

MEDIATING ROLE OF SCHOOL CULTURE AND WORKPLACE SPIRITUALITY  
ON MANAGEMENT FUNCTIONS AND ORGANIZATIONAL  
COMMITMENT AMONG ADVENTIST HIGHER  
EDUCATION INSTITUTIONS: BASIS FOR  
MANAGEMENT DEVELOPMENT  
PROGRAM

NNAMDI EDU

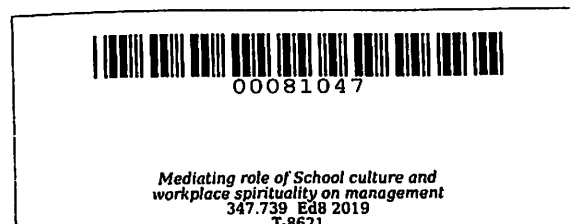
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## **ABSTRACT**

**NNAMDI EDU. Mediating Role of School Culture and Workplace Spirituality on Management Functions and Organizational Commitment among Adventist Higher Education Institutions. Basis for Management Development Program. Doctoral dissertation.** Doctor of Philosophy in Education major in Educational Management. Cavite State University, Indang, Cavite. December 2019, Adviser, Liza C. Costa, PhD.

The main purpose of this study was to determine the mediating role of school culture and workplace spirituality on management functions and organizational commitment among Adventist higher Education institutions in North Philippines Union Conference.

The study utilized descriptive-correlational design. The participants in this study were 230 faculty from three (3) Adventist higher education institutions in the Philippines. The number of participants were determined through the use of stratified random sampling techniques.

The participants were asked to complete management function questionnaire of 48 items, school culture scale of 35 items, workplace spirituality questionnaire of 26 items and organizational commitment questionnaire of 20 items.

The findings revealed that majority (58%) of the participants were female adults. It also revealed (54%) of the participants were within the ages of 36 years and above; PhD degree holders were (76%), faculty position without any office attached were (86%); and (63%) have worked for 16 years and above. Also, findings revealed that the participants perceived a high level of the management function of their administrators. They observed high standards of planning, organizing, leading and controlling among their administrators.

The participants perceived a high level of practice of school culture, workplace spirituality and organizational commitment respectively.

The relationship was obtained using nonparametric statistics—Spearman Rank Correlation, Krustel test, and the mediation variables were determined using the Sobel test and regression analysis for the predictor variables. The result revealed that sex influences the participants' levels of commitment. Furthermore, the study established school culture and workplace Spirituality as a mediator of management functions and organizational commitment. Sex, school culture and workplace spirituality were also predictors of organizational commitment.

## TABLE OF CONTENTS

	Page
TITLE PAGE.....	i
BIOGRAPHICAL DATA.....	ii
AKNOWLEDGEMENT.....	iii
ABTRACT.....	v
TABLE OF CONTENTS.....	vii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xv
LIST OF APPENDICES.....	xvi
<b>INTRODUCTION.....</b>	<b>1</b>
Statement of Problem.....	4
Objective of the study.....	6
Research hypothesis.....	9
Theoretical framework.....	9
Conceptual framework.....	12
Significance of the study.....	15
Time and place of the study.....	17
Scope and Limitation.....	17
Operational Definitions.....	18
<b>REVIEW OF RELATED LITERATURE.....</b>	<b>22</b>

Demographic profile of the Participants.....	22
Age.....	23
Sex.....	23
Educational Attainment.....	25
Position.....	26
Length of Service.....	26
Management Functions.....	27
Planning.....	29
Organizing.....	30
Leading/Directing.....	31
Controlling.....	32
School Culture.....	33
Collaborative Leadership.....	36
Teachers Collaboration.....	37
Professional Development.....	38
Unity of Purpose.....	39
Collegial Support.....	40
Learning partnership.....	40
Workplace Spirituality.....	41
Inner life.....	43
Meaning at Work.....	44
Sense of Community.....	45
Alignment with Organizational Values.....	46

Organizational Commitment.....	46
Affective Commitment.....	49
Continuance Commitment.....	50
Normative Commitment.....	50
<b>METHODOLOGY.....</b>	<b>54</b>
Research Design.....	54
Sources of Data.....	54
Locale of the Study.....	55
Participants of the Study.....	55
Sampling Method.....	56
Research Instrument.....	58
Data Gathering Procedure.....	61
Data analysis.....	62
Ethical Consideration.....	64
<b>RESULT AND DISCUSSION.....</b>	<b>65</b>
The Demographic Profile of the Participants.....	65
Sex.....	65
Age.....	67
Educational Attainment.....	67
Position.....	67
Length of Service.....	68
Current Management Functions and their Extent of Use.....	71
Planning.....	71

Organizing.....	74
Leading/Directing.....	76
Controlling.....	78
Current School Culture and their Extent of Use.....	82
Collaborative Leadership.....	82
Teacher Collaboration.....	84
Professional Development.....	85
Unity of Purpose.....	87
Collegial Support.....	88
Learning Partnership.....	90
Current Workplace Spirituality and their Extent of Use.....	92
Inner Life.....	92
Meaning at Work.....	94
Sense of Community.....	95
Alignment with Organizational Values.....	97
Current Level of Organizational Commitment and Extent of Use.....	99
Affective Commitment.....	99
Continuance Commitment.....	101
Normative Commitment.....	102
Relationship between Management Functions to School Culture and Workplace Spirituality.....	108
Relationship of School Culture and Workplace Spirituality to Organizational Commitment.....	119
Relationship between Management Functions and Organizational Commitment.....	127



Difference on Organizational Commitment according to Demographic Profile.....	131
Mediating Role of School Culture and Workplace Spirituality on Management Functions and Organizational Commitment.....	136
Predictor Role of Management Functions, School Culture, Workplace Spirituality and Demographic profile.....	139
Management Development Program.....	141
<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>146</b>
Summary.....	146
Conclusion.....	146
Recommendations.....	152
<b>REFERENCES.....</b>	<b>155</b>
<b>APPENDICES.....</b>	<b>173</b>

## LIST OF TABLES

Table		Page
1	School demographic total population and study sample size.....	56
2	Population of the participants and number of distribution.....	57
3	Scale for interpreting the instrument on management functions.....	59
4	Scale for interpreting the instrument on school culture.....	59
5	Scale for interpreting the instrument on workplace spirituality.....	60
6	Scale for interpreting the instrument on organizational commitment....	61
7	Research questions and statistical analysis.....	62
8	The distribution of the participants according to their demographic profile.....	66
9	The distribution of the participants according to administrators and faculty.....	68
10	Current management functions and their extent of use in terms of planning.....	71
11	Current management functions and their extent of use in terms of organizing.....	74
12	Current management functions and their extent of use in terms of leading.....	76
13	Current management functions and their extent of use in terms of controlling.....	78
14	Summary of Current management functions and their extent of use....	81
15	Current school culture and their extent of use in terms of collaborative leadership.....	82
16	Current school culture and their extent of use in terms of teacher collaboration.....	84

17	Current school culture and their extent of use in terms of professional development.....	86
18	Current school culture and their extent of use in terms of unity of purpose.....	87
19	Current school culture and their extent of use in terms of collegial support.....	89
20	Current school culture and their extent of use in terms of partnership learning.....	90
21	Summary of current school culture and their extent of use.....	91
22	Current workplace spirituality and their extent of use in terms of inner life.....	93
23	Current workplace spirituality and their extent of use in terms of meaning at work.....	94
24	Current workplace spirituality and their extent of use in terms of sense of community.....	96
25	Current workplace spirituality and their extent of use in terms of alignment of organizational values.....	97
26	Summary of current workplace spirituality and their extent of use.....	98
27	Current level of organizational commitment and their extent of use in terms of affective commitment.....	100
28	Current level of organizational commitment and their extent of use in terms of continuance commitment.....	101
29	Current level of organizational commitment and their extent of use in terms of Normative commitment.....	103
30	Summary of current level of organizational commitment and their extent of use.....	104
31	Current management functions and school culture and their extent of use as perceived by the administrators and the faculty.....	105
32	Current workplace spirituality and organizational commitment as perceived by the administrators and faculty.....	107

33	Relationship between management functions in terms of planning and school culture.....	109
34	Relationship between management functions in terms of organizing and school culture.....	110
35	Relationship between management functions in terms of leading and school culture.....	111
36	Relationship between management functions in terms of controlling and school culture.....	112
37	Total relationship of management functions to school culture.....	113
38	Relationship between management functions in terms of planning and workplace spirituality.....	114
39	Relationship between management functions in terms of organizing and workplace spirituality.....	115
40	Relationship between management functions in terms of leading and workplace spirituality.....	116
41	Relationship between management functions in terms of controlling and workplace spirituality.....	117
42	Total relationship of management functions to spirituality.....	118
43	Relationship between school culture and affective commitment.....	119
44	Relationship between school culture and normative commitment.....	120
45	Relationship between school culture and continuance commitment.....	121
46	Total relationship of school culture and organizational commitment	122
47	Relationship between workplace spirituality and affective commitment.....	123
48	Relationship between workplace spirituality and normative commitment.....	124
49	Relationship between workplace spirituality and continuance commitment.....	125

50	Total relationship between workplace spirituality and organizational commitment.....	126
51	Relationship between affective commitment and management functions.....	127
52	Relationship between normative commitment and management functions.....	128
53	Relationship between continuance commitment and management functions.....	129
54	Total relationship of organizational commitment and management functions.....	130
55	Relationship between demographic variables and organizational commitment.....	132
56	Significance of mediating variables to the relationship between levels of management functions and levels of organizational commitment.....	136
57	Showing the management functions, school culture, workplace spirituality and demographic variables as predictors to organizational commitment.....	139
58	Management development program.....	142



## LIST OF FIGURES

Figure		Page
1	Research paradigm.....	14
2	Componential structure of professional development.....	39
3	Ashmos and Dunchon,2000, pp 135-136.....	44

## LIST OF APPENDICES

<b>Appendix</b>		<b>Page</b>
1	Research instrument.....	174
2	Letter of request and approval.....	183
3	Permission letter to use instrument.....	190
4	Consent form.....	194
5	Statistics result.....	197
6	Certifications.....	203
7	Program of work.....	207
8	Budget expenses.....	210
9	Routing slip.....	212
10	Curriculum vitae.....	214

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**Nnamdi Edu**

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A doctoral dissertation submitted to the faculty of the Graduate School and Open Learning College, Cavite State University, Indang, Cavite, Philippines in partial fulfillment of the requirements for the degree Doctor of Philosophy in Education with contribution No. ~~2020-000~~. Prepared under the supervision of Dr. Liza C. Costa.

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**INTRODUCTION**

Effort and commitment are the backbones behind an organization's success (Mosadeghrad, Ferlie, and Rosenberg, 2008). This statement is backed by previous studies—organizations that are staffed by people with high levels of commitment are able to achieve their goals better compared with other organizations (Buck, & Watson 2002). For example, a survey on global employee commitment toward their respective organizations showed that 51% of workers did not feel committed to their respective agencies. This, in turn, served as the catalyst to issues like absences, quick turnover, alienation, lack of enthusiasm, and non-cooperation with the organization's program and activities (Barai, 2012). As such, workplace commitment remains to be one of the most