their depiction of this, by stating that the artifacts level is to include dress codes, and the implicit norms established by the leaders; which may or may not motivate the person.

Holmes (2016), Schein (2004), Nilsen (2016), and Armenakis et al. (2011) add to the definition to include the level of beliefs and values that entailed the goals, policies, philosophies, implicit norms and strategies established by the leaders.

At the deepest of the three levels (Nilsen, 2016; Schein, 2004), is found the underlying assumptions and values. Armenakis et al. (2011) and Holmes (2016) argue that the assumptions are actually subconscious cognitive factors or expectations, while Schein (2004) and Nilsen (2016) explain that decisions are made and actions are taken based on the overt or covert existing beliefs that may also lead to the formation of subcultures within the established organization.

Schein (2004) and Domínguez (2016) argue that the organizational culture is the way the members of the organization respond, react, interpret, feel about or view problems. In other words, organizational culture can be interpreted as the visible structure and processes, such as operational policies and procedures that in turn will affect job satisfaction (Nilsen, 2016).

As important as it is that workers are empowered to grow professionally, develop

new skills, and expand competently and proficiently (Domínguez, 2016), it is just as pivotal that all employees be treated with fairness, justice, and impartiality (Ontiveros Ramírez, 2016). Empirical studies have proven (Domínguez, 2016; García-Guiu, Molero, & Moriano, 2015; Ontiveros Ramírez, 2016; Wayne, Shore, Bommer, & Tetrick, 2002) that when employees feel that they are not treated fairly, a sense of dissatisfaction is created, an increase absenteeism, a rise in stress and tension is generated, low productivity, lack of motivation that leads to low morale which may also lead to apathy towards the organization.

Greenwald (2008) shares some principles on organizational culture that will help in the understanding of how the values and beliefs systems help shape the behavior in organizations and states that culture sets the tone of life in the organization. The differences between one organization and the other represent the cultural differences between them. The meaning of life from the perspective of an organization, the distinctiveness of social relationships that are allowed or discouraged in the workplace, are all part of the organizational culture and the make-up of the systems of perceptions and ideas of the organization. Hence, the imperative role that values and beliefs play in promoting cohesiveness to the role, function structure of the organization.

Generational Gap

Fundamental to the smooth running of the organization is the utilization of efficient use of the human resource. Added to the challenges relating to the personalities, are differences in perceptions based on the peculiarities of the particular generation (McFadden, 2016). Besides the issues mentioned before, there are matters relating to recruitment, retention (job satisfaction) and management the complexity of human

resources is further deepened with now, for the first time in the history of America, that there are four identified generational presences in the workplace (Brown, 2015; Hammill, 2005; Haynes, 2011; McFadden, 2016; Preece, 2015).

A generation, as delineated by researchers, is a cohort or group of people who were born during a certain era and who share significant historical experiences and possess distinct beliefs and values (Brown, 2015; Chekwa et al., 2013; Dixon et al., 2013; Gigliotti, 1983; Newman, 2016; Notter, 2009). In an empirical study conducted by Klun (2008), shows that Baby Boomers believe that a balanced work-life is related to job satisfaction, while Generation X and Millennials believe it is more important to integrate the roles of work and life. Klun's (2008) findings demonstrated that at least 50% of Generation X and Millennials place more emphasis on family than on work, as compared to 41% of Baby Boomers that focus on family over work.

Whereas generational cohorts are assigned specific periods. Research shows that there is incongruence on the years each generation begins or ends. For instance, some researchers placed the period of Generation X from 1964-1979 (Brown, 2015; Clare, 2009; Kapoor & Solomon, 2011), while others placed the Baby Boomers from 1965-1980 (Beekman, 2011; Crain, 2015; Dixon et al., 2013; Gigliotti, 1983; Joshi Dencker, Franz, & Martoccio, 2010). Yet, others place the Generation X period as going from 1961 to 1981 (McFadden, 2016; Strauss & Howe, 1991; Zemke, 2001). However, regardless of the exact start period, a generation, as stated by the U.S. Census (Hammill, 2005), the point is the length of time needed for a cohort to reach childbearing age (Strauss & Howe, 1991).

Generational researchers have divided people by their year of birth into four

generations. Nonetheless, for the purpose of this study, the author will be employing the typology of Strauss and Howe (2005).

Traditional/Veterans (1922-1945). In the early to mid-1900s, some historically life-altering events took place that, according to some researches, changed the trajectory of this generation (McFadden, 2016). In this case, occurrences such as the Great Depression, World War II, and the Korean War among other events shaped this generation. Many believe that “the impact of these events changed the lives of not only the previous generation (The Great Depression), but also the lives of Veterans through a number of hardships (McFadden, 2016). This generation understood, by means of personal experience, the meaning of surviving on very little, being hungry, and seeing their parents losing it all. These children learned to keep silent and do what was expected of them to keep the family going (Codrington, 2008; McFadden, 2016).

Matures/Silent/Traditional/Veterans (1922-1945). Are the smallest and oldest cohort in the workplace (Brown, 2015; Chekwa et al., 2013; Dixon et al., 2013; Gigliotti, 1983). This generation is very hardworking, dedicated, reliable, conforming, conservative, and like structure; they prefer rules, order, such as formal hierarchy (Codrington, 2008). As employees, the Veterans have very strong ethical work standards, they are loyal to the organization; for example, when accepting a job, they would work for that organization for life, expecting to accomplish their goals by working very hard (Brown, 2015; Newman, 2016).

Baby Boomers (1946-1964). Hammill (2005) established this rank, although Strauss & Howe (1991) had said that they were between the years 1943-1960. Is the second oldest generation in the workplace (Brown, 2015; Dixon et al., 2013; Gigliotti,

1983; McFadden, 2016; Moeller, 2013). Members of this generation are very competitive and will sacrifice professionally and personally to ensure success (Crain, 2015; Kapoor & Solomon, 2011; McFadden, 2015). They are strong believers in participative leadership, yet there are not good communicators (Andert, 2011; McFadden, 2016). Another characteristic of this generation, as stated by the researchers Zopiatis, Krambia-Kapardis, and Varnavas (2012), is that they have very strong work ethics, possess strong core values, and they look at their succeeding generation as “slackers”. Nevertheless, they are respectful of authority, have the tendency to be micromanagers, self-motivators, and goal oriented (Zopiatis et al., 2012). Boomers are considered ‘workaholics’, want to be seen as equals and consider the younger working generation as unproductive or slackers (Newman, 2016). In addition, Baby Boomers, are deemed strong-willed, stubborn, and defiant to authority (Beekman, 2011; Brown, 2015; Dixon et al., 2013); however, they encourage mentorship and are comfortable with routines (Brown, 2015; McFadden, 2016). On the other hand, Boomers resist changes, they are not open to flexible work schedules, women began working outside of the home and the divorce rate began rising with them (Brown, 2015; Strauss & Howe, 1991).

Major events that took place during the course of this period, helped shape the course of this Generation (McFadden, 2016; Zemke, 2001). For example, events such as the Assassinations of President John F. Kennedy and Dr. Martin Luther King, Jr., the Vietnam War, the Civil Rights Movement, the Cold War, women’s liberation among others; are just a few of the ideologies that shaped this generation (McFadden, 2016; Zemke, 2001).

Generation X/Gen Xers (1965-1980). Generation X (born between 1965-1980),

also known as Gen Xers, Baby Busters, and the MTV Generation (Brown, 2015; Moeller, 2013; Newman, 2016; Preece, 2015). The Gen Xers, are like the 'middle child' of generations. They are bookended by two larger generations -the Baby Boomers and the Millennials- that are strikingly different one from another. With the three major trends that shape a generation, technology, parenting, and economics; Gen Xers are stuck in the middle of Boomers and Millennials (Taylor & Gao, 2014). Taylor and Gao continue to note that Gen Xers are in the middle on almost every topic. For example, Gen Xers are demographically bridged between the predominantly white Baby Boomers and the more diverse Millennials. They are more conservative than the Baby Boomers and less liberals than the Millennials. Also, in regards to technology, Xers are more technologically savvy than the Boomers but less than the Millennials. The researchers hypothesized that one reason why the Gen Xers may be identified with the 'middle child syndrome' is that, when compared to their predecessor and successor, they make up a relatively smaller segment of consumers therefore, their commercial power is not as great as that of the Millennials (Klara, 2016).

The team of The Center of Generational Kinetics (2016) coincides with the idea that Gen Xers lack a sense of connection with the world around them. Growing up in the middle of national emergencies (USA), global transitions (energy crisis) and epic ending (operation desert storm). This generation is characterized by an entrepreneurial spirit, and a frequent desire to challenge those around, creating conflict with other generations in the workplace (McFadden, 2016).

Although they were the first generation to become comfortable with personal computers, they were also the first to experience the disruption of divorce. As a result,

Generation X members developed a strong skepticism for existing institutions and became independent, self-reliant, and wary of Baby Boomer values (The Center for Generational Kinetics, 2016)

This generation tends to want to balance work and fun better than the previous generations.

Generation Y/Gen Yers/Gen me/Millennials (1980-2000). Millennials or Generation Y (born 1980-2000) represents the largest generation in history; the largest and youngest cohort in the workplace (Brown, 2015; Chekwa et al., 2013; Fry, 2015; Haynes, 2011; McFadden, 2016; Newman, 2016; Preece, 2015), perhaps, according to some researchers, the most misunderstood generation in the workplace (Newman, 2016) and one of the most studied generation (McFadden, 2016). Researchers have identified several differences relating to work values among this generation that may contribute or explain the reason for their misunderstanding (Cennamo & Gardner, 2008; Cox, 2016; Crain 2015; Haynes, 2011; Preece, 2015). This is important to comprehend since conflicts may arise in an organization when work values differ among employees (Crain, 2015; Preece, 2015). In addition; each generation has their own unique core values, perception, capabilities, qualities, experiences and emotional maturity that distinguish them one from another (Brown, 2016; Zemke et al., 2001). This uniqueness may be a factor that could give way to conflicts in the workplace or at any other intergenerational relationship.

Because digital immersion, driven by and dependent on technology are characteristics of this generation, they are often identified as 'Digital Natives' (McFadden, 2016).

Brown (2015) and Chekwa et al. (2013) believe that Millennials are goal oriented, techno-savvy, optimistic, social activist and [possess] more autonomy than

the previous generation. They adapt well to change, better than their predecessors; they are more ethnically and racially diverse and accepting of this diversity.

The increased prevalence of interracial marriage and differences in fertility patterns have also contributed to the country's shifting racial and ethnic makeup (Bialik & Fry, 2019).

According to Taylor and Gao (2014), thanks to parenting philosophy of the Baby Boomers of 'wanting to make things easier for their children' created a generation with a sense of entitlement, which is now a hotly debated topic. However, Bialik and Fry (2019), in their research, found that Millennials are better educated than their grandparents and are delaying getting married and having a family.

Work Environment

The work environment is defined as a link to the thoughts, feelings and behavior of employees. Feelings such as trustworthiness, cohesion, and forgiveness, although transient and subjective, may at the same time, because of its nature, affect the way personal and professional goals are set (Cox, 2011; Hofstede, 2001; Nilsen, 2016; Tippey, 2014).

Earlier studies (Flippo, 1984; Reichers & Schneider, 1990) suggest work environment to be related to the organization's environment, in areas such as the type of leadership, structure and attributes as these influence the actions and behaviors of the company. The study also suggests that the work environment has to do with the worldview, that is, things like politics, practice, and procedures shared by the individuals that make up the organization (Campos Madrigal, 2013).

The aforementioned study also suggest that the work environment, as the name suggests, is related to the atmosphere that governs the organization's, in areas such

as the type of leadership, structure, and attributes as these influences the actions and behavior of the company.

The results of other studies indicate that there is significant correlation between work environment and job satisfaction (Manosalvas-Vaca, C., Manosalvas-Vaca, & Nieves-Quintero, 2015). Simply put, the higher the perception of workers that feel that the work environment is positive, conducive to growth, and foster a better interpersonal relationship, the higher the report index of job satisfaction. A more recent study published in the Journal of Modern Accounting and Auditing reported findings that corroborated earlier prior results. The study concluded that the level of organizational climate perceived by the employees has a level of positive lineal influence and a strong influence in the level of work satisfaction in employees (Flores Laguna, Velázquez Hernández, Basurto Gutiérrez, & Haro Zea, 2017). In synthesis the researchers arrived at the same results, the better or greater the organizational climate or working environment, the greater the level of job satisfaction perceived by the employees.

The Business Insider, a research service that provides information about the performance of industries, in the December's edition, reported on 'The 50 best places to work in 2018, according to employees' (Gillett, 2017). Different industries ranging from hospitals, supermarkets, fast food franchise, clothing manufactures, hotels, churches, to Google, Facebook, etc. all have the same characteristics that make them a 'great place to work', that is 'management cares'. Employees grade their workplace as the best place to work based on certain very important workplace elements. Based on the workers' opinions, elements such as opportunities for advancement, benefits, culture, values, friendly environment, not feeling like just a number but as part of a family are

attributes that employees consider important enough that make their workplace the best. In her study, Ferrer-Santiago (2016) found that employees appreciate a positive, dynamic, and a close rapport with their business associates. They welcome an environment that help find their own voice, and at the same time help them feel more like family than like business associates.

The findings of Ferrer-Santiago, coincide with that reported by Gillet (2017), which states that employees really love to work at companies that have a mission-driven philosophy and crave being challenged to be their best. But the overriding theme that employees keep bringing up time and time again, is fairness on the job, training, self-improvement, and the feelings that management cares about them, see them, and don't take them as just a number.

In the opinion of the workers, the winning work environment is the one where they feel satisfied, are able to grow intellectually, advance professionally, and have a cohesive interrelation with their coworkers. Employees seek to be able engage in a long-term relationship with both the organization and associates (Ferrer-Santiago, 2016; Gillet, 2017).

Spirituality

The University of Minnesota published an article in 2016 that gave five reasons as to why spirituality is important for our health. First, the article examined how essential social support (fellowship) is to life. The benefits of having a spiritual community include a sense of belonging, security, community and bolster of life expectancy. Another benefit is that spiritual strength brings out the resilient inner self that helps people meet life's greatest challenges as they overcome the difficult circumstances they encounter.

With a positive kind of outlook, research shows that spiritual minded people

make 'healthier decisions' that lead to 'preventive habits'; and a forgiving spirit. Forgiveness, as shown by modern science, has numerous health benefits: better immune function, longer lifespan, lowered blood pressure, improved cardiovascular health, and a decrease of feelings of hurt and anger (Krentzman, Webb, Jester, & Harris, 2016).

In an article published in the *Graziadio Business Review*, (GBR), a Peer-Review Journal Advancing Business Practice, Rhodes (2006) revealed that spirituality in the workplace was gaining acceptance and consideration as a topic of study in business schools across the country. Contrast to a study conducted in the mid to late nineteen-nineties, where Leigh (1997) took a look at spirituality in the workplace and found that, for most of the 20th century, traditionally run companies have ignored the basic fact of human nature. With 'human nature', Leigh is referring to the reality that people come to work with more than their bodies and minds, they bring their peculiarities, talent and spirits. Neck and Milliman (1994) observed that nowadays people are more spiritually oriented both at work as well as in their personal lives.

Recent studies (Hassan et al., 2016) indicate that spirituality in the environment of the organization would give equality between work satisfaction and life satisfaction [as well as] it would decrease stress. The empirical study of Hassan et al. (2016) found that there is a positive relationship between workplace spirituality and job satisfaction between employees.

As more empirical research continues to advance in this area of spirituality, increasing numbers of individuals are searching for meaning and the desire to experience workplace spirituality (Afsar & Badir, 2016).

Afsar and Rehman (2015) concurred with the earlier conclusions reached by

Rego and Cunha (2008), and Gull and Doh (2004), which says that human beings are rational, but also emotional and spiritual. This is fundamental for the employers to understand since there are significant potential positive outcomes of workplace spirituality. Furthermore, there is a stronger sense of perceive person -organization connection that the employee experience.

Afsar and Rehman (2015) bridged their findings with a call to a broader conversation of spirituality and how it has influenced the way how business is done. Workplace spirituality does not focus on religion. Religion has to do with faith and belief system; whereas, the attention of spirituality is holistic person -environment relation focus. Characteristics such as tolerance, acceptance, patience, the feeling of being connected and accepted; the resilient attitude to not give up when facing adversities are some of the effects found in spirituality.

The recent trend in businesses within the United States to reclaim and recognize the spiritual nature of people and the importance of incorporating the 'whole person' at work will continue to change the face of how business is done in America for the foreseeable future. Given the inclination, Marques (2005) believes that adopting the approach of spirituality in the workplace, will eventually lead the organization toward excellence.

According to Pawar (2009), a sense of purpose and direction in the workplace can be achieved when spirituality in the workplace is allowed.

Relationship between Variables

Job Satisfaction and Work Environment

Studies on job satisfaction and its relationship with organizational climate show that if the work environment is not governed by norms and perceptions of policies and

procedures (Berry, 2016), the working experience will be anything but positive. Because organizational climate is not the only key to job satisfaction, but there is a strong correlation between the two (Zurita Alcaraz et al., 2014), it is pivotal that organization leaders adapt mechanisms consistent with the organization values that will foster a healthy working atmosphere which in turn will aid to achieve a level of employee satisfaction (Berry, 2016; Miles, 2009). Hitherto, studies continue to evolve and the topic expands, as it relates not only to the interpersonal relationship but strategic development, production and the success of the company. Job satisfaction is a fundamental part of the life of the individual, and the impact it has on other aspects of the life of the worker. This is important because, as reported by Ryan and Newport (2014) in the polling firm Gallup, about 42% of adults living in the United States are gainfully employed.

Work Environment and Organizational Culture

Recent finding (Nilsen, 2016), suggests a direct correlation between organizational culture and work environment. The earlier studies do not contradict the most recent ones, moreover, the recent studies corroborate the earlier findings in which organizational culture has a new meaning and a broader scope. Hence the application of the study by successful companies paying special attention to the organizational culture as it directly affects the work environment. The study says that leading companies are intentional in creating an organizational culture with a competitive edge and in so doing, they are fomenting a healthy work environment.

Generational Gap and Organizational Culture

Understanding organizational culture is important to study since every organization

has its own distinct culture. Culture for an organization is created by the policies of the company. The relationship between the different generations and the corporate culture affect work habits, ethics, and communication skills among the workers; hence, the significance of having organizations keep and maintain a well-functioning culture [in the] workplace particularly when the workplace has changed so drastically between these generations (Shirilla, 2015).

Job Satisfaction and Spirituality

Spirituality in the workplace is founded on values that transcend beyond human abilities. Principles of tolerance, interconnection, trust, and patience. It gives a sense of belonging, forgiving heart, and resilience to overcome and bounced back after a tragedy (Afsar & Rehman, 2015; Rhodes, 2006).

Spirituality in the workplace aims to foster trust among employees. The presence of spirituality in the workplace results in a decrease of work-related problems such as stress, frustrating work environment and absenteeism (Hassan et al., 2016).

CHAPTER III

METHODOLOGY

Introduction

Chapter two provided a review of the literature, and support for the research question, basis and objectives. The purpose of this chapter is to provide a description of the methods and procedures used in answering the research question and for testing the hypotheses raised at the beginning of the study. This structural, quantitative study was to explore the relationship of causality between the generational gap, organizational culture, working environment, spirituality and job satisfaction, among a sample of conference workers of the Atlantic Union Conference. The intent of the researcher is to describe the method in such an easy way to understand that new researchers who are or will be conducting similar studies can follow the procedures and successfully complete their investigation.

This chapter includes the rationale for the research method used for the study. A detailed review of the research design and a description of the methodology used during the investigation is presented, which includes: (a) the type of research, (b) the study population, (c) sample selection, (d) instrumentation, (e) the null hypotheses, (f) research procedure (g) data collection, and (h) data analysis. This section is followed by the ethical considerations and strategies taken into consideration to maintain trustworthiness for the participants regarding the integrity of the questionnaire

and data collection.

Type of Investigation

According to Ian Briggs (2017), at the foundation of the research design lies the research question which serves as the connector to the other factors. This research is a quantitative investigation, because, according to Hernández Sampieri, Fernández Collado and Baptista Lucio (2014), a research has a quantitative approach if data collection is used to test the hypotheses taking into account numerical measurement and statistical analysis, to establish patterns of behavior and test theory.

It was explanatory because it tried to identify the causal relationships between variables, both directly and indirectly, pretending in this way, to explain the interrelationships between the different variables (Hernández Sampieri et al., 2014). In addition, it will be explaining the perception that organizational leaders and directors are responsible for the decision that will be impacting job satisfaction among the workers in the territory of the Atlantic Union Conference.

The research was transversal or cross-sectional (Hernández Sampieri et al., 2014) since data were collected in a single moment to describe the variables and their interpretation was analyzed. The administration of the instrument was in a single moment between the months of May and July of the year 2018.

The research was descriptive (Malhotra, 2004), because it's main objective was the description of something, descriptive research is the type of conclusive research whose main objective is to describe generally the characteristics or functions of the problem in question. It was intended to find differences of level of job satisfaction

between the groups of variables of age, gender, years of service, position, academic level, type of institution and the role of the respondent in the organization.

It was field research because the data was collected from conferences and schools within the Atlantic Union territory.

Population

The population or universe is a set of all the cases that agree with certain specifications (Hernández Sampieri et al., 2014). The population that was used in this research consisted of 166 conference office workers, pastors, and teachers from the following conferences: Greater New York, Southern New England, Northern New England, and Northeastern, located in the territory of the Atlantic Union Conference. However, no responses were received from Bermuda and New York conferences.

Sample

Hernández Sampieri et al. (2014) states that the sample is a representative subset of the population and that there are two non-probabilistic ways of selecting it, which are: (a) intentional sample, is one that uses the judgment of a person with experience and knowledge regarding the population that is studied, and (b) shows for convenience, that results from the selection of the units or elements that are available. The type of sampling conducted in this investigation is non-probabilistic, directed, intentional, and for convenience, where personnel or workers that are part of the conferences and schools within the Atlantic Union were intentionally selected. The sample taken was 166 SMEs in the perception of their employees, representing 28% of the total population.

Measuring Instruments

This section presents the different variables used in the study, the development of the instrument, the content validity, the construct validity and the reliability of the instruments.

Variables

A variable is a property that can fluctuate and whose variation can be measured or observed (Hernández Sampieri et al., 2014). The variables used in this research were the following: (a) independent (job satisfaction), (b) dependent variables (working environment, organizational culture, spirituality, and generational gap).

Instrument Development

A measuring instrument, according to Hernández Sampieri et al. (2014), is any resource that the researcher uses to approach the phenomena and extract information from them, since the instrument itself synthesizes, all previous research work summarizes the contributions of the theoretical market by selecting data that correspond to the indicators and the variables or concepts used.

Hereunder, a description of the process of elaboration of the instruments used in the present study is made. As per Ian Griggs, the foundation of the research design is the research question.

1. A conceptual definition of each of the variables job satisfaction, working environment, organizational culture, spirituality, and generational gap were made.
2. The relationship of the variable working environment, organizational culture spirituality, generation gap, and job satisfaction were dimensioned and undersized.

3. The leading question of the instrument was determined and a five-point Likert type scale was chosen to measure the instruments.

4. Once the instruments were formed, and the indicators drafted, the help of writing experts were requested for their input, correction, and validation.

5. It was proceeded to validate content in terms of relevance and clarity; five employees coming from dissimilar background were asked to participate in this endeavor: persons from a governmental institution, private non-profit organization, faculty member or private person of a medium and small company were provided with an evaluation tool, showing the name of the variable and the indicators. Each indicator or item had a five-point Likert scale to assess relevance and clarity.

6. After the relevance test, the instrument that was used in this study derived and consisted of seven sections: (a) general instructions and demographic data, (b) variable generational gap, with 24 statements; (c) job satisfaction, with 24 statements; (d) organizational culture, with 22 statements; and (e) spirituality, with 28 statements.

7. After receiving the report from the validators, adjustments made and approval received from advisors to proceed with the application and collection of data.

Once the instrument was approved by the advisors, letters requesting permission were sent out to the conference presidents and school principals for approval to apply the instrument and collect the data from the pastors, conference employees, principals and teachers were collected.

The instrument used is shown in Appendix A.

Instrument Validity

In this section, the content and construct of the variables used in the research

validity are presented.

Content Validity

Peter and Churchill (1986) state that content validity is used to determine the extent to which the instrument's items are representative of the domain or whether the procedure followed for the elaboration or scale has been adequate.

The validation process of the content of the instruments was as follows:

1. A conceptual definition of the variables collaborative relationships was made.
2. Several interviews were conducted with the advisor to find out his opinion on the measurement of the variables.
3. The literature was reviewed in different databases on the variables collaborative relationships.
4. Then, taking into account the list of dimensions and criteria of the instrument to be proposed, in agreement with the advisor, those that would be used in the instrument were selected.
5. Consultation and review of the research were carried out by the advisors.
6. Clarity and relevance were evaluated with the help of five experts in the field.

After final approval from the advisor, the data was collected.

Validity of the Construct

The factorial analysis procedure was used to evaluate the validity of the constructs of generational gap, job satisfaction, organizational culture, working environment, and spirituality, presented in this section. The results of the validation of each variable are presented in Appendix B.

Next, the statistical tests of the factor analysis for the constructs are presented.

Generational Gap

The instrument of generational gap was developed to measure the degree of perception of how workers view working alongside people of different ages or generations. After reviewing the literature on the subject, an instrument was created using several instruments as references (Gavitvatana, 2001; Matal, 2010). This instrument was adapted from already validated instruments found.

The validated instrument was made up of four dimensions: (a) working style (GEGA1 to GEGA5), (b) lifestyle (GEGA6 to GEGA10), (c) self-reliance (GEGA12 to GEGA16), and benefits and motivations (GEGA17 to GEGA 24).

The factorial analysis procedure was used to evaluate the validity of the generational gap construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 16 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .607) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 477.443$, $gl = 153$, $p = .000$) are not significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .746).

For the extraction statistics by main components, it was found that the commonality values ($Com_{min} = .224$; $Com_{max} = .731$), the 24 items are superior to the extraction criteria ($Com = .300$). In relation to the total variance explained, a confirmatory analysis was carried out with four factors, explaining 43.39% of the total variance, this value being lesser than 50% is not established as a criterion. As for the rotated factorial

solution, the Varimax method was used. Table 1 presents information comparing the relative saturations of each indicator for the four factors of generational gap.

The first factor was constituted by five indicators and was assigned the name of "Working Style". The indicators were the following: "My workplace preference is to be inflexible to change" (GEGA1), "I do not like competitiveness in my workplace (GEGA2), "I do like to be involved in my workplace" (GEGA3), "I like to work in a team" (GEGA4), and "Technology skills are not important in the workplace" (GEGA5).

The second factor was constituted by five indicators and was assigned the name of "Lifestyle". The indicators were the following: "I value diversity" (GEGA6), "I value flexible hours" (GEGA7), "I have zero tolerance for slackers" (GEGA8), "I don't have tolerance for whiners" (GEGA9), "I am patient with people who are slow" (GEGA10).

Table 1

Rotated Component Matrix of Generational Gap

Item	Component			
	1	2	3	4
1. My workplace preference is to be flexible to change.			.476	.472
3. I like to be involved in activities at my workplace.		-.409		.516
4. I like to work in a team.	.387	-.505		
6. I value diversity.	.560	-.406		
7. I value flexible hours.	.557			
8. I have zero tolerance for slackers.				.349
10. I am patient with people who are slow.	.378			-.352
12. I consider myself to be ambitious.	.433	.486		
13. I consider myself to be self-reliant.	.358		-.439	.389
14. I consider myself to be respectful.	.541		-.338	
17. Salary is a good motivator.	.402	.632	.346	
18. I am motivated by incentives.		.560	.537	
21. Training is important.	.398			-.414
22. I value the responsibilities that are challenging.	.571			
23. Having a retirement plan is important to me.	.413			
16. I have an entrepreneurial streak.	.433			

The third factor was constituted by six indicators and was assigned the name of "Self-reliance". The indicators were the following: "It is difficult for me to adapt to changes" (GEGA11), "I consider myself to be ambitious" (GEGA12), "I consider myself to be self-reliant" (GEGA13), "I consider myself to be respectful" (GEGA14), "I don't have tolerance for aggressive people" (GEGA15), and "I have an entrepreneurial streak" (GEGA16).

The fourth factor was constituted by eight indicators and was assigned the name of "Benefits and Motivations". The indicators were the following: "Salary is a good motivator" (GEGA17), "I am motivated by incentives" (GEGA18), "Rewards are not important to me" (GEGA19), "I do not care for personal recognition" (GEGA20), "Training is important" (GEGA21), "I value responsibilities that are challenging" (GEGA22), "Having a retirement plan is important to me" (GEGA23) and "Having medical benefit is not important" (GEGA).

In summary, after analyzing each of the statistical test results the generational gap was submitted to, it was determined that this construct did not meet the conditions to be considered a favorable construct validity.

Job Satisfaction

The instrument of job satisfaction was developed to measure the degree of perception of how satisfied the workers feel on their job. After reviewing the literature on job satisfaction, an instrument was developed using several instruments as references and adapted sections from different already used and validated instruments to serve the purpose of this research.

The job satisfaction construct was made up of four dimensions: (a) satisfaction with the leadership of the organization (JOBSA1 to JOBSA7), (b) satisfaction with opportunities

to excel (JOBSA8 to JOBSA14), (c) satisfaction with salary and benefits (JOBSA15 to JOBSA19), and satisfaction with the organization (JOBSA20 to JOBSA24).

The factorial analysis procedure was used to evaluate the validity of the job satisfaction construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 22 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, it resulted in a value very close to the unit ($KMO = .865$). For the Bartlett sphericity test, it was found that the results ($X^2 = 1,541.051$, $gl = 231$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .940).

For the extraction statistic of the main component, it was found that the commonality values ($Com_{min} = .346$; $Com_{max} = .747$) the 22 items are superior to the extraction criteria ($Com = .300$). In relation to the total variance explained, the confirmatory analysis was carried out with four factors, explaining 54.39% of the total variance, this value being higher than the 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 2 presents information comparing the relative saturations of each indicator for the four factors of job satisfaction.

The first factor was constituted by seven indicators and was assigned the name of "Satisfaction with the leadership of the organization". The indicators were the following: "I am satisfied with the way how the administrators plan the work" (JOBSA1), "The administrators have an excellent short term work plan" (JOBSA2), "The organization is lead in an orderly manner" (JOBSA3), "The administrators have an excellent long term

Table 2

Rotated Component Matrix of Job Satisfaction

Item	Component			
	1	2	3	4
1. I am satisfied with the way how the administrators plan the work.	.708	.398		
2. The administrators have an excellent short-term strategic plan.	.763	.358		
3. The organization is governed in an orderly manner.	.612	.382		
4. The administrators have an excellent long-term strategic plan	.827			
5. The administrators have very clear strategic objectives.	.814			
6. There is no support from the administrators.	.648			
9. The administrators have an interest in the needs of the worker.	.669	.354		
10. When I make mistakes, I am reprimanded in a respectful and Christ-like manner.		.633		
11. Ample opportunity for advancement is available to all workers.		.512		
12. My responsibilities are commensurate with my position.			.447	
13. The workes have the necessary knowledge to do a good job.		.617		
14. The organization supports the workers in attaining their personal goal.	.476	.425		
15. The workers receive all fringe benefits as established by the organization and Labor Law.			.447	
16. Men and women, married and single people do not receive equal pay for equal work.			.806	
17. The salary scale between workers is comparable.			.532	
18. The quality of healthcare for the worker and the family is adequate.				.846
19. The healthcare cost assumed by the worker is reasonable.				.841
20. I am satisfied with the level of motivation the workers have in completing their work.	.339	.650		
21. I am satisfied with the high level of job commitment the workers have with the organization.		.636		
22. I am not satisfied with the employee selection procedure; it is not adequate.	.371		.396	
23. I am satisfied with the moral quality of the personnel; it is excellent		.515	.335	
24. I am satisfied with the organizational standards and behaviors because they are adequately met.	.435	.518	.328	

work plan" (JOBSA4), "The administration has very clear strategic objectives" (JOBSA5), "There is no support from the administrators" (JOBSA6), and "Directives are followed and respected" (JOBSA7).

The second factor was constituted by seven indicators and was assigned the name of "Satisfaction with opportunities to excel". The indicators were the following: "Workers have the freedom to perform their task" (JOBSA8), "The administrators have

an interest in the needs of the worker” (JOBSA9), “When I make mistakes, I am reprimanded in a respectful and Christ-like manner” (JOBSA10), “Ample opportunity for advancement is available to all workers” (JOBSA11), “My responsibilities are commensurate with my position” (JOBSA12), “The workers have the necessary knowledge to do a good job” (JOBSA13), and “The organization supports the workers in attaining their personal goals” (JOBSA14).

The third factor was constituted by five indicators and was assigned the name of “Satisfaction with salary and benefits”. The indicators were the following: “The workers receive all fringe benefits as established by the organization and Labor Law” (JOBSA15), “Men and women, married and single people do not receive equal pay for equal work” (JOBSA16), “The salary scale between workers are comparable” (JOBSA17), “The quality of the healthcare for the worker and the family is adequate” (JOBSA18), and “The healthcare cost assumed by the worker is reasonable” (JOBSA19).

The fourth factor was constituted by five indicators and was assigned the name of “Satisfaction with the organization”. The indicators were the following: “I am satisfied with the level of motivation the workers have in completing their work” (JOBSA20), “I am satisfied with the high level of job commitment the workers have with the organization” (JOBSA21), “I am not satisfied with the employee selection procedure; it is not adequate” (JOBSA22), “I am satisfied with the moral quality of the personnel; it is excellent” (JOBSA23), and “I am satisfied with the organizational standards and behaviors because they are adequately met” (JOBSA24).

In summary, after analyzing each of the statistical test results the job satisfaction

construct was submitted to, it was determined that this construct does meet the conditions to be considered to have favorable construct validity.

Organizational Culture

The construct organizational culture was developed to measure the degree of perception of how workers view the culture of their workplace. After reviewing the literature on the subject, an instrument was created using several instruments as references (Morris-Sweeney, 2017).

The organizational culture model instrument was made up of four dimensions: (a) Leadership: Definition, interpretation and execution (ORGCU1 to ORGCU6), (b) Benefits and Values (ORGCU7 to ORGCU10), (c) Directives and Procedures (ORGCU11 to ORGCU15), (d) Code of Conduct (ORGCU16 to ORGCU22).

The factorial analysis procedure was used to evaluate the validity of the innovative business model construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 22 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .923) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 1,833.732$, $df = 231$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .956).

For the extraction statistic by main components, it was found that the commonality values ($Com_{min} = .352$; $Com_{max} = .762$) the 22 items are superior to the extraction criteria ($Com = .300$). In relation to the total variance explained, a confirmatory analysis was carried out with four factors, explaining 59.22% of the total variance, this value

being higher than the 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 3 presents information comparing the relative saturations of each indicator for the four factors of the organizational culture model.

The first factor was constituted by six indicators and was assigned the name of "Leadership: Definition, interpretation, and execution". The indicators were the following: "Important information is shared with the workers" (ORGCU1), "The leadership style of the organization is characterized by a spirit of commitment and participation" (ORGCU2), "The leaders of organization are guided by the objectives of the mission"

Table 3

Rotated Component Matrix of Organizational Culture

Item	Component			
	1	2	3	4
18. Directors and employees work together in teams in order to advance the same goal.	.769		.316	
19. The hierarchical levels work together to achieve one common objectives.	.786			
15. The priority of the organization is human development	.620			
20. Administrators empower the workers to do a great job.	.834			
21. The behavior of the directors is an inspiration to the employees to go above and beyond their call of duty.	.759			
16. Teamwork is promoted.	.744			
11. Strategies are established that seek to make the organization competitive.	.459	.591		
10. The values of the organization drive the mission.	.390	.606		
06. The leadership of the organization exemplifies a spirit of coaching and training of new leaders.	.557	.534		
12. What keeps the organization together is loyalty and mutual trust.		.833		
02. The leadership style of the organization is characterized by a spirit of commitment and participation.	.742			
03. The leaders of the organization are guided by the objectives of the mission.	.753	.419		
17. Employees do not respond well to changes in their environment.				.955
14. What helps keep the organization united are the formal rules and policies.			.921	

(ORGCU3), "The leaders modeled the values of the institution" (ORGCU4), "The leaders do not have a clear vision of the direction the organization is going" (ORGCU5), and "The leadership of the organization exemplifies a spirit of coaching and training of new leaders" (ORGCU6).

The second factor was constituted by four indicators and was assigned the name "Beliefs and values". The indicators were as follows: "The values of the organization are disclosed" (ORGCU7), "The values of the organization are not practiced by the employees" (ORGCU8), "Employees perform their duties based on the values of the institution" (ORGCU9), "The values of the organization drive the mission" (ORGCU10).

The third factor was made up of five indicators and was assigned the name "Directives and procedures". The indicators were the following: "Strategies are established that seek to make the organization competitive" (ORGCU11), "What helps keep the organization together is loyalty and mutual trust" (ORGCU12), "Commitment to the organization is not very important" (ORGCU13), "What helps keep the organization united are the formal rules and policies" (ORGCU14), "The priority of the organization is human development" (ORGCU15).

The fourth factor was made up of seven indicators and was assigned the name "Code of conduct". The indicators were the following: "Teamwork is promoted" (ORGCU16), "Employees do not respond well to changes in their environment" (ORGCU17), "Directors and employees work together in teams in order to advance the same goal" (ORGCU18), "The hierarchical levels work together to achieve one common objective" (ORGCU19), "Administrators empower the workers to do a great job" (ORGCU20), "The behavior of the directors is an inspiration to the employees to go above and beyond their

call of duty” (ORGCU21) and “Employees treat each other with courtesy” (ORGCU22).

In summary, after analyzing each of the statistical test results the organizational culture construct was submitted to, it was determined that this construct does meet the conditions to be considered to have favorable construct validity.

Working Environment

The construct working environment was developed to measure the degree of perception of how workers view the climate or environment of their workplace. After reviewing the literature on the subject, an instrument was created using an existing one from an organization leading in the study of work environment in the 2017 Peruvian edition of the journal Great Place and adapted for this investigation.

The working environment instrument was made up of three dimensions: (a) impartiality (WKENV1 to WKENV 6), (b) equity in reward (WKENV to WKENV 13), and (c) managerial skill of administrators and directors (WKENV 14 to WKENV 21).

The factorial analysis procedure was used to evaluate the validity of the Working Environment construct (see Appendix B). In the analysis of the correlation matrix, it was found that all 22 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .900) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 1,649.032$, $gl = 210$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .948).

For the main component extraction statistics, it was found that the commonality values ($Com_{min} = .457$; $Com_{max} = .720$) the 21 items are superior to the extraction

criteria ($Com = .300$). In relation to the total variance explained, a confirmatory analysis was carried out with three factors, explaining 59.70% of the total variance, this value being higher than the 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 4 presents information comparing the relative saturations of each indicator for the three factors of working environment.

The first factor was constituted by six indicators and was assigned the name of "Impartiality". The indicators were the following: "Promotions are given to those who deserve it the most" (WKENV1), "The administrators do not treat all employees the

Table 4

Rotated Component Matrix Working Environment

Item	Component			
	1	2	3	4
WKENV1	.469	.546		
WKENV2	-.600	-.349		.301
WKENV3	.643	.415		
WKENV4	.705			
WKENV5	.544		.518	
WKENV6	.646	.347		
WKENV7	.684		.408	
WKENV8	.367		.443	-.366
WKENV9	.576	.484		
WKENV10	.719	.367		
WKENV11	-.476			.550
WKENV12	.402	.497		
WKENV13				.785
WKENV14		.756		
WKENV15			.696	
WKENV16			.801	
WKENV17		.529	.359	
WKENV18		.742	.341	
WKENV19		-.377		.718
WKENV20	.312	.505		
WKENV21		.712		

same; there is favoritism" (WKENV2), "The workers are treated fairly" (WKENV3), "If I think I was treated unfairly, I am sure I would have the opportunity to be heard and to be treated with fairness" (WKENV4), "All employees have the same right to be heard" (WKENV5) and "All employees have the same privileges according to their seniority and position" (WKENV6).

The second factor was constituted by six indicators and was assigned the name of "Equity in reward". The indicators were the following: "I received a fair treatment, regardless of my position in the organization (WKENV7) , "Bosses treat the staff members with respect" (WKENV8) , "Workers are paid fairly for the work they do" (WKENV9) , "The criteria for rewarding employees are consistently applied to all" (WKENV10), "Not everyone has the same opportunity to obtain a special recognition" (WKENV11), and "The directors show a sincere interest in me as a person, not just as an employee" (WKENV12).

The third factor was made up of nine indicators and was assigned the name of "Managerial skill of administrators and directors". The indicators were the following: "Directors do not treat employees with dignity" (WKENV13), "The directors have a clear vision of where the organization is going" (WKENV14), "The directors trust that employees will do good work without having to hover over them" (WKENV15), "People are responsible for carrying out their work efficiently" (WKENV16), "The directors are competent in the performance of their work" (WKENV17), "The bosses know what they have to do in order to achieve the objectives of the organization" (WKENV18), "Bosses do not respect institutional policies and regulations" (WKENV19), "The administrators take corrective measures in a timely manner" (WKENV20), and "Directors lead by example" (WKENV21).

In summary, after analyzing each of the statistical test results the Working Environment construct was submitted to, it was determined that this construct does meet the conditions to be considered to have favorable construct validity.

Spirituality

The construct spirituality was developed to measure the degree of perception of how workers view the impact of spirituality in their workplace and how it affects job satisfaction. After reviewing the literature on the subject (Krentzman et al., 2016; Rhodes, 2006) an instrument was created using several theses and dissertations adapted for this investigation.

The spirituality instrument was made up of five dimensions: (a) Spiritual growth (SPIR1 to SPIR5), (b) Leadership role (SPIR6 to SPIR12), (c) Personal devotion (SPIR13 to SPIR19), (d) Interpersonal relationships (SPIR 20 to SPIR24) and (e) Service (SPIR 25 to SPIR28).

The factorial analysis procedure was used to evaluate the validity of the spirituality construct (see Appendix B). In the analysis of the correlation matrix, it was found that the 28 statements have a positive correlation coefficient greater than .3.

Regarding the sample adequacy measure KMO, a value very close to the unit (KMO = .849) was found. For the Bartlett sphericity test, it was found that the results ($X^2 = 2417.590$, $gl = 378$, $p = .000$) are significant.

When analyzing the anti-image covariance matrix, it was verified that the values of the main diagonal are significantly greater than zero (greater than .908).

For the main component extraction statistics, it was found that the commonality values ($Com_{min} = .222$; $Com_{max} = .803$) the 16 items are superior to the extraction

criteria ($Com = .300$). In relation to the total variance explained, a confirmatory analysis was carried out with five factors, explaining 56.80 % of the total variance, this value being higher than the 50% established as a criterion.

As for the rotated factorial solution, the Varimax method was used. Table 5 presents information comparing the relative saturations of each indicator for the five spirituality factors.

The first factor was constituted by five indicators and was assigned the name of "Spiritual growth". The indicators were the following: "Significant events that occur in my life affect my relationship with God" (SPIR1), "I do not feel that my life has a particular purpose" (SPIR2), "I intentionally seek out opportunities that would help me grow spiritually" (SPIR3), "I can see how God has used obstacles and difficulties in my life to help me grow spiritually" (SPIR4), "As I grow spiritually, I find myself trusting in God rather than on my own strength" (SPIR5).

The second factor was constituted by seven indicators and was assigned the name of "Leadership role". The indicators were the following: "My relationship with God gives me a strong sense of purpose and meaning" (SPIR6), "My relationship with God is the foundation for how I live my daily life" (SPIR7), "I make involvement in a local church a central part of my life" (SPIR8), "I have stood up for godly principles even when it meant risking or losing popularity or acceptance from people who are important to me" (SPIR9), "I make time to pray specifically for the needs of others" (SPIR 10), "I pray for people who I do not like" (SPIR11), and "I am not involved in ongoing ministry in my church and my community" (SPIR12).

The third factor was constituted by seven indicators and was assigned the name

Table 5

Rotated Component Matrix of Spirituality

Item	1	2	Component 3	4	5
SPIRIT1					-.362
SPIRIT2	.539				
SPIRIT3	.569	.410			
SPIRIT4	.791				
SPIRIT5	.855				
SPIRIT6	.828				
SPIRIT7	.843				
SPIRIT8	.380	.583			
SPIRIT9	.636	.393			
SPIRIT10	.434	.598			
SPIRIT11	.536				
SPIRIT12			.617		
SPIRIT13		.687			
SPIRIT14		.805			
SPIRIT15		.613			
SPIRIT16			.569		.309
SPIRIT17		.378			.365
SPIRIT18	.368				.558
SPIRIT19	.472				.607
SPIRIT20				.749	
SPIRIT21				-.732	
SPIRIT22	.379			.367	
SPIRIT23	.724		.352		
SPIRIT24	.704				
SPIRIT25	.410	.447	.306		
SPIRIT26			.708		
SPIRIT27	.329		.704		
SPIRIT28		.674	.429		

of "Personal devotion". The indicators were the following: "I devote time regularly to the reading and studying of the Bible (SPIR13), "I devote time regularly to the reading of the Spirit of Prophecy (SPIR14), "I devote time daily to the study of my Sabbath School Lesson" (SPIR15), "I do not often think about how God is working in and through me" (SPIR16), "I thrive to live a life that is in dependency of God by being open about my weakness" (SPIR17), "I am aware of the Holy Spirit prompting me to do the right things" (SPIR18), and "I sense that God is guiding my life" (SPIR19).

The fourth factor was constituted by five indicators and was assigned the name of "Interpersonal relationships". The indicators were the following: "When people hurt me, I tend to hold grudges for a long time" (SPIR20), "When I feel hurt by others, I typically avoid them" (SPIR21), "When others offend me, I try not to hurt them back either directly or indirectly" (SPIR22), "God's forgiveness of me helps me to forgive others" (SPIR23), and "I believe that serving others helps to strengthen my relationship with God" (SPIR24).

The fifth factor was constituted by four indicators and was assigned the name of "Service". The indicators were the following: "I intentionally and regularly seek ways to serve others in my church and community" (SPIR25), "I do not spend time thinking about my relationship with the Lord" (SPIR26), "My relationship with God influences how I treat people" (SPIR27), and "I intentionally look for opportunities to share my faith with others" (SPIR28) (see Appendix B).

In summary, after analyzing each of the statistical test results the spirituality construct was submitted to, it was determined that this construct does meet the conditions to be considered to have favorable construct validity.

Reliability of the Instrument

The instruments were subjected to reliability analysis to determine their internal consistency by obtaining the Cronbach alpha coefficient for each scale. The Cronbach alpha coefficients obtained for the variables are the following: (a) generational gap, .634, (b) job satisfaction, .892, (c) organizational culture, .918, (d) working environment, .805, and (d) spirituality, .862.

All Cronbach's alpha values were considered as corresponding to very acceptable reliability measures for each of the variables (see Appendix C).

Operationalization of the Variables

Table 6 shows, as an example, the operationalization of the collaborative relations variable, in which its conceptual definitions are included as instrumental and operational, in the first column the name of the variable can be seen, in the second column, the conceptual definition appears, in the third one, the instrumental definition that specifies how the variable will be observed, and in the last column each variable is codified. The full operationalization is found in Appendix D.

Null Hypothesis

Hernández Sampieri et al. (2014) mention that the null hypothesis are propositions about the relationship between variables, which serve to deny what the research hypothesis affirms. In this investigation, the following hypotheses were formulated:

Table 6

Operationalization of the Variable Job Satisfaction

Variable	Conceptual definition	Instrumental definition	Operational definition
Job Satisfaction	Job satisfaction as a combination of psychological, physiological and environmental circumstances. Zurita Alcaraz et al. (2014) concur with Happock, that Job satisfaction has to do with the “psychological” reaction to work as well as the perception and expectations of the employee.	The degree to which workers perceived that they are satisfied, in the workplace 24 items, under the scale: 1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree	To measure the degree of job satisfaction, data were obtained from employees of the conferences within the Atlantic Union Conference. Through the measure of 24 items. The variable was considered as metric. To make the approach of the conclusions of this study, the following equivalence was determined for the scale used: 1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree

confirmatory, alternate and complementary.

Main Null Hypothesis

The empirical model in which generational gap, organizational culture, working environment, and spirituality are not predictors of job satisfaction, as perceived by conference employees around the conferences within the Atlantic Union Conference.

Operationalization of Null Hypothesis

Table 7 shows the operationalization of one of the null hypothesis.

Access to Respondents

With the suggestions and comments received from experts, the questionnaire was developed using as reference an existing validated questionnaires and the researcher printed and sent some through the mail with a returned, self-addressed and

Table 7

Operationalization of Hypothesis

Hypothesis	Variables	Level of measurement	Statistical test
In order to provide statistical evidence and scientifically support to the conclusions, the present study states the following hypotheses: organizational culture, generational gap, work environment and spirituality are not predictors of job satisfaction.	Independents		For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps. The rejection criterion of the null hypothesis was for values of significance $p \leq .05$.
	A. Generational gap	Metrics	
	B. Organizational culture	Metrics	
	C. Work environment	Metrics	
	D. Spirituality	Metrics	
	Dependents		
	E. Job satisfaction	Metrics	

self-stamped envelope. Others were scanned and sent via email to the relevant personnel within the institutions under study. After two weeks of sending the request, the author checked the response rate and sent reminder emails to the subjects. When the quota was not met within the first month, the author sent reminders and asked her colleagues in other conferences to solicit the help of their colleagues. Telephone calls, visits by the author and colleagues together with follow-up reminders were done to ensure that the target to meet the 150 sampling quota within two months was met. The survey was self-administered through hard copy and email attachment, and after they were completed, the hard copy was entered by the researcher into the database.

According to Hernandez Sampieri et al. (2014), questionnaires are used in all types of surveys. From evaluating the performance of the government to assessing the perception of citizens about security problems in their community. Given that participants of this research were located in at least six different states across the Northeast, hence, it was convenient to employ email tools to aid with data collection in order to save time and resources. A number of researchers indicated that no significant differences exist in responses to surveys and interviews provided over the internet, telephone and paper and pencil for data collection (Deuskens, Ruyter & Wetzels, 2006; Knapp & Kirk, 2003; Truell, Bartlett & Alexander, 2002).

Data Collection

The data collection was carried out in the following way:

Letters were sent to the presidents of the conferences and school principals requesting permission to apply the instrument to the workers. After permission was granted, surveys were given, mailed or emailed to the workers; in order to maintained

anonymity, responses were returned to the attention of a staff member who compiled and delivered the surveys in an unmarked envelope.

The staff survey was applied in physical form in their facilities in their free time and other appointments were scheduled so as not to obstruct in the daily productive tasks of the businesses.

Data Analysis

The database was formed in the SPSS for Windows in version 23, in order to perform the analysis of the variables in that program. Subsequently, the scores for each of the variables were obtained, following the process indicated in the operationalization of the variables. After having completed the database, descriptive statistics (measures of central tendency, variability, normality, and detection of atypical and absent data) were used to clean the database and obtain demographic information, as well as to evaluate the behavior of the main variables.

CHAPTER IV

ANALYSIS OF THE RESULTS

Introduction

This research study has as its main objective, to explore if organizational culture, working environment, and spirituality are significant predictors of job satisfaction and if or how generational differences impact the behavior among the workers in the participating conferences confirming the Atlantic Union Conference of Seventh-day Adventists.

The research was considered of a quantitated, explanatory transversal; descriptive, exploratory, correlational and of the field. The predictive variables in this research were organizational culture and working environment, while the criteria variable was job satisfaction. The demographic variables were: Range of year of birth (generation), gender, years of service, employment status (full time/part time), academic level, type of institution (of work), position or role in the organization.

This chapter is structured as follows: (a) demographic description, (b) measurements (c), crossed table, (d) construct normality test, (e) null hypothesis, and (f) a summary of the chapter. The purpose of Chapter IV was to further examine each of the research questions and present the quantitative data analysis and findings.

Population and Sample

The population that was observed for this research was estimated to be 600 conference employees within the territory of the Atlantic Union Conference. The

research targeted full time, part time and seasonal office workers, pastors, principals, teachers and other workers. Data collection was done by the use of a questionnaire. The field work was conducted during the months of May and June of 2018 and workable feedback was received by 166 respondents which represented 28% of the population.

Demographic Description of the Sample

This section contains the demographic information of the subject for the present research study. The results presented are for range of year of birth, gender, years of service, employment, academic level type of institution and position or role in the organization. 166 instruments were collected from among those sampled and the results of the responses are presented (see Appendix E).

In this section you will find the description of the demographics of each research participant.

Generations or Range of Year of Birth

The results show that 49.4% ($n = 82$) of the participants' responded identified themselves as Baby Boomers, (born between the years of 1946 and 1964); 37.3% ($n = 62$) said that they are from Generation X (born between the years of 1965 and 1980); 9.0% ($n = 15$) identified their generation as Millennials or Gen Y (born between 1981 and 2000; 3.6% ($n = 5$) of respondents identified their generation as Veterans (born between 1922 and 1946) and .6% ($n = 1$) person said to be 18 years of age or under (known as Generation Z) (see Table 8).

Gender

On the gender question, 54.8% ($n = 91$) of the participants responded to be of the

Table 8

Range Year of Birth

Item	Frequency	Percent	Valid Percent	Cumulative Percent
1922 - 1945	6	3.6	3.6	3.6
1946 - 1964	82	49.4	49.4	53.0
1965 - 1980	62	37.3	37.3	90.4
1981 - 2000	15	9.0	9.0	99.4
2001+	1	.6	.6	100.0
Total	166	100.0	100.0	

male gender and 45.2% ($n = 75$) of the population said to be of the female gender.

Years of Service

The results show that 41% of the participants ($n = 68$) have been serving the organization between 11 and 20 years, followed by those under 10 years of service - 30.1% ($n = 50$). Participants serving between 21 and 30 years represent 15.1% ($n = 25$), and those serving for over 31 years ($n = 23$) represent 13.9%.

Employment Type

Of the 166 valid participants, 84.9% ($n = 141$) are full time and 15.1% ($n = 25$) serve on a part time basis.

Academic Level

The research shows that the population of denominational workers is very educated. 47.0% of the participants have at least a master's degree ($n = 78$); 26.5% have earned a bachelor's degree ($n = 44$); 15.7% of the participants reported to have earned a doctorate degree ($n = 26$) while 10.8% of the workers responded to have

earned their High School diploma or have some college education ($n = 18$).

Type of Institution

The results show that most, 58.1% of the respondents are conference workers ($n = 100$); while 35.5% work for an educational institution ($n = 61$); two respondents identified their workplace to be of health (1.2%), and eight responded to other, representing 4.7% of the population.

Role in the Organization

The population is comprised of five of the seven conferences in the Atlantic Union, 33.1% said to be pastors ($n = 57$); 26.7% are teachers ($n = 46$); 10.5% are administrative staff ($n = 18$); 9.9% serve as support staff ($n = 17$); 8.1 of the respondents have a director/executive role ($n = 14$); 6.4% of the respondents said to have an administrator's role ($n = 11$); while 4.7% responded to be either other ($n = 8$), or seasonal staff ($n = 1$).

Cross Tables

Gender Difference and Job Satisfaction

A total population of 166 divided by gender showed that 47.6% reported neither satisfied nor dissatisfied with their jobs; 74 (44.6%) reported that they are satisfied; 10 (6%) of the participants are not satisfied. From the aforementioned results, the majority 91 (54.8%) of males; 75 (36%) females are satisfied. It was also observed that of total males surveyed the majority of them are satisfied with their jobs, while most (53.3%) females surveyed neither agree nor disagree with the statement of job satisfaction (see Appendix F).

Generation Difference and Job Satisfaction

The cross table Range of year of birth and job satisfaction show that 47.6% of those surveyed, are neither agree nor disagree with the statement of satisfaction followed by 44.6% of those that agree with the statement of job satisfaction. From the total participants responding that they agree that they are satisfied, the results show that Baby Boomers are the largest population in the workplace among the workers with the conferences of the Atlantic Union Conference, representing 40 (48.8%) of those responding, followed by 28 (45.2%) of the Gen X'ers (see Appendix F).

Generation Difference and Spirituality

The result of this research shows that the perception of spirituality, there is a significant difference between the generations. For those perceiving a strong spiritual influence in the workplace and are comfortable with their own spirituality, are the Veterans (33.3%); followed by the Gen X'ers (29%), and a slim difference (1.1%) between the Generation Y (26.7%) and the Baby Boomers (25.6%). Those who perceive that there is a spiritual influence in the workplace (69.5%) are the Baby Boomers, followed by the Gen X'ers (67.7%), the Generation Y (66.7%), and the Veterans (50%) (see Appendix F).

Role in the Organization and Job Satisfaction

As per the relationship between the role in the organization and job satisfaction, 79 (47.6%) scored 3 (neither agree nor disagree) on the question of job satisfaction. From that result the three highest respondents are: Seasonal staff, 1 (100%), teachers, 29 (67.4%), and directors/executive, 9 (64%) (see Appendix F).

Role in the Organization and Spirituality

On the relationship between the role in the organization and spirituality, 113 (68.1%) of participants responded four (agree) to the question on the level of spirituality of the organization. Of the total reporting, the highest workers satisfied with the spirituality of or in the workplace other and seasonal staff, seven (12%), and 12 (85.7%) of Directors/executive (see Appendix F).

Range of Year of Birth and Work Environment

On the relationship between range of year of birth and work environment, 94 (56.6%) said that they neither agree nor disagree with the work environment. Of the total, the Baby Boomer, 38 (61.3%) and the Gen X'ers, 11 (73.3%) scored the highest.

Range of Year of Birth and Organizational Culture

On the relationship between range of year of birth and organizational culture, 81 (48.8%) said that they perceive the organizational culture as positive. Of the total, Generation Z cohort, 1 (100%), and the Baby Boomers, 43 (52.4%) scored the highest (see Appendix F).

Description of the Behavior of the Variables

Arithmetic Means

The validation of the construct was completed, and included as part of this research as Appendix G.

Generational Differences

As presented in Table 9, the five highest arithmetic means of generational

differences are related to the statements of “Training is important” (GEGA21, $\chi = 4.68$), “I consider myself to be respectful” (GEGA14, $\chi = 4.67$), “I value diversity” (GEGA6, $\chi = 4.60$), “Having a retirement plan is important” (GEGA23, $\chi = 4.55$), and “I value responsibilities that are challenging” (GEGA22, $\chi = 4.43$). The five lowest means were “I am motivated by incentives” (GEGA18, $\chi = 3.55$), “I have zero tolerance for slackers” (GEGA8, $\chi = 3.58$), “I have an entrepreneurial streak”, (GEGA16, $\chi = 3.62$), “Salary is a good motivator” (GEGA17, $\chi = 3.73$), and “I am patient with people who are slow” (GEGA10, $\chi = 3.86$).

Table 9

Arithmetic Mean and Standard Deviation of the Construct Generational Difference

Item	χ	SD
GEGA21	4.68	0.642
GEGA14	4.67	0.595
GEGA6	4.60	0.603
GEGA23	4.55	0.813
GEGA22	4.43	0.575

Job Satisfaction

The five highest arithmetic means of job satisfaction are related to the statements of “Workers have the freedom to perform their tasks” (JOBSA8, $\chi = 4.09$), “The workers have the necessary knowledge to do a good job” (JOBSA13, $\chi = 3.88$), “Directives from administration are followed and respected” (JOBSA7, $\chi = 3.75$), “The administrators have an interest in the needs of the workers” (JOBSA9, $\chi = 3.68$), and “There is no support from the administrators” (JOBSA6, $\chi = 3.67$). The five lowest means are

“I am not satisfied with the employee selection procedure; it is not adequate” (JOBSA22, $\chi = 2.96$), “Ample opportunity for advancement is available to all workers” (JOBSA11, $\chi = 3.08$), “The healthcare cost assumed by the worker is reasonable” (JOBSA19, $\chi = 3.11$), “The salary scale between workers is comparable” (JOBSA17, $\chi = 3.16$) and “Men and women, married and single people do not receive equal pay for equal work” (JOBSA16, $\chi = 3.18$) (see Table 10).

Table 10

Arithmetic Mean and Standard Deviation of the Construct Job Satisfaction

Item	χ	SD
JOBSA8	4.09	0.837
JOBSA13	3.88	0.808
JOBSA7	3.75	0.849
JOBSA9	3.68	0.947
JOBSA6	3.67	1.004

Organizational Culture

The five highest arithmetic means of organizational culture are related to the statements of “Commitment to the organization is not very important” (ORGCU13, $\chi = 4.03$), “Employees treat each other with courtesy” (ORGCU22, $\chi = 3.74$), “The leadership style of the organization is characterized by a spirit of commitment and participation” (ORGCU2, $\chi = 3.71$), “Important information is shared with the workers” (ORGCU1, $\chi = 3.68$), and “The leaders of the organization are guided by the objectives of the mission” (ORGCU3, $\chi = 3.66$). The five lowest measurements are “Employees do not respond

well to changes in their environment” (ORGCU17, $\chi = 2.96$), “Strategies are established that seek to make the organization competitive” (ORGCU11, $\chi = 3.12$), “What helps keep the organization united are the formal rules and the policies” (ORGCU14, $\chi = 3.17$), “The priority of the organization is human development” (ORGCU15, $\chi = 3.20$) and “The leadership of the organization exemplifies a spirit of coaching and training of new leaders” (ORGCU6, $\chi = 3.28$) (see Table 11).

Table 11

Arithmetic Mean and Standard Deviation for the Construct Organizational Culture

Item	χ	SD
ORGCU13	4.03	1.130
ORGCU22	3.74	0.880
ORGCU2	3.71	0.954
ORGCU1	3.68	0.960
ORGCU3	3.66	0.958

Working Environment

The five highest arithmetic means of working environment are related to the statements of “People are responsible for carrying out their work efficiently” (WKV16, $\chi = 4.22$), “Bosses treat the staff members with respect” (WKV8, $\chi = 3.90$), “The directors trust that employees will do good work without having to hover over them” (WKV15, $\chi = 3.85$), “The directors are competent in the performance of their work” (WKV17, $\chi = 3.77$), and “All employees have the same right to be heard” (WKV5, $\chi = 3.77$). The lowest five measurements are “Directors do not treat employees with dignity” (WKV13,

$\chi = 2.19$), “Bosses do not respect institutional policies and regulations” (WKV19, $\chi = 2.28$), “Promotions are given to those who deserve it the most” (WKINV1, $\chi = 2.66$), “The criteria for rewarding employees are consistently applied to all” (WKV10, $\chi = 2.97$) and “Workers are paid fairly for the work they do” (WKV9, $\chi = 2.99$) (see Table 12).

Table 12

Arithmetic Mean and Standard Deviation for the Construct Work Environment

Item	χ	SD
WKENV16	4.22	0.643
WKENV8	3.90	0.814
WKENV15	3.85	0.850
WKENV5	3.77	1.065
WKENV17	3.77	0.932

Spirituality

The five highest arithmetic means of spirituality are related to the statements of “My relationship with God gives me a strong sense of purpose and meaning” (SPIRIT6, $\chi = 4.69$), “My relationship with God is the foundation for how I live my daily life” (SPIRIT7, $\chi = 4.66$), “I sense that God is guiding my life” (SPIRIT19, $\chi = 4.63$), “As I grow spiritually, I find myself trusting in God rather than on my own strength” (SPIRIT5 $\chi = 4.61$), and “My relationship with God influences how I treat people” (SPIRIT27 $\chi = 4.61$). The lowest five means are “When I feel hurt by others, I avoid them” (SPIRIT21, $\chi = 3.01$), “Significant events that occur in my life affect my relationship with God” (SPIRIT1, $\chi = 3.58$), “I devote time regularly to the reading of the Spirit of Prophecy”

(SPIRIT14, $\chi = 3.62$) “I devote time daily to the study of my Sabbath School Lesson” (SPIRIT15, $\chi = 3.77$) and finally, “When others offend me, I try not to hurt them back either directly or indirectly” (SPIRIT22, $\chi = 3.87$) (see Table 13).

Multiple Regression Assumptions

Hair, Anderson, Tatham and Black (2007) mention four assumptions to be tested in the multiple regression, these assumptions are: (a) linearity of the phenomenon, (b) normality of the residuals, (c) independence of the error terms, and (b) constant variance of the error term (homoscedasticity). For this investigation, the first criterion that was analyzed was the linearity of each independent variable with the criterion variable and it was observed in the dispersion charts that three of the four variables: organizational culture, work environment and spirituality have a positive relationship and the points tend to be a straight line. However, generational gap is not normal. The second criterion that was proved was the normality of the errors using the Kolmogorov- Smirnov statistic ($p = > .05$), two atypical data were eliminated and it was proved that the distribution of the residuals is normal ($p = .200$). In the third criterion, the independence of the

Table 13

Arithmetic Mean and Standard Deviation for the Construct Spirituality

Item	χ	SD
SPIRIT6	4.69	0.620
SPIRIT7	4.66	0.599
SPIRIT19	4.63	0.597
SPIRIT27	4.61	0.610
SPIRIT5	4.61	0.610

errors was proved, using the Durbin-Watson test, the value was ($DW = 2.125$) which is very close to two, indicating that the errors are not correlated and are independent. Finally, the homoscedasticity was analyzed, using the graph of the standardized predicted value and the value of the standardized residual; it was observed that there is no linear relationship in the residuals and therefore the errors have equal variances.

Null Hypothesis Testing

In this section is presented the statistical tests of the main null hypothesis formulated for this investigation. The tables with the results of each of the hypothesis tests can be found in Appendix H.

Null Hypothesis

The main null hypothesis (H_0) states that generational difference, working environment, organizational culture and spirituality are not predictors of job satisfaction, according to the perception of the employees of the Seventh-day Adventist organizations located in northeastern area of the United States, namely, Greater New York Conference, Northeastern Conference, Northern New England and Southern New England Conference.

For the analysis of this hypothesis, the statistical technique of multiple linear regression was used by the method of successive steps; generational gap, organizational culture, working environment, and spirituality were considered independent variables; and job satisfaction was considered as dependent variable.

When performing the regression analysis by the successive steps method, it was found that the best predictor was the variable organizational culture, explaining

66.7% of the variance of the dependent variable, job satisfaction (see Model 1, Table 14). It was also observed that the variables work environment and spirituality were good predictors of the job satisfaction model. The value of R^2 adjusted was equal to .774, which indicates that these three variables explain in 77.8% the variance of the dependent

Table 14

Summary of the Model 1

Model	<i>R</i>	<i>R</i> Square	Adjusted <i>R</i> Square	Std. Error of the Estimate	Durbin-Watson
1	.020 ^a	.000	-.006	.53419	
2	.819 ^b	.671	.667	.30745	
3	.879 ^c	.772	.768	.25643	
4	.882 ^d	.778	.772	.25410	2.156

a. Predictors: (Constant), GECA

b. Predictors: (Constant), GECA, ORGCU

c. Predictors: (Constant), GECA, ORGCU, WKENV

d. Predictors: (Constant), GECA, ORGCU, WKENV, SPIRIT

e. Dependent Variable: JOBSA

variable job satisfaction model (see Model 2, Table 15). The *F* value equal to 188.891 was obtained and the *p* equal to .000. As the level of significance is less than .05, there is a positive and significant linear influence between the organizational culture, work environment, spirituality and job satisfaction of the employees of the Seventh-day Adventist organizations located in the geographic north-eastern area of the United States. Based on the above, the null hypothesis is rejected.

To evaluate the influence of the independent constructs and verify if they are significant predictors, the researcher proceeded to review the standardized beta coefficients. It was found that the generational difference has a low and non-significant standardized coefficient ($\beta_1 = -.027$, $p = .651$), the organizational culture presented a

Table 15

Summary of the Model 2 - Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.827 ^a	.683	.681	.29912	
2	.882 ^b	.779	.776	.25089	
3	.886 ^c	.785	.781	.24795	2.125

a. Variables predictoras: (Constante), ORGCU

b. Variables predictoras: (Constante), ORGCU, WKENV

c. Variables predictoras: (Constante), ORGCU, WKENV, SPIRIT

d. Dependent variable: JOBSA

significant standardized beta coefficient ($\beta_2 = .482$, $p = .000$), the work environment presented the highest standardized coefficient ($\beta_3 = .497$, $p = .000$) and spirituality presented a significant standardized beta coefficient ($\beta_4 = -.101$, $p = .048$). Based on the analysis of the standardized beta coefficients, it was decided to eliminate the construct generational difference from the model.

The regression test was applied again with the three independent variables that were significant, organizational culture, working environment and spirituality, and the value of the corrected R^2 equal to .778 was found. This value is very similar to that found using the three constructs.

The values of the standardized coefficients were the following: organizational culture ($\beta_1 = .482$, $p = .000$), work environment ($\beta_2 = .497$, $p = .000$) and spirituality ($\beta_3 = -.108$, $p = .027$). The regression equation was as follow: {job satisfaction = .548 + .48(organizational culture) + .497 (working environment) - .108 (spirituality)}.

Normality Test

To analyze the constructs of generational difference, organizational culture,

working environment, spirituality and job satisfaction, the Kolmogorov-Smirnov normality test was applied, this particular test is done when the sample is equal to or greater than 51, and the Shapiro-Wilks test, which is applied when the sample is equal or less than 50, to check the normality of the constructs p must be greater than .05 to retain the null hypothesis the distribution is equal to the normal one.

Summary of the Chapter

In this chapter the classification of the design of this study was approached, relevant information was presented regarding the demographic description, the arithmetic means of the variables were examined and the variables were analyzed by means of contingency tables. The findings were presented based on variable and hypotheses. Regarding the testing of null hypotheses, the multiple linear regression statistical technique was used to check the proposed model.

CHAPTER V

CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

Introduction

This study explored the causal relationship of work environment, organizational culture and spirituality as significant predictors of job satisfaction, according to the before mentioned theoretical foundation (Afsar & Badir, 2017; Afsar and Rehman, 2015; Ashmos & Duchon, 2000; Clifford, 2016; Domínguez, 2016; García-Guiu et al., 2015; Milliman et al., 2003; Ontiveros Ramírez, 2016, Ricciotti, 2016; Wayne et al, 2002). The research was considered empirical, quantitative, explanatory, transversal, descriptive, and field.

The variables were work environment, organizational culture and spirituality, while the dependent variable was job satisfaction. The demographic variables were the following: Range of year of birth, gender, years of service, employment, academic level, type of institution and role in the organization.

The sample that was used in this research was 166 respondents of workers (including pastors, teachers, principals, administrators, directors/executives, office staff, and seasonal staff) from the conferences within the Atlantic Union Conference. The predictor variables in this research were work environment, organizational culture, and spirituality, while the criterion variable was job satisfaction.

The results of this research study are presented in five chapters: The first Chapter gave a background of the statement problem, the purpose of the study, a brief definition

of terms, description of each of the variables with a brief background, and what the literature says on each of them. The chapter also included the relationship between the variables; research question, hypothesis, the presentation of the proposed model, objectives, and importance of the study, limitations, boundaries, assumptions, and the philosophical foundation.

Chapter II opened with an introduction followed by the development of the theoretical framework of the research. The importance of the study, the dimensions of each variable, the relationship between variables, relevant aspects of each variable were analyzed as well as the authors' point of view.

Chapter III embarked on the methodology of the investigation. The chapter begun with a brief introduction followed by the description of the type of research to be conducted, a report of population, and sample. A step by step explanation of the elaboration of the measuring instrument was proposed. The variables were presented and submitted to an exhaustive and systematic validity and reliability process and testing. Following was the presentation of the null hypothesis and the operationalization of the variables. Finally, the chapter concluded with the data collection, a statement on ethical precaution was made and a summary of the data analysis.

Chapter IV dealt with the results and how they were secured by means of the statistical analysis of the data collected from the surveys. After a brief introduction to the chapter, the population and sample were delineated, the demographic variables were collected, the analysis of the null hypothesis completed, the statistical technique of multiple linear regression was done and to close the chapter, a short summary of the chapter was presented.

Chapter V presents an introduction to the chapter, the researcher's conclusions, discussions and recommendations for future studies.

Discussion

The predominant research question for this study was: Are generational gap, organizational culture, work environment and spirituality predictors of job satisfaction? The answers to the questions and a reference to the initial objectives of the research by construct will be presented.

Organizational Culture

Rowe (2015) posited that both nonprofit, as well as for-profit organizations, may come across challenges, although the nonprofit organization exists to serve a specific community based on their mission, principles, and values that govern them (Morris-Sweeney, 2017). The literature shows that organizational culture impacts job satisfaction (Nilsen, 2016). The higher employees perceive the organizational culture as positive, their perception of job satisfaction also increases (Morris-Sweeney, 2017). In recent studies conducted in both a nonprofit organization and a public sector organization, show that there is a relationship between organizational culture and job satisfaction (Berry, 2016). The results of the study show that the more organizational culture is aligned with the employees the more satisfied they are with their jobs.

Consistent with the aforementioned studies, the model presented similar findings.

The highest arithmetic means are this: "Commitment to the organization is not very important" (13, $\chi = 4.03$) (this statement was reclassified). The response to this statement is consistent with other studies that indicate that commitment to the organization is

important. In his findings, Rutebuka (1996) also confirmed that commitment to the organization serves as a binding force on individuals to carry out and adhere to policies, philosophies and retain membership.

The second statement "Employees treat each other with courtesy" (22, $\chi = 3.74$). Relationships and interaction between employees influences the culture of the organization (Schein, 2004). This influence translates into how employees feel and do their jobs. Hence, the importance of understanding organizational culture in order to remove any potential barriers that can hinder the success of the organization (Holmes, 2016). The fact that this is the second highest statement, is also consistent with the literature that highlights how important it is for employees to maintain a good relationship among themselves and how leaders need to pay special attention to the aspect of organizational culture that has to do with values and relationships (Holmes, 2016; Shahzad, Luqman, Khan & Shabbir, 2012).

The last statement "The leadership style of the organization is characterized by a spirit of commitment and participation" (2, $\chi = 3.71$). This statement also related to the previous one, commitment to the organization and interaction between employees (Schein, 2004).

The items with the three lowest arithmetic scores are this: "Employees respond well to changes in their environment" (17) (this item was reclassified). There are two natural ways to respond to change: Reactive and proactive. Reactive is the natural tendency to resist, while to be proactive is to stop, analyze, weigh the options and then decide with the emotional mind under check. The importance of communication during the implementation of change has been empirically demonstrated and generally agreed

upon among theorists. A way of decreasing the reaction is to communicate effectively giving time to assimilate the changes. The success of any organization lies heavily on its employees and how they react to change (Wittig, 2012).

It is crucial to communicate to employees' information about the change to positively influence their reactions. Poorly managed change communication can result in resistance and exaggerating negative aspects of the change. Effective communication reduces employees' uncertainty, and a negative correlation exists between uncertainty and employees' willingness to accept change. (Elving, 2005, p. 134)

The evidence shows that communication is paramount to how employees react to changes, and equally important is how organizations plan and present the change.

The last two statements with the lowest arithmetic scores are this: "Strategies are established that seek to make the organization competitive" (11), and "What helps keep the organization united are the formal rules and the policies" (14). The literature (Wang, Walker, & Redmond, 2007) demonstrates that the lack of strategic planning is a sure recipe for failure. As referenced by Wang et al. (2007) and Ennis (1998), the theorists used very strong language to communicate these findings that are paramount in importance, referring to small and medium businesses, they must actively plan for the future in order to remain in existence. Ignoring this counsel will increase dissatisfaction, among the workers and will be most detrimental to the organization.

An example of the importance of planning is found in the success the City of Coral Springs. The 2007 Malcolm Baldrige National Quality Prize awarded the City of Coral Springs the Malcolm Baldrige National Quality Award. This is due in part to its strategic planning initiative.

Standing as one of the anchors of the success of the City of Coral Springs is an extremely well-defined strategic planning process. While the conferences in the Atlantic

Union Conference may have some goals and plans, it is paramount in importance, that a well-defined short and long term plan be made and implemented some of the business ideas or plans, that are appropriate for the organization, that worked for Coral Springs. One of the keys to the success of Coral Springs is that there is passionate intentionality in the planning.

The failure to observe the rules and policies will give way to unfair treatment of the employees (Ontiveros Ramírez, 2016) which will in turn decrease employee morale and affect job satisfaction. Furthermore, the consequence to the organization will be its failure (Morris-Sweeney, 2017).

Generational Gap

A generation is marked by more than a range of year of birth. The concept of a generational cohort is marked by important chronological events that impact the beliefs, shape attitudes, and identify the values of that generation (Brown, 2015). As never before, the workplace is experiencing a level of diversity that can be explained by the changes in society in the last years. Every generation has improved over the other; they have also been more accepting than the previous which have given new meaning to the word diversity. Today, starting from the Baby Boomers to the Millennials, gender, race, and ethnicity have exploded into new era of cultural diversity sensitivity never seen before.

In spite of the relevance of this topic of generation in today's world, when the statistical analysis was applied, the results were not significant and it was determined that this construct did not meet the conditions to be considered a predicting factor of job satisfaction. However, because of its importance and for the purpose

of the recommendations and future investigation, the researcher is including the results in this study.

The three highest arithmetic means of generational differences are related to the statements of “Training is important” (21, $\chi = 4.68$), “I consider myself to be respectful” (14, $\chi = 4.67$), and “I value diversity” (6, $\chi = 4.60$). These results are consistent with the trend of the new generations that value education, diversity, and respect of each other (Bialik & Fry, 2019).

The three lowest arithmetic means were “I am motivated by incentives” (18, $\chi = 3.55$), “I have zero tolerance for slackers” (8, $\chi = 3.58$), and “I have an entrepreneurial streak”, (16, $\chi = 3.62$). These arithmetic means results are consistent with the literature of the new generations that are more patient, tolerant, and at the same time, have experience the bitterness of an increased divorce rate and individuals who want to get married later in life and have fewer children (Bialik & Fry, 2019; Brown, 2015).

Work Environment

Manosalvas-Vaca, C. et al. (2015) hypothesize that one dynamics that influence job satisfaction is the working environment. The research shows that the perceptions of the workers impact both the employees’ motivation as well as their behavior (Berry, 2016). Another study demonstrates that the well-being of the workers is closely related to the person’s work, quality of work life, hence making an impression on their job performance (Peña, Díaz, & Carrillo, 2013).

Anderson (2018) postulates the importance of business leaders to consider the organizational climate as critical factor in the initiation and implementation of transformation within organizations. Initial studies conducted on the topic of job satisfaction and

organizational climate found that these two variables 'are different' but they relate on one characteristic, that is, the relational perception. Therefore, the authors conclude that the work environment is the peculiarity that distinguishes one organization from the others which will influence job commitment and a positive behavior among the workers (Manosalvas-Vaca, C. et al., 2015; Robles-García et al., 2005).

The three highest arithmetic means of working environment are related to the statements of "People are responsible for carrying out their work efficiently" (16, $\chi = 4.22$). Based on the results, the respondents affirm that their work is done efficiently. Successful Managers understand the significance of supervising employees' performance and giving adequate feedback. Effective application of this system empowers employees to do their best and minimize poor performance (Lloyd, 2012).

The second highest arithmetic means is "Bosses treat the staff members with respect" (8, 3.90). Dignity and respect are basic human rights. Most adults spend more than half their day at their workplace so, it's more than fair to expect to be treated with the kind of workplace dignity consistent with the utmost respect (Baker, 2017).

The statement with the third highest score is "The directors trust that employees will do good work without having to hover over them" (15, $\chi = 3.85$). The findings indicate that trust plays a very important role in achieving a positively high working environment and a cohesive relationship among the workers, corroborating the previous studies (Hasan et al., 2016).

Of the three lowest measurements, the first is "Directors do not treat employees with dignity" (13, $\chi = 2.19$) (This statement was reclassified). In the news site of the Australian HR Institute, Baker (2017) postulates that workplace dignity though on the

forefront of discussions around the world, is still threatened by several factors today. Many organizations, leaders and Heads of States still struggle with diversity, equality, respect and safety. More so for employees who suffer at the hand of an abusive employer or supervisor, it is critical that workers receive the human dignified treatment they deserve.

The statement with the second lowest is, “Bosses do not respect institutional policies and regulations” (19, $\chi = 2.28$). Employees attach meaning to institutional policies, practices, procedures, and regulations by the behavior they observed towards them (Schneider, Ehrhart, & Macey, 2013), consequently, management need to respect the policies and regulations of the organization.

“Promotions are given to those who deserve it the most” (1, $\chi = 2.66$). The perception employees have of unfair treatment may have an adverse result to the organization. Consequently, the organization should develop and follow a systematic promotional procedural justice known to all employees (Lemons, 2001). The respondents received a level of unfairness in the promotion decision system.

Spirituality

Spirituality in the workplace has gone through some changes in the past few years leading to empirical studies on its effect (if any) on job satisfaction (Hassan et al., 2016).

Through the First Amendment of the Constitution of the United States, Americans enjoy the freedom of Religion. This simply means that the government cannot enforce any religion on anyone and every person has the right to practice the religion of their choice. Though many may use religion and spirituality interchangeably, religion and

spirituality are not the same (Afsar & Rehman, 2015). In an article published by the Law Offices of Jeffrey E. Goldman (2019), the researcher found the following statement addressing religion in the workplace: Religion is not just a core belief, it address styles of dress, manner of keeping or wearing one's hair, trying to recruit others to their faith, following certain diets, praying, fasting, avoiding certain language or behavior, and observing certain religious holidays. On the other hand, spirituality is more focused on the theme of tolerance, patience, the feel of interconnectivity, purpose (Afsar & Rehman, 2015).

Although empirical studies in this area are still scarce and unfolding, the results support previous studies and conclusions that suggest that “workplace spirituality... is important” (Afsar & Badir, 2017). An earlier study (Milliman et al., 2003) acquiesced and highlight the fact that workplace spirituality increased the level of organizational citizenship behavior of employees and found meaning and purpose in their work. The studies postulated empirical support for the premise that emphasis on employee’s spiritual values can also have a positive impact on employees’ satisfaction (Afsar & Badir, 2017). Another showed spirituality in the workplace had a positive impact on employee’s creativity and a positive effect on employee perceived organizational fit.

The three highest arithmetic means of spirituality are related to the statements of “My relationship with God gives me a strong sense of purpose and meaning” (6, $\chi = 4.69$), “My relationship with God is the foundation for how I live my daily life” (7, $\chi = 4.66$), and the third highest score relates to “I sense that God is guiding my life” (19, $\chi = 4.63$).

The two highest means are interrelated. This result attest to the biblical foundation found in Romans 12:2 that says our focus on God serves also to transform our mind as we seek to learn His good and perfect will for our lives. In the same token Matthew 6:33

advises us to seek God first and the promise is that everything else will follow. Empirical evidence show that when spirituality is at the vanguard of our lives, everything else will fall into place. He becomes the center of our lives and we will have need of nothing (Rhodes, 2006). The third statement relates to the confidence that walking with the Lord brings. Deuteronomy 31:6 carries the beautiful promise that God will never leave or forsake his own. Studies show that the confidence individuals develop from knowing and trusting God's guidance (Rhodes, 2006; University of Minnesota, 2016) translate or manifest itself into resilience from one of three angles, according to Frasser (2004):

(a) overcoming the odds, achieving goals despite all odds; (b) sustained competence under stress, the ability of the person to cope; exert efforts both in thoughts and actions to regain or maintain equilibrium; and (c) recovery from trauma, this is evident when the person recovers after a very stressful event. (p. 23)

The lowest three means are this: "When I feel hurt by others, I avoid them". When someone hurts you, the recommendation of Goldsmith is to first, evaluate, reflect on the source, if the hurt comes from some disgusting, horrible person, then let it go. If it's a family member, friend or coworker, then confrontation may be an option. Since being hurt is inevitable, sometimes something needs to be said (Goldsmith, 2012).

"Significant events that occur in my life affect my relationship with God" (1, $\chi = 3.58$). It is great that significant events don't affect the relationship people have with God. A strong connection with God will prove our faith unshakable (Romans 8:38, 39).

The third lowest arithmetic mean is "I devote time regularly to the reading of the Spirit of Prophecy" (14, $\chi = 3.62$). Valuable to any relationship is the regular connection and bond that is formed through consistent communication. The same is true for the spiritual life. Abiding and meditating daily on his word is fundamental. The systematic reading of the counsels of the Spirit of Prophecy will prove beneficial to the spiritual life. White

(2019) advises that the child of God should be consecrating their life daily to God first as the primary task for the day.

Job Satisfaction

The findings of Qasim et al. (2013) suggest a positive correlation between job satisfaction and employee work commitment and engagement. This means that employee absenteeism and employee turnover decreases when employees are satisfied. A later study conducted by Chinomona et al. (2017), proposed that the higher the level of employee satisfaction, the higher their productivity. Satisfied employees promote worker's creativity and productivity. Chinomona et al. (2017) continue to suggest that employee satisfaction is financially healthy for the company given the fact that the company stands to achieve and save more resources.

Consistent with the aforementioned theorists, the model presented similar findings, that is, organizational culture, work environment and spirituality are predictors of job satisfaction. Therefore, in order for an organization to achieve success, including financial success, special attention must be given to the organizational culture. The research shows that there is a relationship between the variables of job satisfaction and organizational culture. Based on the literature, a positive correlation with employee's satisfaction and organizational culture (Berry, 2016) has been established. The study also suggests that if a relationship is neglected, the results may negatively impact the growth and success of the organization. The findings of the theorist Kossman (2016), Ontiveros Ramírez (2016), and Clifford (2016) concur with the findings.

The items with the three highest arithmetic scores were: "Workers have the freedom to perform their tasks" (8, $\chi = 4.09$). "The workers have the necessary knowledge to do

a good job” (13, $\chi = 3.88$). These two statements refer to job performance and this indicates that job performance is also related to job satisfaction. The freedom employees have to perform their jobs creatively, in an atmosphere where they feel appreciated, valued, and safe is an environment that will lend itself for growth (Morris-Sweeney, 2017). The opportunity employees have to uplift themselves educationally is also a contributing factor to job satisfaction. And “Directives from the administration are followed and respected” (7, $\chi = 3.75$). This statement has to do with leadership and adherence to the rules and regulations. Based on the results, and contrary to popular belief, employees prefer to be in an environment where directives are followed and where the rules and regulations are respected. Theorists believe that organizations that have clear policies, values and objectives increase productivity, job satisfaction, and commitment.

The items with the three lowest arithmetic scores were: “I am not satisfied with the employee selection procedure; it is not adequate” (22, $\chi = 2.92$) (statement reclassified), “Ample opportunity for advancement is available to all workers” (11, $\chi = 3.08$). The items with the lowest values indicate areas of great concern. The first two statements have to do with employee relationship -how the workers are selected for employment (employee-organization fit) and how they are chosen for advancement. According to Afsar and Badir (2017), many studies have proposed employees must create strong perceptions of fit among employees, this will result in the employee experiencing a greater cohesion with the organization. The second statement may also indicate that not all workers have the same opportunity to advance; this may indicate unfair treatment. The study of Morris-Sweeney (2017) found that satisfied employees in a nonprofit organization worked with passion and felt connected to the organization. However, the researcher of this study

found that the respondents of this nonprofit organization did not quite have the same experience, as the scores indicate. The highest score is 4.09 out of 5 and a 3.75 out of 5. The Median of the variable job satisfaction is 3.42, indicating that It is of utmost importance that the organization pay special attention to adopt effective mechanisms that will engage and improve employee's satisfaction.

The third item with the lowest score is "The healthcare cost assumed by the worker is reasonable" (19, $\chi = 3.11$). The Journal of the American Medical Association reported (March 13, 2018) that the healthcare cost in the United States is the highest when compared to similar high income countries. Attempts have been made to provide affordable health coverage to everyone, but those efforts have been crushed under the new administration of the country. The results indicate that, while employees receive healthcare benefits, they are still among the thousands of workers that still have a concern for the high price (Papanicolas, Woskie, & Jha, 2018).

Conclusions

In this section, the conclusions of the confirmatory model and the hypothesis are about the problem statement.

The problem of this research attempted to investigate in this study is the empirical model in which generational gap, organizational culture, work environment and spirituality are predictors of job satisfaction as perceived by the employees of the conferences within the Atlantic Union Conference.

The study showed the following:

Work environment, organizational culture & spirituality are good predictors of job satisfaction.

The best predictors are organizational culture, followed by work environment.

Generational gap is not a significant predictor of job satisfaction.

These conclusions are based on the 166 surveys received from the participants of the study, namely, the workers among the four participating conferences within the territory of the Atlantic Union Conference, and are supported by the statistical analysis done and are included in the appendix.

Recommendations

The results of the investigation lead to some recommendations:

To Administration and Leaders of the Conferences

1. That the administration and leaders of the conferences intentionally focus on increasing their Generation Y personnel over the next few years. Preparation for leadership (of this cohort) is pivotal for the continuity of the work.
2. That the organization enacts a new system of employee a selection process that will be conducive to the cohesiveness of the organization.
3. Employees expect that the organization enforces the rules, regulations and policies that govern the institution.
4. Because the employees consider human development as a priority, it is expected that the organization pays special attention to this area.
5. It was astonishing to find that in 1996 one of the indicators with the lowest means found was 'Opportunity for advancement' and in this study, over 20 years later, was still one of the lowest indicators, signposting that the respondents still feel that the organization has not done enough about this issue or need to make greater improvements on the

subject.

6. That the leaders administrate with a spirit of humility exemplifying the spirit of Christ.

7. The results show that the perception is that the directors do not treat employees with dignity and respect, intentional effort must be made to change this perception.

8. The leaders need to develop programs that will encourage personal devotion and spirituality. The results show that the workers, instead of confronting their differences, they assume an avoidance behavior. Spirituality in the workplace aims to foster trust among employees. The presence of spirituality in the workplace results in a decrease of work-related problems such as stress, frustrating work environment and absenteeism (Hassan et al., 2016). A daily intentional, conscientious dedication and study of the Bible, Spirit of Prophecy, and Sabbath School Lesson should be stimulated.

For Future Research

This section presents some recommendations for future research to find models that contribute to improving budgetary control.

1. Replicate the research, using other populations such of other conferences and members to compare the results of this investigation.

2. Formulate new models, where new constructs such as organizational commitment, work policies and procedures in order to measure job satisfaction.

3. Replicate the research, comparing the results of the conference workers and members with the said conference.

4. Formulate a new model using Generational gap construct in relation to job commitment and job satisfaction.

APPENDIX A

INSTRUMENT

INSTRUMENTAL BATTERY

I. General Instructions

The purpose of this research is to know the degree of fulfillment of the workers in different institutions of the Atlantic Union. This questionnaire is intended to gather data for the PhD degree in Business Administration. The information shared will help us understand the impact that the quality of the organizational culture and climate have on workers' satisfaction; to what degree generation gap affects the achievements of goals and how much spirituality influences the mission of the institution and fulfillment of the workers. The information you share will be maintained in the strictest anonymity and the results will be used to advance the work of the Seventh-day Adventist Church. Please answer each question honestly and follow the instructions given in each section.

Your opinion is extremely important and valuable, so we really appreciate your honest answers. The information that will be collected will be treated confidentially. After completing all the questions, kindly return the questionnaire via email to dlevy@northeastern.org

Again, thank you much for your support!

Sincerely,

Ligia C. Holmes

Ligia Holmes

Research Committee

II. Demographics

INSTRUCTIONS: Please place an “x” in the box of the answers that applies to you

Range of year of birth	Select the answer that applies to you <input type="checkbox"/> 1922-1945 <input type="checkbox"/> 1946-1964 <input type="checkbox"/> 1965-1980 <input type="checkbox"/> 1981-2000 <input type="checkbox"/> 2001 and less
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
Years of service	<input type="checkbox"/> 10 years or less <input type="checkbox"/> 11 -20 <input type="checkbox"/> 21-30 <input type="checkbox"/> 31 & above
Employment	<input type="checkbox"/> Full time <input type="checkbox"/> Part time <input type="checkbox"/> Seasonal
Academic Level	<input type="checkbox"/> High School/University <input type="checkbox"/> Bachelor <input type="checkbox"/> Master <input type="checkbox"/> Doctorate
Type Institution	<input type="checkbox"/> Health <input type="checkbox"/> Education <input type="checkbox"/> Denominational <input type="checkbox"/> Other _____
Role in the organization	Select according to your role: <input type="checkbox"/> Administrator <input type="checkbox"/> Director/ <input type="checkbox"/> Administrative Staff <input type="checkbox"/> Support Staff <input type="checkbox"/> Seasonal Staff <input type="checkbox"/> Pastor <input type="checkbox"/> Teacher <input type="checkbox"/> Other

GENERATIONAL GAP

We thank you for your participation in the application of this questionnaire. When analyzing each statement please grade and mark an “x”, on the answer that indicates your perception.

Please use the following scale				
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

Statement		Rate				
How much do I agree with the following statement?		1	2	3	4	5
1	My workplace preference is to be flexible to change.					
2	I do not like competitiveness in my workplace.					
3	I like to be involved in activities at my work place.					
4	I like to work in a team.					
5	Technology skills are not important in the work place.					
6	I value diversity.					
7	I value flexible hours.					
8	I have zero tolerance for slackers.					
9	I don't have tolerance for whiners.					
10	I am patient with people who are slow.					
11	It is difficult for me to adapt to changes.					
12	I consider myself to be ambitious.					
13	I consider myself to be self-reliant.					
14	I consider myself to be respectful.					
15	I don't have tolerance for aggressive people.					
16	I have an entrepreneurial streak.					
17	Salary is a good motivator.					
18	I am motivated by incentives.					
19	Rewards are not important to me.					
20	I do not care for personal recognition.					
21	Training is important.					
22	I value responsibilities that are challenging.					
23	Having a retirement plan is important to me.					
24	Having medical benefits is not important.					

JOB SATISFACTION

We thank you for your participation in the application of this questionnaire. When analyzing each statement please grade and mark an “x”, on the answer that indicates your perception.

Please use the following scale				
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

Statement		Rate				
How much do I agree with the following statement?		1	2	3	4	5
1	I am satisfied with the way how the administrators plan the work.					
2	The administrators have an excellent short-term strategic plan.					
3	The organization is governed in an orderly manner.					
4	The administrators have an excellent long-term strategic plan.					
5	The administration has very clear strategic objectives.					
6	There is no support from the administrators.					
7	Directives from administration are followed and respected.					
8	Workers have the freedom to perform their tasks.					
9	The administrators have an interest in the needs of the worker.					
10	When I make mistakes, I am reprimanded in a respectful and Christ-like manner.					
11	Ample opportunity for advancement is available to all workers.					
12	My responsibilities are commensurate with my position.					
13	The workers have the necessary knowledge to do a good job.					
14	The organization supports the workers in attaining their personal goals.					
15	The workers receive all fringe benefits as established by the organization and Labor Law.					
16	Men and women, married and single people do not receive equal pay for equal work.					
17	The salary scale between workers is comparable.					
18	The quality of healthcare for the worker and their family is adequate.					
19	The healthcare cost assumed by the worker is reasonable.					
20	I am satisfied with the level of motivation the workers have in completing their work.					
21	I am satisfied with the high level of job commitment the workers have with the organization.					
22	I am not satisfied with the employee selection procedure; it is not adequate.					
23	I am satisfied with the moral quality of the personnel; it is excellent.					
24	I am satisfied with the organizational standards and behaviors because they are adequately met.					

ORGANIZATIONAL CULTURE

We thank you for your participation in the application of this questionnaire. When analyzing each statement please grade and mark an “x”, on the answer that indicates your perception.

To measure the variable the following scale is used:				
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

Statement		Rate				
How much do I agree with the following statement?		1	2	3	4	5
1	Important information is shared with the workers.					
2	The leadership style of the organization is characterized by a spirit of commitment and participation.					
3	The leaders of the organization are guided by the objectives of the mission.					
4	The leaders model the values of the institution.					
5	The leaders do not have a clear vision of the direction the organization is going.					
6	The leadership of the organization exemplifies a spirit of coaching and training of new leaders.					
7	The values of the organization are disclosed.					
8	The values of the organization are not practiced by the employees.					
9	Employees perform their duties based on the values of the institution.					
10	The values of the organization drive the mission.					
11	Strategies are established that seek to make the organization competitive.					
12	What helps keep the organization together is loyalty and mutual trust.					
13	Commitment to the organization is not very important.					
14	What helps keep the organization united are the formal rules and the policies.					
15	The priority of the organization is human development.					
16	Team work is promoted.					
17	Employees do not respond well to changes in their environment.					
18	Directors and employees work together in teams in order to advance the same goal.					
19	The hierarchical levels work together to achieve one common objective.					
20	Administrators empower the workers to do a great job.					
21	The behavior of the directors is an inspiration to the employees to go above and beyond their call of duty.					
22	Employees treat each other with courtesy.					

WORKING ENVIRONMENT

We thank you for your participation in the application of this questionnaire. When analyzing each statement please grade and mark an “x”, on the answer that indicates your perception.

To measure the variable the following scale is used:				
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

Statement		Rate				
How much do I agree with the following statement?		1	2	3	4	5
1	Promotions are given to those who deserve it the most.					
2	The administrators do not treat all employees the same; there is favoritism.					
3	The workers are treated fairly.					
4	If I think I was treated unfairly, I am sure I would have the opportunity to be heard and to be treated with fairness.					
5	All employees have the same right to be heard.					
6	All employees have the same privileges according to their seniority and position.					
7	I receive a fair treatment, regardless of my position in the organization.					
8	Bosses treat the staff members with respect.					
9	Workers are paid fairly for the work they do.					
10	The criteria for rewarding employees are consistently applied to all.					
11	Not everyone has the same opportunity to obtain a special recognition.					
12	The directors show a sincere interest in me as a person, not just as an employee.					
13	Directors do not treat employees with dignity.					
14	The directors have a clear vision of where the organization is going.					
15	The directors trust that employees will do good work without having to hover over them.					
16	People are responsible for carrying out their work efficiently.					
17	The directors are competent in the performance of their work.					
18	The bosses know what they have to do in order to achieve the objectives of the organization.					
19	Bosses do not respect institutional policies and regulations.					
20	The administrators take corrective measures in a timely manner.					
21	Directors lead by example.					

SPIRITUALITY

We thank you for your participation in the application of this questionnaire. When analyzing each statement please grade and mark an “x”, on the answer that indicates your perception.

To measure the variable the following scale is used:				
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	2	3	4	5

Statement		Rate				
How much do I agree with the following statement?		1	2	3	4	5
1	Significant events that occur in my life affect my relationship with God.					
2	I do not feel that my life has a particular purpose.					
3	I intentionally seek out opportunities that would help me grow spiritually.					
4	I can see how God has used obstacles and difficulties in my life to help me grow spiritually.					
5	As I grow spiritually, I find myself trusting in God rather than on my own strength.					
6	My relationship with God gives me a strong sense of purpose and meaning.					
7	My relationship with God is the foundation for how I live my daily life.					
8	I make involvement in a local church a central part of my life.					
9	I have stood up for Godly principles even when it meant risking or losing popularity or acceptance from people who are important to me.					
10	I make time to pray specifically for the needs of others.					
11	I pray for people who I do not like.					
12	I am not involved in ongoing ministry in my church and my community.					
13	I devote time regularly to the reading and studying of the Bible.					
14	I devote time regularly to the reading of the Spirit of Prophecy.					
15	I devote time daily to the study of my Sabbath School Lesson.					
16	I do not often think about how God is working in and through me.					
17	I feel a sense of meaning and purpose in my relationship with God.					
18	I thrive to live a life in dependence of God by being open about my weakness.					
19	I am aware of the Holy Spirit prompting me to do the right things.					
20	When people hurt me, I tend to hold grudges for a long time.					
21	When I feel hurt by others, I typically avoid them.					
22	When others offend me, I try not to hurt them back either directly or indirectly.					
23	God's forgiveness of me helps me to forgive others.					
24	I believe that serving others helps strengthens my relationship with God.					
25	I intentionally and regularly seek ways to serve others in my church and community.					
26	I do not spend time thinking about my relationship with the Lord.					
27	My relationship with God influences how I treat people.					
28	I intentionally look for opportunities to share my faith with others.					

APPENDIX B

FACTORIAL ANALYSIS

Generation Gap

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.620
Bartlett's Test of Sphericity	Approx. Chi-Square	350.862
	df	120
	Sig.	.000

Communalities

	Initial	Extraction
GEGA1	1.000	.476
GEGA3	1.000	.548
GEGA4	1.000	.479
GEGA6	1.000	.483
GEGA7	1.000	.382
GEGA8	1.000	.343
GEGA10	1.000	.340
GEGA12	1.000	.514
GEGA13	1.000	.554
GEGA14	1.000	.431
GEGA17	1.000	.694
GEGA18	1.000	.678
GEGA21	1.000	.356
GEGA22	1.000	.344
GEGA23	1.000	.321
GEGA16	1.000	.246

Extraction Method: Principal Component Analysis.

Total Variance Explained

Com- po- nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Vari- ance	Cumulative %	Total	% of Vari- ance	Cumulative %	Total	% of Vari- ance	Cumulative %
1	2.775	17.344	17.344	2.775	17.344	17.344	2.129	13.305	13.305

2	1.747	10.916	28.259	1.747	10.916	28.259	1.700	10.628	23.933
3	1.374	8.587	36.846	1.374	8.587	36.846	1.687	10.542	34.475
4	1.295	8.091	44.938	1.295	8.091	44.938	1.674	10.462	44.938
5	1.101	6.880	51.817						
6	1.022	6.388	58.205						
7	.985	6.155	64.361						
8	.966	6.035	70.396						
9	.794	4.964	75.360						
10	.745	4.654	80.014						
11	.665	4.157	84.170						
12	.637	3.984	88.154						
13	.567	3.543	91.697						
14	.513	3.208	94.906						
15	.461	2.884	97.790						
16	.354	2.210	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
GEGA1	.405	-.479		
GEGA3	.647			
GEGA4	.644			
GEGA6	.575	.372		
GEGA7	.439	.398		
GEGA8			.583	
GEGA10		.572		
GEGA12			.644	
GEGA13			.738	
GEGA14		.532	.342	
GEGA17				.796
GEGA18				.822
GEGA21		.580		
GEGA22	.460			
GEGA23	.377			
GEGA16	.450			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Job Satisfaction

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.866
Bartlett's Test of Sphericity	Approx. Chi-Square	1631.917
	df	276
	Sig.	.000

Communalities

	Initial	Extraction
JOBSA1	1.000	.678
JOBSA2	1.000	.673
JOBSA3	1.000	.528
JOBSA4	1.000	.731
JOBSA5	1.000	.733
JOBSA6	1.000	.569
JOBSA7	1.000	.278
JOBSA8	1.000	.298
JOBSA9	1.000	.620
JOBSA10	1.000	.428
JOBSA11	1.000	.380
JOBSA12	1.000	.305
JOBSA13	1.000	.408
JOBSA14	1.000	.514
JOBSA15	1.000	.317
JOBSA16	1.000	.613
JOBSA17	1.000	.328
JOBSA18	1.000	.717
JOBSA19	1.000	.675
JOBSA20	1.000	.548
JOBSA21	1.000	.424
JOBSA22	1.000	.374
JOBSA23	1.000	.586
JOBSA24	1.000	.621

Total Variance Explained

Component	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	7.679	31.996	31.996	7.679	31.996	31.996	4.835	20.146	20.146
2	1.899	7.913	39.909	1.899	7.913	39.909	3.678	15.324	35.470
3	1.458	6.076	45.985	1.458	6.076	45.985	1.934	8.058	43.528
4	1.313	5.472	51.457	1.313	5.472	51.457	1.903	7.929	51.457
5	1.240	5.165	56.622						
6	1.058	4.410	61.032						
7	.961	4.003	65.035						
8	.911	3.794	68.829						

9	.880	3.667	72.496					
10	.820	3.417	75.913					
11	.694	2.893	78.806					
12	.656	2.732	81.538					
13	.612	2.550	84.088					
14	.540	2.251	86.340					
15	.513	2.136	88.475					
16	.494	2.058	90.533					
17	.377	1.570	92.104					
18	.365	1.522	93.626					
19	.324	1.349	94.975					
20	.313	1.306	96.281					
21	.259	1.079	97.360					
22	.247	1.030	98.390					
23	.218	.909	99.299					
24	.168	.701	100.000					

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
JOBSA1	.701	.409		
JOBSA2	.737	.355		
JOBSA3	.589	.414		
JOBSA4	.818			
JOBSA5	.819			
JOBSA6	.654			.301
JOBSA7		.372		
JOBSA8		.379		
JOBSA9	.686	.386		
JOBSA10		.638		
JOBSA11		.479		
JOBSA12	.370			
JOBSA13		.587		
JOBSA14	.510	.409		
JOBSA15	.336		.368	
JOBSA16				.776
JOBSA17			.348	.439
JOBSA18			.839	
JOBSA19			.818	
JOBSA20	.324	.633		
JOBSA21		.619		
JOBSA22	.387			.441
JOBSA23		.555		.457
JOBSA24	.395	.540		.415

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Work Environment

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.900
Bartlett's Test of Sphericity	Approx. Chi-Square	1649.032
	df	210
	Sig.	.000

Communalities

	Initial	Extraction
WKENV1	1.000	.523
WKENV2	1.000	.581
WKENV3	1.000	.616
WKENV4	1.000	.557
WKENV5	1.000	.622
WKENV6	1.000	.633
WKENV7	1.000	.694
WKENV8	1.000	.520
WKENV9	1.000	.572
WKENV10	1.000	.680
WKENV11	1.000	.534
WKENV12	1.000	.483
WKENV13	1.000	.646
WKENV14	1.000	.660
WKENV15	1.000	.604
WKENV16	1.000	.670
WKENV17	1.000	.457
WKENV18	1.000	.720
WKENV19	1.000	.666
WKENV20	1.000	.462
WKENV21	1.000	.635

Extraction Method: Principal Component Analysis.

Com- ponent	Initial Eigenvalues			Total Variance Explained			Rotation Sums of Squared Loadings		
	Total	% of Vari- ance	Cumula- tive %	Total	% of Vari- ance	Cumu- lative %	Total	% of Vari- ance	Cumu- lative %
1	8.491	40.435	40.435	8.491	40.435	40.435	4.386	20.887	20.887
2	1.444	6.876	47.311	1.444	6.876	47.311	3.846	18.315	39.202
3	1.321	6.288	53.599	1.321	6.288	53.599	2.269	10.806	50.008
4	1.280	6.096	59.695	1.280	6.096	59.695	2.034	9.687	59.695
5	.984	4.686	64.381						
6	.783	3.729	68.110						
7	.714	3.401	71.511						
8	.689	3.279	74.790						
9	.657	3.129	77.919						
10	.630	3.001	80.919						
11	.541	2.578	83.498						
12	.530	2.524	86.021						
13	.458	2.181	88.203						
14	.423	2.012	90.215						
15	.378	1.800	92.015						
16	.340	1.621	93.636						
17	.333	1.583	95.219						
18	.305	1.450	96.669						
19	.286	1.363	98.032						
20	.245	1.168	99.200						
21	.168	.800	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
WKENV1	.469	.546		
WKENV2	-.600	-.349		.301
WKENV3	.643	.415		
WKENV4	.705			
WKENV5	.544		.518	
WKENV6	.646	.347		
WKENV7	.684		.408	
WKENV8	.367		.443	-.366
WKENV9	.576	.484		
WKENV10	.719	.367		
WKENV11	-.476			.550

WKENV12	.402	.497		
WKENV13				.785
WKENV14		.756		
WKENV15			.696	
WKENV16			.801	
WKENV17		.529	.359	
WKENV18		.742	.341	
WKENV19		-.377		.718
WKENV20	.312	.505		
WKENV21		.712		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

Organizational Culture

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.927
Bartlett's Test of Sphericity	Approx. Chi-Square	1113.561
	df	55
	Sig.	.000

Communalities

	Initial	Extraction
ORGPU3	1.000	.772
ORGPU4	1.000	.695
ORGPU6	1.000	.537
ORGPU8	1.000	.816
ORGPU11	1.000	.547
ORGPU16	1.000	.565
ORGPU17	1.000	.969
ORGPU19	1.000	.674
ORGPU20	1.000	.711
ORGPU21	1.000	.726
ORGPU18	1.000	.717

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	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	6.320	57.453	57.453	6.320	57.453	57.453	4.920	44.723	44.723
2	1.008	9.164	66.617	1.008	9.164	66.617	2.408	21.894	66.617
3	.650	5.909	72.525						
4	.577	5.244	77.770						
5	.514	4.677	82.447						
6	.479	4.354	86.801						
7	.425	3.863	90.664						
8	.359	3.263	93.926						
9	.251	2.283	96.209						
10	.229	2.083	98.293						
11	.188	1.707	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component	
	1	2
ORGCU18	.823	.139
ORGCU21	.790	.259
ORGCU20	.777	.314
ORGCU19	.770	.272
ORGCU11	.727	.104
ORGCU3	.688	.560
ORGCU6	.687	.260
ORGCU16	.644	.382
ORGCU2	.587	.585
ORGCU8	.037	.878
ORGCU4	.436	.705

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Spirituality

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.852
Bartlett's Test of Sphericity	Approx. Chi-Square	1819.680
	df	153
	Sig.	.000

Communalities

	Initial	Extraction
SPIRIT3	1.000	.534
SPIRIT4	1.000	.682
SPIRIT5	1.000	.809
SPIRIT6	1.000	.815
SPIRIT7	1.000	.830
SPIRIT9	1.000	.613
SPIRIT10	1.000	.570
SPIRIT13	1.000	.625
SPIRIT14	1.000	.759
SPIRIT15	1.000	.464
SPIRIT16	1.000	.415
SPIRIT19	1.000	.421
SPIRIT23	1.000	.658
SPIRIT24	1.000	.519
SPIRIT25	1.000	.414
SPIRIT26	1.000	.614
SPIRIT27	1.000	.625
SPIRIT28	1.000	.568

Total Variance Explained

Component	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	7.114	39.521	39.521	7.114	39.521	39.521	5.463	30.349	30.349
2	2.196	12.201	51.721	2.196	12.201	51.721	3.220	17.886	48.235
3	1.626	9.031	60.752	1.626	9.031	60.752	2.253	12.517	60.752
4	1.048	5.820	66.573						
5	.994	5.521	72.093						
6	.789	4.384	76.478						
7	.678	3.769	80.246						
8	.582	3.231	83.477						
9	.562	3.120	86.597						
10	.462	2.568	89.165						
11	.436	2.425	91.590						
12	.331	1.840	93.430						
13	.294	1.636	95.066						
14	.269	1.495	96.560						
15	.243	1.351	97.911						
16	.170	.943	98.854						
17	.129	.714	99.569						
18	.078	.431	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
SPIRIT7	.879		
SPIRIT5	.879		
SPIRIT6	.864		
SPIRIT4	.813		
SPIRIT23	.700		.406
SPIRIT24	.682		
SPIRIT9	.663	.408	
SPIRIT3	.595	.329	
SPIRIT19	.464		.340
SPIRIT25	.415	.380	.311
SPIRIT14		.868	
SPIRIT13		.781	
SPIRIT15		.669	
SPIRIT28		.610	.422
SPIRIT10	.459	.597	
SPIRIT26			.765
SPIRIT27	.328		.719
SPIRIT16			.640

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

APPENDIX C

ANALYSIS OF RELIABILITY

Generation Gap

Case Processing Summary

		N	%
Cases	Valid	166	100.0
	Excluded ^a	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.634	16

Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	166	100.0
	Excluded ^a	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.892	.891	24

Organizational Culture

Case Processing Summary

		N	%
Cases	Valid	166	100.0
	Excluded ^a	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.924	.923	11

Clima organizacional

Case Processing Summary

		N	%
Cases	Valid	166	100.0
	Excluded ^a	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.818	21

Spirituality

Case Processing Summary

		N	%
Cases	Valid	166	100.0
	Excluded ^a	0	.0
	Total	166	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.882	.902	18

APPENDIX D

OPERATIONALIZATION OF THE VARIABLES

Operationalization of variables

Variable	Conceptual Definition	Instrumental Definition	Operational Definition
Range of year of birth	The person answering the question chooses an answer that encompasses the year in which he/she was born.	The variable was measured as follow: 1922 – 1945 1946 – 1964 1965 – 1980 1981 – 2000 2001 – or above	This variable was coded as follow: 1 = 1922 – 1945 2 = 1946 – 1964 2 = 1965 – 1980 4 = 1981 – 2000 5 = 2001 – or above
Gender	The person being surveyed, choses the sex he/she is. This is related to the male sex – masculine and female sex - feminine	The gender variable was measured as follow: Male Female	This variable was coded as follow: 1 = Male 2 = Female
Years of service	Relating to the years of service or continuous work the person has with the organization.	The variable was measured as follow: 10 years or less 11-20 21-30 31 and above	The variable was coded as follow: 1= 10 years or less 2 = 11-20 3 = 21-30 4 = 31 and above
Employment	Employment type is related to whether or not the person is engaged on with the organization on a full time job (38-40 hours a week) or part time basis (less than 25 hours a week).	The employment variable was measured as follow: Full time Part time	The employment variable was coded as follow: 1 = Full time 2 = Part time
Academic level	Highest formal educational degree attained, from High School Diploma to a Doctorate degree.	The academic level variable was measured as follow: High School/University Bachelor Master Doctorate	The variable was measured as follow: High School/University Bachelor Master Doctorate
Type of institution	Refers to the employing organization – that is: School, camp, conference office, clinic, etc.	The variable was measured as follow: Health Education Denominational Other	The variable was coded as follow: 1 = Health 2 = Education 3 = Denominational 4 = Other
Role in the organization	The position or job title of the person answering the survey.	The role in the organization variable was measured as follow: Administrator Director/Executive Administrative Staff Support Staff Seasonal Staff Pastor Teacher Other	The role in the organization variable was measured as follow: 1 = Administrator 2 = Director/Executive 3 = Administrative Staff 4 = Support Staff 5 = Seasonal Staff 6 = Pastor 7 = Teacher 8 = Other

Operationalization of the variable Generational gap

Variables	Conceptual definition	Instrumental definition	Operational definition
Generational gap	the complexity of human resources is further deepened with the presence of now four identified generations in the workplace (Hammill, 2005; Haynes, 2011 and McFadden, 2016; Preece, 2015). A generation is defined as a cohort or group of people who were born during a certain era and that share significant historical experiences (Brown, 2015; Chekwa et al., 2013; Dixon et al., 2013; Gigliotti, 1983; Newman, 2016; Notter, 2009).	<p>The degree to which workers perceived that they are satisfied, in the work place 24 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree</p> <ol style="list-style-type: none"> 1. My workplace preference is to be flexible to change. 2. I do not like competitiveness in my workplace. 3. I like to be involved in activities at my work place. 4. I like to work in a team. 5. Technology skills are not important in the work place. 6. I value diversity. 7. I value flexible hours. 8. I have zero tolerance for slackers. 9. I don't have tolerance for whiners. 10. I am patient with people who are slow. 11. It is difficult for me to adapt to changes. 12. I consider myself to be ambitious. 13. I consider myself to be self-reliant. 14. I consider myself to be respectful. 15. I don't have tolerance for aggressive people. 16. I have an entrepreneurial streak. 17. Salary is a good motivator. 18. I am motivated by incentives. 19. Rewards are not important to me. 20. I do not care for personal recognition. 21. Training is important. 22. I value responsibilities that are challenging. 23. Having a retirement plan is important to me. 24. Having medical benefits is not important 	<p>To measure the degree to which you get along with coworkers outside of your age, data was obtained from employees of the conferences within the Atlantic Union Conference. Through the measure of 24 items. The variable was considered as metric. To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree</p>

Operationalization of the variable Organizational culture

Variables	Conceptual definition	Instrumental definition	Operational definition
Organizational culture	Organizational culture is defined universally as a set of shared meaning of the values and beliefs systems of a community of people or employees (Cujar et al. 2013); their worldview, operating practice, the different roles they play in the success of the company, the history, influences such as workplace attire, employee's perception of the organization, are all factors that help define the culture of the organization (Greenwald, 2008).	<p>How workers perceived their organizational culture 24 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree</p> <ol style="list-style-type: none"> 1. Important information is shared with the workers. 2. The leadership style of the organization is characterized by a spirit of commitment and participation. 3. The leaders of the organization are guided by the objectives of the mission. 4. The leaders model the values of the institution. 5. The leaders do not have a clear vision of the direction the organization is going. 6. The leadership of the organization exemplifies a spirit of coaching and training of new leaders. 7. The values of the organization are disclosed. 8. The values of the organization are not practiced by the employees. 9. Employees perform their duties based on the values of the institution. 10. The values of the organization drive the mission. 11. Strategies are established that seek to make the organization competitive. 12. What helps keep the organization together is loyalty and mutual trust. 13. Commitment to the organization is not very important. 14. What helps keep the organization united are the formal rules and the policies. 15. The priority of the organization is human development. 	<p>To measure the degree to which workers perceive the organizational culture, data was obtained from employees of the conferences within the Atlantic Union Conference.</p> <p>Through the measure of 21 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree</p>

-
16. Team work is promoted.
 17. Employees do not respond well to changes in their environment.
 18. Directors and employees work together in teams in order to advance the same goal.
 19. The hierarchical levels work together to achieve one common objective.
 20. Administrators empower the workers to do a great job.
 21. The behavior of the directors is an inspiration to the employees to go above and beyond their call of duty.
 22. Employees treat each other with courtesy.
-

Operationalization of the variable work environment

Variables	Conceptual definition	Instrumental definition	Operational definition
Work environment	Work environment is defined as a link to the thoughts, feelings and behavior of employees. Feelings such as trustworthiness, cohesion, and forgiveness, although transient and subjective, may at the same time, because of its nature, affect the way personal and professional goals are set and met (Cox, 2011; Hofstede, 2001); Nilsson, 2016; Tippey, 2014).	<p>How workers perceived their work environment 21 items, under the scale:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree</p> <ol style="list-style-type: none"> 1. Promotions are given to those who deserve it the most. 2. The administrators do not treat all employees the same; there is favoritism. 3. The workers are treated fairly. 4. If I think I was treated unfairly, I am sure I would have the opportunity to be heard and to be treated with fairness. 5. All employees have the same right to be heard. 6. All employees have the same privileges according to their seniority and position. 7. I receive a fair treatment, regardless of my position in the organization. 8. Bosses treat the staff members with respect. 9. Workers are paid fairly for the work they do. 10. The criteria for rewarding employees are consistently applied to all. 11. Not everyone has the same opportunity to obtain a special recognition. 12. The directors show a 	<p>To measure the degree to which workers perceive their work environment, data was obtained from employees of the conferences within the Atlantic Union Conference. Through the measure of 21 items.</p> <p>The variable was considered as metric.</p> <p>To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:</p> <p>1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree</p>

	sincere interest in me as a person, not just as an employee.
	13. Directors do not treat employees with dignity.
	14. The directors have a clear vision of where the organization is going.
	15. The directors trust that employees will do good work without having to hover over them.
	16. People are responsible for carrying out their work efficiently.
	17. The directors are competent in the performance of their work.
	18. The bosses know what they have to do in order to achieve the objectives of the organization.
	19. Bosses do not respect institutional policies and regulations.
	20. The administrators take corrective measures in a timely manner.
	21. Directors lead by example.

Operationalization of the variable Spirituality

Variables	Conceptual definition	Instrumental definition	Operational definition
Spirituality	Spirituality is now viewed on a wider plane (Rhodes, 2006). In the past two decades, spirituality in the workplace has found not just acceptance, but encouragement and interest to the extent of conducting empirical studies on the topic (Gupta et al., 2014; Afsar & Rehman, 2015).	How workers perceived their organizational culture 24 items, under the scale: 1 = Strongly disagree 2 = Disagree 3 = Neither agree nor disagree 4 = Agree 5 = Strongly agree 1. Significant events that occur in my life affect my relationship with God. 2. I do not feel that my life	To measure the degree to which workers perceive the spirituality of the organization, data was obtained from employees of the conferences within the Atlantic Union Conference. Through the measure of 21 items. The variable was considered as metric.

	has a particular purpose.	To make the approach of the conclusions of this study, the following equivalence was determined for the scale used:
3.	I intentionally seek out opportunities that would help me grow spiritually.	1 = Strongly disagree
4.	I can see how God has used obstacles and difficulties in my life to help me grow spiritually.	2 = Disagree
5.	As I grow spiritually, I find myself trusting in God rather than on my own strength.	3 = Neither agree nor disagree
6.	My relationship with God gives me a strong sense of purpose and meaning.	4 = Agree
7.	My relationship with God is the foundation for how I live my daily life.	5 = Strongly agree
8.	I make involvement in a local church a central part of my life.	
9.	I have stood up for Godly principles even when it meant risking or losing popularity or acceptance from people who are important to me.	
10.	I make time to pray specifically for the needs of others.	
11.	I pray for people who I do not like.	
12.	I am not involved in ongoing ministry in my church and my community.	
13.	I devote time regularly to the reading and studying of the Bible.	
14.	I devote time regularly to the reading of the Spirit of Prophecy.	
15.	I devote time daily to the study of my Sabbath School Lesson.	
16.	I do not often think about how God is working in and through me.	
17.	I feel a sense of meaning and purpose in my relationship with God.	
18.	I thrive to live a life in dependence of God by being open about my	

weakness.

19. I am aware of the Holy Spirit prompting me to do the right things.
 20. When people hurt me, I tend to hold grudges for a long time.
 21. When I feel hurt by others, I typically avoid them.
 22. When others offend me, I try not to hurt them back either directly or indirectly.
 23. God's forgiveness of me helps me to forgive others.
 24. I believe that serving others helps strengthen my relationship with God.
 25. I intentionally and regularly seek ways to serve others in my church and community.
 26. I do not spend time thinking about my relationship with the Lord.
 27. My relationship with God influences how I treat people.
 28. I intentionally look for opportunities to share my faith with others.
-

APPENDIX E

DEMOGRAPHIC DATA

Range year of birth

	Frequency	Percent	Valid Percent	Cumulative Percent
1922 - 1945	6	3.6	3.6	3.6
1946 - 1964	82	49.4	49.4	53.0
1965 - 1980	62	37.3	37.3	90.4
1981 - 2000	15	9.0	9.0	99.4
2001+	1	.6	.6	100.0
Total	166	100.0	100.0	

Years of service

	Frequency	Percent	Valid Percent	Cumulative Percent
10 years or less	50	30.1	30.1	30.1
11 - 20	68	41.0	41.0	71.1
21-30	25	15.1	15.1	86.1
31 +	23	13.9	13.9	100.0
Total	166	100.0	100.0	

Employment type

	Frequency	Percent	Valid Percent	Cumulative Percent
Full time	141	84.9	84.9	84.9
Part time	25	15.1	15.1	100.0
Total	166	100.0	100.0	

Academic level

	Frequency	Percent	Valid Percent	Cumulative Percent
High school / university	18	10.8	10.8	10.8
Bachelor	44	26.5	26.5	37.3
Master	78	47.0	47.0	84.3
Doctorate	26	15.7	15.7	100.0

Total	166	100.0	100.0
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Role in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Administrator	9	5.4	5.4	5.4
Director/executive	14	8.4	8.4	13.9
Administrative Staff	18	10.8	10.8	24.7
Support staff	17	10.2	10.2	34.9
Seasonal staff	1	.6	.6	35.5
Pastor	57	34.3	34.3	69.9
Teacher	43	25.9	25.9	95.8
Other	7	4.2	4.2	100.0
Total	166	100.0	100.0	

Type of institutions

	Frequency	Percent	Valid Percent	Cumulative Percent
Health	2	1.2	1.2	1.2
Education	56	33.7	33.7	34.9
Denominational	100	60.2	60.2	95.2
Other	8	4.8	4.8	100.0
Total	166	100.0	100.0	

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	91	54.8	54.8	54.8
Female	75	45.2	45.2	100.0
Total	166	100.0	100.0	

APPENDIX F

CROSS TABULATIONS

Male and Female * JOBSATO Crosstabulation

			JOBSATO				Total
			2.00	3.00	4.00	5.00	
Male and Fe- male	Male	Count	3	39	47	2	91
		% within Male and Female	3.3%	42.9%	51.6%	2.2%	100.0%
	Female	Count	7	40	27	1	75
		% within Male and Female	9.3%	53.3%	36.0%	1.3%	100.0%
Total	Count	10	79	74	3	166	
	% within Male and Female	6.0%	47.6%	44.6%	1.8%	100.0%	

range year of birth * JOBSATO Crosstabulation

		JOBSATO				Total	
		2.00	3.00	4.00	5.00		
range year of birth	1922 - 1945	Count	1	2	2	1	6
		% within range year of birth	16.7%	33.3%	33.3%	16.7%	100.0%
	1946 - 1964	Count	4	36	40	2	82
		% within range year of birth	4.9%	43.9%	48.8%	2.4%	100.0%
	1965 - 1980	Count	3	31	28	0	62
		% within range year of birth	4.8%	50.0%	45.2%	0.0%	100.0%
	1981 - 2000	Count	2	10	3	0	15
		% within range year of birth	13.3%	66.7%	20.0%	0.0%	100.0%
	2001+	Count	0	0	1	0	1
		% within range year of birth	0.0%	0.0%	100.0%	0.0%	100.0%
Total	Count	10	79	74	3	166	
	% within range year of birth	6.0%	47.6%	44.6%	1.8%	100.0%	

Role in organization * JOBSATO Crosstabulation

			JOBSATO				Total
			2.00	3.00	4.00	5.00	
Role in organization	Administrator	Count % within Role in organization	0 0.0%	5 55.6%	4 44.4%	0 0.0%	9 100.0%
	Director/executive	Count % within Role in organization	1 7.1%	9 64.3%	4 28.6%	0 0.0%	14 100.0%
	Administrative Staff	Count % within Role in organization	2 11.1%	7 38.9%	9 50.0%	0 0.0%	18 100.0%
	Support staff	Count % within Role in organization	5 29.4%	5 29.4%	6 35.3%	1 5.9%	17 100.0%
	Seasonal staff	Count % within Role in organization	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 100.0%
	Pastor	Count % within Role in organization	0 0.0%	20 35.1%	35 61.4%	2 3.5%	57 100.0%
	Teacher	Count % within Role in organization	2 4.7%	29 67.4%	12 27.9%	0 0.0%	43 100.0%
	Other	Count % within Role in organization	0 0.0%	3 42.9%	4 57.1%	0 0.0%	7 100.0%
	Total	Count % within Role in organization	10 6.0%	79 47.6%	74 44.6%	3 1.8%	166 100.0%

Range year of birth * SPIRITO Crosstabulation

			SPIRITO			Total
			3	4	5	
Range year of birth	1922 - 1945	Count % within range year of birth	1 16.7%	3 50.0%	2 33.3%	6 100.0%
	1946 - 1964	Count % within range year of birth	4 4.9%	57 69.5%	21 25.6%	82 100.0%
	1965 - 1980	Count % within range year of birth	2 3.2%	42 67.7%	18 29.0%	62 100.0%
	1981 - 2000	Count	1	10	4	15

	% within range year of birth	6.7%	66.7%	26.7%	100.0%
2001+	Count	0	1	0	1
	% within range year of birth	0.0%	100.0%	0.0%	100.0%
Total	Count	8	113	45	166
	% within range year of birth	4.8%	68.1%	27.1%	100.0%

Role in organization * SPIRITO Crosstabulation

			SPIRITO			Total
			3	4	5	
Role in organization	Administrator	Count	0	4	5	9
		% within Role in organization	0.0%	44.4%	55.6%	100.0%
	Director/executive	Count	0	12	2	14
		% within Role in organization	0.0%	85.7%	14.3%	100.0%
	Administrative Staff	Count	1	14	3	18
		% within Role in organization	5.6%	77.8%	16.7%	100.0%
	Support staff	Count	3	8	6	17
		% within Role in organization	17.6%	47.1%	35.3%	100.0%
	Seasonal staff	Count	0	1	0	1
		% within Role in organization	0.0%	100.0%	0.0%	100.0%
Pastor		Count	2	40	15	57
		% within Role in organization	3.5%	70.2%	26.3%	100.0%
	Teacher	Count	2	27	14	43
		% within Role in organization	4.7%	62.8%	32.6%	100.0%
Other		Count	0	7	0	7
		% within Role in organization	0.0%	100.0%	0.0%	100.0%
Total		Count	8	113	45	166
		% within Role in organization	4.8%	68.1%	27.1%	100.0%

Range year of birth * CLIMTO Crosstabulation

			CLIMTO				Total
			2	3	4	5	
range year of birth	1922 - 1945	Count	0	3	3	0	6
		% within range year of birth	0.0%	50.0%	50.0%	0.0%	100.0%
	1946 - 1964	Count	5	42	34	1	82
		% within range year of birth	6.1%	51.2%	41.5%	1.2%	100.0%
	1965 - 1980	Count	2	38	22	0	62
		% within range year of birth	3.2%	61.3%	35.5%	0.0%	100.0%
	1981 - 2000	Count	1	11	3	0	15
		% within range year of birth	6.7%	73.3%	20.0%	0.0%	100.0%
	2001+	Count	0	0	1	0	1
		% within range year of birth	0.0%	0.0%	100.0%	0.0%	100.0%
Total		Count	8	94	63	1	166
		% within range year of birth	4.8%	56.6%	38.0%	0.6%	100.0%

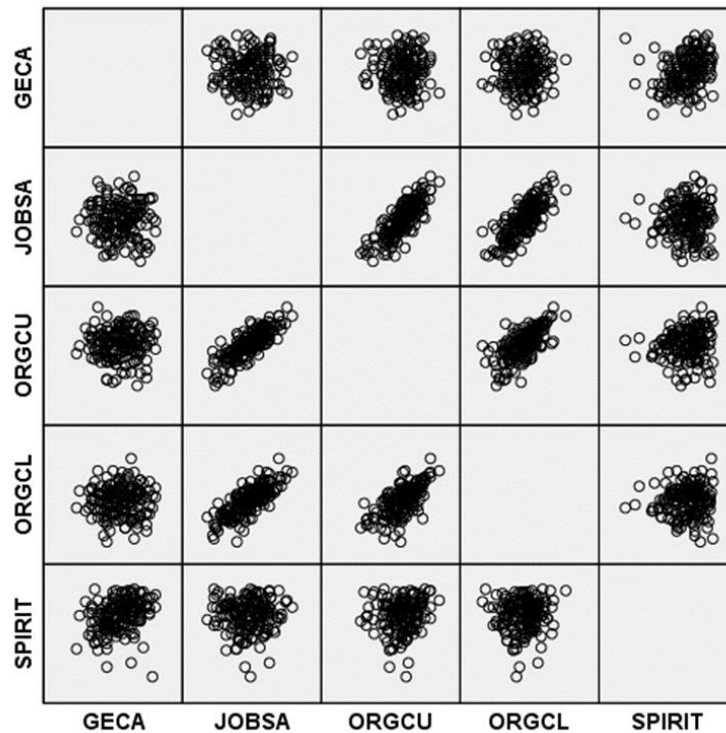
Range year of birth * CULTRTO Crosstabulation

			CULTRTO				Total
			2.00	3.00	4.00	5.00	
Range year of birth	1922 - 1945	Count	0	4	1	1	6
		% within range year of birth	0.0%	66.7%	16.7%	16.7%	100.0 %
	1946 - 1964	Count	3	34	43	2	82
		% within range year of birth	3.7%	41.5%	52.4%	2.4%	100.0 %
	1965 - 1980	Count	6	24	30	2	62
		% within range year of birth	9.7%	38.7%	48.4%	3.2%	100.0 %
	1981 - 2000	Count	2	7	6	0	15
		% within range year of birth	13.3%	46.7%	40.0%	0.0%	100.0 %
	2001+	Count	0	0	1	0	1
		% within range year of birth	0.0%	0.0%	100.0%	0.0%	100.0 %
Total		Count	11	69	81	5	166
		% within range year of birth	6.6%	41.6%	48.8%	3.0%	100.0 %

APPENDIX G

MULTIPLE REGRESSION ASSUMPTIONS

1. Test of linearity through the graphs



2. Test of normality of the errors with the Kolmogorov-Smirnov statistic($p > .05$)

Test of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Estadístico	gl	Sig.	Estadístico	gl	Sig.
Standardized Residual	.048	165	.200 [*]	.991	165	.348

*. Este es un límite inferior de la significación verdadera.

a. Corrección de la significación de Lilliefors

3. Durbin Watson

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.617	.615	.33063	
2	.878 ^b	.771	.768	.25656	
3	.882 ^c	.778	.774	.25348	2.151

a. Predictors: (Constant), WKENV

b. Predictors: (Constant), WKENV, ORGCU

c. Predictors: (Constant), WKENV, ORGCU, SPIRIT

d. Dependent Variable: JOBSA

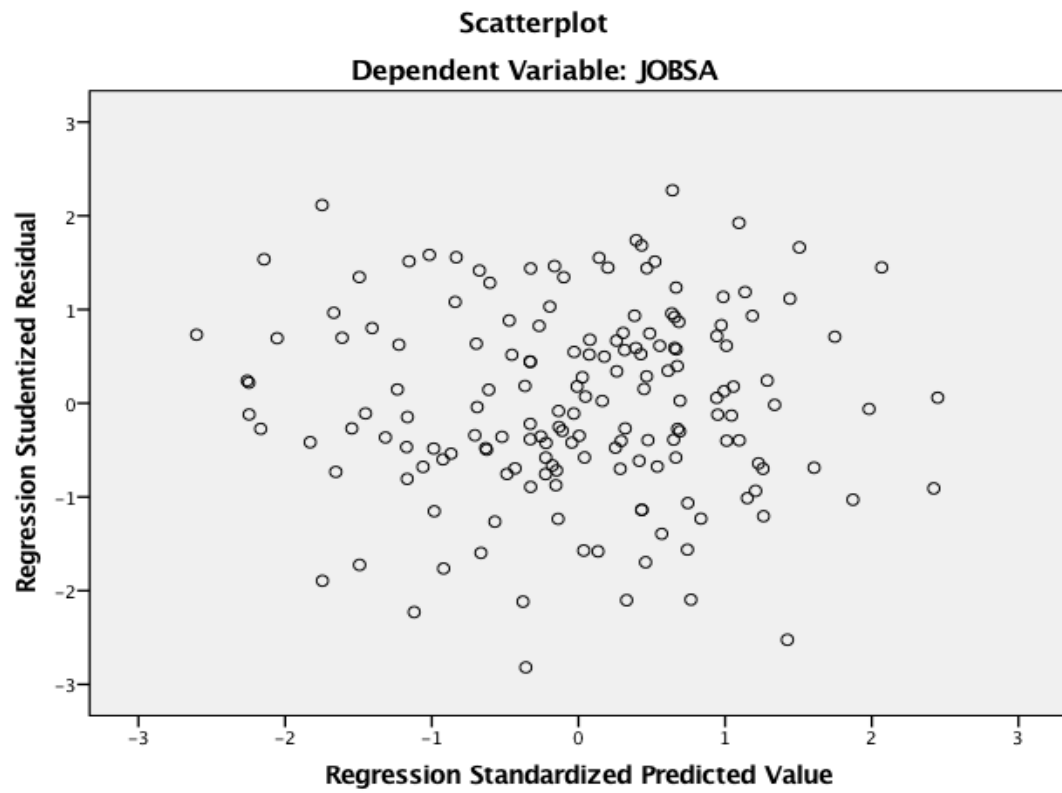
4. The factor for the inflation of the variance

Coefficients^a

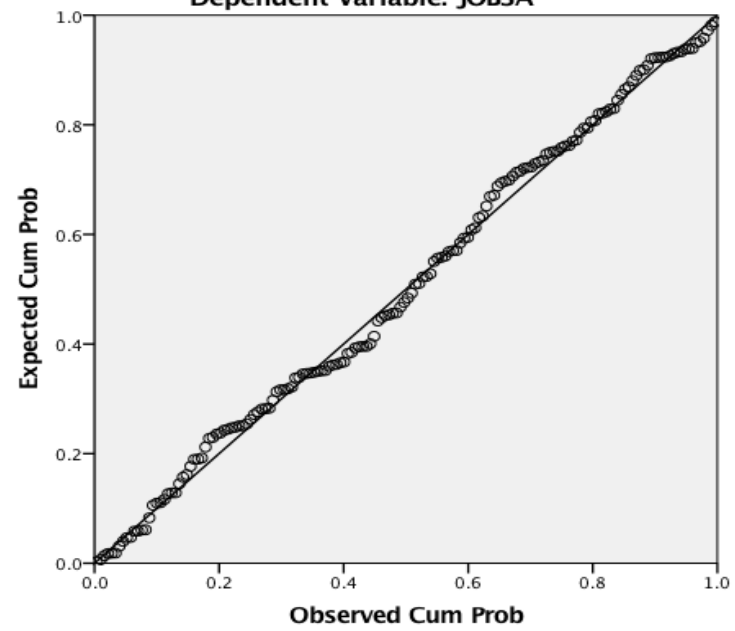
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.373	.189		1.970	.050
	WKENV	.918	.056	.786	16.257	.000
2	(Constant)	.121	.149		.811	.418
	WKENV	.504	.059	.431	8.522	.000
	ORGCU	.468	.045	.529	10.458	.000
3	(Constant)	.548	.241		2.272	.024
	WKENV	.497	.058	.425	8.508	.000
	ORGCU	.482	.045	.544	10.793	.000
	SPIRIT	-.108	.048	-.084	-2.234	.027

a. Dependent Variable: JOBSA

5. Homoscedasticity



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: JOBSA



APPENDIX H

ARITHMETIC MEAN AND STANDARD DEVIATION

Organizational Culture

Arithmetic means and standard deviation of organizational culture

Descriptive Statistics			
	N	Mean	Std. Deviation
JOBSA8	166	4.09	.837
JOBSA13	166	3.88	.808
JOBSA7	166	3.75	.849
JOBSA9	166	3.68	.947
JOBSA6	166	3.67	1.004
JOBSA23	166	3.58	.998
JOBSA10	166	3.55	.950
JOBSA14	166	3.49	.983
JOBSA24	166	3.48	.945
JOBSA12	166	3.46	1.082
JOBSA3	166	3.41	1.073
JOBSA4	166	3.40	.996
JOBSA21	166	3.39	.983
JOBSA15	166	3.36	1.016
JOBSA5	166	3.34	1.012
JOBSA2	166	3.28	1.065
JOBSA20	166	3.24	.961
JOBSA1	166	3.24	1.080
JOBSA18	166	3.24	1.074
JOBSA16	166	3.18	.968
JOBSA17	166	3.16	.845
JOBSA19	166	3.11	1.050
JOBSA11	166	3.08	1.236
JOBSA22	166	2.96	1.005
Valid N (listwise)	166		

Organizational Culture

Arithmetic means and standard deviation of organizational climate

Descriptive Statistics

	N	Mean	Std. Deviation
WKENV16	166	4.22	.643
WKENV8	166	3.90	.814
WKENV15	166	3.85	.850
WKENV17	166	3.77	.932
WKENV5	166	3.77	1.065
WKENV18	166	3.70	.884
WKENV14	166	3.54	.932
WKENV21	166	3.51	1.031
WKENV12	166	3.48	.995
WKENV7	166	3.47	1.048
WKENV3	166	3.39	1.014
WKENV4	166	3.30	1.161
WKENV20	166	3.30	1.017
WKENV6	166	3.19	1.168
WKENV2	166	3.11	1.213
WKENV11	166	3.07	1.022
WKENV9	166	2.99	1.120
WKENV10	166	2.97	1.024
WKENV1	166	2.66	1.059
WKENV19	166	2.28	1.014
WKENV13	166	2.19	1.007
Valid N (listwise)	166		

Organizational Culture

Arithmetic means and standard deviation of organizational culture

Descriptive Statistics

	N	Mean	Std. Deviation
ORGPU3	166	3.66	.958
ORGPU4	166	3.59	.948
ORGPU16	166	3.58	.998
ORGPU20	166	3.57	1.058
ORGPU8	166	3.46	.951
ORGPU18	166	3.45	1.053
ORGPU19	166	3.43	.981
ORGPU21	166	3.33	1.075
ORGPU6	166	3.28	1.014
ORGPU11	166	3.12	.907
ORGPU17	166	2.96	.900
Valid N (listwise)	166		

Spirituality

Arithmetic means and standard deviation of Spirituality.

Descriptive Statistics

	N	Mean	Std. Deviation
SPIRIT6	166	4.69	.620
SPIRIT7	166	4.66	.599
SPIRIT19	166	4.63	.597
SPIRIT5	166	4.61	.610
SPIRIT27	166	4.61	.610
SPIRIT4	166	4.59	.604
SPIRIT24	166	4.57	.691
SPIRIT23	166	4.49	.711
SPIRIT9	166	4.46	.710
SPIRIT26	166	4.36	.967
SPIRIT10	166	4.36	.679
SPIRIT3	166	4.31	.821
SPIRIT13	166	4.17	.778
SPIRIT25	166	4.16	.955
SPIRIT28	166	4.08	.930
SPIRIT16	166	4.03	1.157
SPIRIT15	166	3.77	1.117
SPIRIT14	166	3.62	1.048
Valid N (listwise)	166		

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OBJECTIVE

To showcase my skills, knowledge, and experience in order to have the opportunity to make a contribution in the improvement of the work environment and organizational culture of the Northeastern Conference.

SKILLS

Good communicator

Effective event organizer

EXPERIENCE

ADMINISTRATIVE ASSISTANT TO THE TREASURER OF THE NORTHEASTERN CONFERENCE

August, 2012 – Present

Summarize your key responsibilities, leadership, and most stellar accomplishments. Don't list everything; keep it relevant and include data that shows the impact you made.

ADMINISTRATIVE ASSISTANT TO NORTHEASTERN CONFERENCE ADVENTIST COMMUNITY SERVICE

August 2008 – August 2012

Facilitate community services projects between the local church and the city or state. Link churches to philanthropic entities and aid in the approval process in order for church and the community be benefited.

Scheduled the use of medical van for health fairs across the conference.

Facilitate mission outreach to areas impacted by disaster within the conference territory, across the country and outside the United States.

ADMINISTRATIVE ASSISTANT TO NORTHEASTERN CONFERENCE HISPANIC DEPARTMENT

June 1999 – August 2008

Organized yearly camp meetings, prepared, edited, a printed the bulletins. Completed registration, accommodations of up to two thousand attendees.

Translated materials into Spanish for those who, because of language, were not able to access information. Booklets are now part of the official documents used in training of the northeastern Conference.

SALES ADMINISTRATION EMPIRE BLUE CROSS AND BLUE SHIELD

July 1995 – March 1998

Prepared population census for account representatives in a timely matter, as they prepare to sale sell medical insurance to large companies.

Introduced an effective system to facilitate the effective transfer of information; the implementation of this procedure improved the turnaround time by 25%.

TEACHER/LIBRARIAN CENTRO EDUCATIVO ADVENTISTA DE COSTA RICA

January 1988 – August 1990

Taught Introduction to Typing to high school students. Built and organized the library into an effective, easy to locate, functioning study and research area.

EDUCATION



PHD BUSINESS ADMINISTRATION

MONTEMORELOS UNIVERSITY

Thesis: Predicting Factors of Job Satisfaction Among Conferences of Atlantic Union

MASTER IN SOCIAL WORK, *Magna Cum Laude*

Adelphi University, Garden City, New York

I discover my love and appreciation for organizational culture and work environment during one of my classes in graduate school. Abnormal Psychology, diagnosis using the DVM-4, among other classes.

Received a Recognition from the Council Office of the City of Hempstead for outstanding leadership in obtaining donations of over 1,000 prom dresses for underprivileged graduating girls.

BACHLOR OF SCIENCE IN SOCIAL WORK, *Magna Cum Laude*

Yok College, Queens, New York

ASSOCIATE DEGREE IN COMPUTER INFORMATION SYSTEMS, 1994

Medgar Evers College, Brooklyn, New York

UNADECA, GRADUATION 1987

Yok College, Queens, New York

Completed

VOLUNTEER EXPERIENCE OR LEADERSHIP

Did you manage a team for your club, lead a project for your favorite charity, or edit your school newspaper? Go ahead and describe experiences that illustrate your leadership abilities.