

## Role of Psychological Sense of Community in Enhancing Employee's Well-Being

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Received for publication: 10 November 2014.

Accepted for publication: 27 March 2015.

### Abstract

Yearning for sense of community is in part fostered by decline of traditional place of community due to which people feel less satisfied at workplace. Thus drawing on psychological sense of community theory, this paper is going to focus on relationship between employee's sense of community and life satisfaction; a critical, yet under research relationship. Using regression analysis, it was found that if employees are provided with sense of community at workplace, then they are satisfied with their life.

**Keywords:** Sense of Community, Workplace Spirituality, Life Satisfaction, Banking Industry.

### Introduction

A lot of theories have been proposed by different scholars, but theory of Psychological sense of Community proposed by McMillan & Chavis's (1986) has gained much attention. Different scholars like Ashmos and Duchon(2000), Mirvis (1997) stated that sense of community can be defined as an experience that employees gain at workplace to be connected to oneself and other workers at workplace. The community has a spiritual environment where people feel that their personal growth takes place, are values for their work and are working with others for attainment of a common purpose. Sense of community is a component of Workplace Spirituality as proposed by Ashmos and Duchon (2000). In today's era, where globalization is taking place everywhere, people are spending most of their time at workplace, many people are recognizing the need to bring sense of community and membership (which are components of workplace spirituality) to their work, as attainment of efficiency; productivity and profit failed to bring joy and happiness. Indeed, the great challenge in life of each individual is not just financial gain but to create balance among personal, work and spiritual life in an effective manner (Atashpour, Kazemi & Aghaei, 2006). Several individuals perceive work as a source of well-being (Piccolo et al., 2012). The present study is going to focus on how sense of community can positively enhance employee's wellbeing (Life Satisfaction).

### Literature Review

Gialcone and Jurkiewicz (2003), described spirituality at workplace as "a framework of organizational values evidenced in the culture that promotes employee's experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy". This sense of being called through one's work and being connected to others, i.e. membership is necessary for providing foundation of workplace spirituality theory. So, researchers found that for workplace spirituality to be exercised, calling and membership are essential component. The dimension of sense of community (membership) of

workplace spirituality is in congruence with interdependence theory which focuses on the interaction, and emphasis on relationship between persons as much important and persons themselves (Rusbult and Van Lange, 2003).

It was also observed by behavioral scholars, like Fry 2005a, & Giacalone & Jurkiewicz, 2003, that spirituality at workplace not only results in positive individual outcomes like happiness, life satisfaction, harmony and fear free life but also results in increased productivity, reduced absenteeism and turnover.

Research Hypothesis: Sense of Community has direct positive impact on life satisfaction of employees.

### **Research Methods**

#### ***Sampling and Data Collection Procedure***

Officer Grade employees of banking sector of Pakistan were the survey population. From all population, sample was selected through Multistage stratified random sampling technique.. From whole Pakistan, only Punjab was selected. Then from Punjab, five major cities according to largest population were selected. These cities were Islamabad/Rawalpindi, Lahore, Faisalabad, Multan and Bahawalpur. Then a list of banks of these cities was also generated. From the list, banks were selected randomly and from banks, employees were selected randomly. Structured questionnaire was designed for data collection purpose. Personal surveys were administered for collecting the data. Multiple follow ups were given for getting the response from respondents. Out of 500 distributed questionnaires, 300 were got back, yielding a response rate of 60%.

#### ***Demographic Profile of Respondents***

Table 1 presents the demographic profile of respondents 75% of respondents were male while only 25% were females. 65% respondents were unmarried while 35% respondents were married. Most of employees were having master degree (70). Most of employees were youngster in age range of 25-35 years. Most of employees were having work experience of 0-5 years.

**Table 1. Demographic Profile of Respondents**

Demographic Profile		Percentage	No
Gender			
	Male	75	225
	Female	25	75
Marital Status			
	Married	65	195
	Unmarried	35	105
Academic Qualification			
	Master	70	210
	Graduation	30	90
Age	25-35 years		
Work Experience	0-5 years		

#### ***Construct Measurement***

Items measuring Sense of Community were taken from scale developed by Ashmos and Duchon (2000) consisting of 8 items. Scale of Life Satisfaction was taken from Heunber (2001) consisted of 7-items.

## Results

### Reliability Analysis

Cronbach in 1951 developed a technique to check the reliability of data known as cronbach alpha. Different scholars give different opinions about acceptable value of reliability; i.e. Murphy & Balzer, (1989) stated that 0.70 is acceptable, Nunnally, (1978) considered instrument to be reliable if value of cronbach alpha is above 0.50 and Van de Ven & Ferry (1980) stated in their research that value of cronbach alpha above 0.35 is considered acceptable.

Value of cronbach alpha of variables is given in table 1. So, it is clear from reliability analysis given in table 1, that this instrument can be used for research in similar targeted population.

**Table 2. Reliability Analysis**

Construct	Cronbach Alpha
Sense of Community	0.83
Life Satisfaction	0.75

### Regression Analysis

Simple regression analysis was run to test the effect of sense of community on life satisfaction of employees.

$$Y = \alpha_0 + aX + \epsilon_0$$

Whereas

**Y** = Independent Variable ( Sense of Community)

**X** = Dependent Variable (Life Satisfaction)

**Table 3: Model Summary of WPS and SCS of Employees**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900 <sup>a</sup>	.878	.910	.16078

a. Predictors: (Constant), Sense of community

It is represented by value of R square in Table 3 that 87.8% variation in Life Satisfaction of employees is due to Sense of Community.

**Table 4: Significance of SOC and Life Satisfaction of Employees**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.050	.028		1.202	.005
	SOC	1.121	.021	.932	100.525	.000

a. Dependent Variable: Life Satisfaction

Standardized Beta Coefficient value shows that 1% increase in Sense of Community will cause an increase of 93.2% in Life Satisfaction of Employees. Direct effect shows that positive and significant relationship is found between Sense of Community and Life Satisfaction of employees at p-value 0.001.

### Discussion and Conclusion

Main purpose of the paper was to see the affect of sense of community on life satisfaction of employees. it was observed after analysis that there exists a positive direct relationship between sense of community prevailing in employees and its impact on their life satisfaction. ( $\beta = 0.932$ ,  $p= 0.000$ ). This shows that organizations which have more focus on providing a sense of community to employees, their employees are more satisfied with their life and are better able to perform at workplace. If there is misbalance between work and life, then employees remain frustrated and cannot perform better at workplace. The results are in accordance with previous studies carried out by different scholars like Fry (2003, 2005), Ashmos and Duchon (2000), Bodla and Ali (2012).

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