The Impact of a New Testament Values-Based Organizational Climate on Employees' Perception of Organizational Performance and Employees' Turnover Intention, Mediated by Organizational Identity

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ABSTRACT: In this structural equation model study, we found that the New Testament-based Organizational Spirituality Climate scale (NTOS-C) positively impacted employees' perception of organizational performance, as mediated by their perception of organizational identity. We also found that NTOS-C negatively impacted employees' turnover intention, which is a positive result for both employees and the organization, but employees' perception of organizational identity did not significantly impact employees' turnover intention; thus, there was no mediation. In addition, the confirmatory factor analysis of the NTOS-C scale further validated the scale.

KEYWORDS: New Testament-based Organizational Spirituality Climate, biblical values, positive organizational studies, organizational identity, turnover intention, structural equation modeling, mediation

INTRODUCTION

The purpose for this study is three-fold. One goal is to further validate the New Testament-based Organizational Spirituality Climate (NTOS-C) scale developed by Dean et al. (2024). A second goal is to determine if the NTOS-C has an impact on employees' perception of organizational performance and employees' turnover intention as mediated by employees' organizational identity. The third goal is to encourage researchers, consultants, and managers to use the NTOS-C along with the New Testament-based Organizational Spirituality Leader (NTOS-L) scale, also developed by Dean et al. as part of the three-phase studies of the New-Testament-based organizational spirituality concept study.

NEW TESTAMENT-BASED ORGANIZATIONAL SPIRITUALITY CONCEPT

The New Testament-based organizational spirituality concept was developed by Henson (2022), Winston (2023), and Dean et al. (2024). Henson's Phase 1 of the three-phase study consisted of 21 exegetical researchers who completed 21 exegetical studies searching for principles, themes, and outcomes of organizational spirituality that resulted in 151 principles.

Henson's (2022) researchers using grammatical-historical criticism, social-rhetorical analysis, and narrative-analysis methods examined the following passages of scripture and derived the stated number of principles that helped describe a New Testament-based organizational spirituality concept:

- Luke 10— seven principles
- John 11— 12 principles
- John 13—seven principles
- John 15— eight principles
- John 20:19-29—eight principles
- Acts 4— eight principles
- Acts 8: 26-24— eight principles
- Romans 16:1-16—five principles
- 1 Corinthians 2—six principles
- 1 Corinthians 9:19-27—seven principles
- Ephesians 4:1-16—four principles
- Philippians (study 1) —eight principles
- Philippians (study 2) —10 principles
- Colossians 3:23-24—four principles
- 2 Timothy 1 (study 1) —eight principles
- 2 Timothy 1 (study 2) —eight principles
- Hebrews 12:1-15—seven principles
- James 4: 4:13-5:12—six principles
- 1 Peter 5:1-11—five principles
- 1 Peter 5—seven principles
- 1 John 1:1-10—eight principles

Henson's (2022) study connected 151 discrete biblical verses/passages to 151 principles that undergird leaders' positive behaviors in the workplace that collectively support organizational spirituality as a means of improving employees' well-being and flourishing.

Winston's (2023) Phase 2 study consisted of 12 qualitative researchers who each took one or two Phase 1 chapters, removed duplicate principles, and consolidated overlapping principles from the one or two selected studies. The consolidation process resulted in 77 principles. Each of the 12 researchers examined the principles from their selected studies using contemporary literature and examined underlying concepts that helped explain each principle. Each qualitative researcher then conducted a bounded case study with five to ten self-selected practicing Christian participants asking the following three interview questions for each of the principles from their selected studies:

- How is the principle evident in the participant's organization?
- What is the benefit/outcome of the use of the principle?
- Why is the benefit/outcome useful for the employees' well-being and the overall health of the organization? (Winston, 2023, p. 3)

The 14 qualitative studies had interviews with 87 participants about 77 principles that resulted in 3,600 codes that clustered into 343 themes. In addition, the 12 authors produced 154 scale development items.

NTOS-L Scale Development

Dean et al.'s (2024) Phase 3 work consisted of three quantitative researchers and one exegetical researcher who selected one scale development item for each of the 77 principles and conducted a scale development study following DeVellis and Thorpe's (2022) nine-scale development steps. Using a 7-point Likert scale (Never 1 2 3 4 5 6 7 Always), two example items are:

- My leader creates a welcoming environment where change initiatives can be completed (p. 14).
- My leader focuses on employees' well-being during change initiatives (p. 15).

Dean et al. (2024) collected data from 321 participants who self-selected as practicing Christians. Dean et al., using principal component analysis, produced a 39-item scale that they optimized to a 12-item scale. Because the items asked employees to rate the frequency of their manager's/supervisor's observed organizational spirituality behaviors, Dean et al. (2024) called the new scale New Testament-based Organizational Spirituality—Leader (NTOS-L). The scale had a Cronbach's alpha coefficient of .98.

Dean et al. (2024) conducted validation studies that confirmed the new scale's concurrent and discriminant validity. Dean et al. (2024) also conducted four quantitative inferential studies that showed significant relationships between the NTOS-L scale and employee well-being, servant leadership, altruistic love, and vision.

NTOS-C Scale Development

Winston and Gilbert (2024) examined the 39 items in the principal component analysis and posited that the items aligned with the Greek concept of *Agapao* love. This tautological outcome is reasonable since the Phase 1 exegetical researchers conducted their work on passages from the New Testament, but what was surprising is that the *Agapao* love topics seemed to align with Rokeach and Milton's (2008) concept of instrumental values, which are values involving action behaviors that lead the actor to seek/reach terminal values, or end-states, that the actor wishes to achieve.

Winston and Gilbert (2024) decided to return to the Phase 1 principles and determine what terminal value underlined each principle. Winston and Gilbert (2024) values-coded the Phase 2 principles and found 38 terminal values. Thus, Winston and Gilbert (2024) connected the two New Testament-based organizational spirituality culture and climate studies (*Agapao* and *Agape*) to Briggs and Reiss's (2021) contention that love contributes to human flourishing.

Schein (2004) posited that while we can measure culture through observed behaviors, we also need a sense of the deeper "essence" (p. 20) of culture, which is what the two scales developed by the three-phase studies of Henson (2022), Winston (2023), and Dean et al. (2024) measure. For this study, the NTOS-C scale was used to measure employees' perceptions of the organizational climate. The NTOS-C scale uses a response scale of Never 1 2 3 4 5 6 7.

Biblical Support for the NTOS-C Scale Items[2]

In a prior study, Winston et al. (2024), presented an example of the Biblical connection to the NTOS-C scale by showing the flow of the terminal value of concern for others through the three phases of scale development. In this study, we present an example of the terminal value of truth that is the foundation of the NTOS-C item:

To what extent do you feel a sense of truth between and among people in the organization?

In Phase 1, Crisp (2022), studying 1 Corinthians 2:10-13, developed the principle, "Biblical leaders communicate truth creatively and clearly so that their followers can be transformed" (p. 192). Crisp wrote:

> In essence, Paul communicated that the same way the Corinthians had inner thoughts and conversations, God does too, and He reveals those thoughts by His Spirit (1 Cor 2:10). Paul's willingness to create an on-ramp for complex pneumatological concepts illustrates the difference between Christian and Sophistic communication. Biblical leaders are willing to sacrifice flashiness for clarity. They are willing to place profound truth in laypeople's terms so their followers can understand and apply truth. (p. 192)

Abujaber and Winston (2023) conducted a qualitative study examining what observers would see or hear in an organization where this principle of truth existed, and the subsequent benefits of this principle to employees in the organization produce the scale development item, "My leader is focused on the well-being of others."

Winston and Gilbert (2024) values coded[3] this scale development item and Crisp's (2022) principle as the terminal value of truth. Winston and Gilbert (2024) then developed the NTOS-C scale development item, "To what extent do you feel a sense of truth between and among people in the organization?"

Principal Component Analysis of the NTOS-C Scale

The NTOS-C scale measures employees' sense or feeling of terminal values in the organization, which aligns with Ng and Ng's (2014) definition of climate and employees' well-being at the individual level.

Using principal component analysis with data from 398 participants, Dean et al. (2024) produced a 16-item scale, which they optimized to a 10-item scale that measures employees' sense/feel of the New Testament-based Organizational Spiritualty Climate (NTOS-C). The scale had a Cronbach alpha coefficient of .90.

Dean et al. (2024) conducted concurrent and discriminant validity studies that showed the new NTOS-C scale validity. In addition, Dean et al. conducted empirical studies that showed NTOS-C had a positive relationship with person-organization fit and affective commitment. A concern that emerged with NTOS-C also showed a significant positive correlation with normative commitment, which Dean et al. did not hypothesize. Out of curiosity, Dean et al. (2024) ran a linear regression of the independent organizational climate variable, measured by the NTOS-C scale, on the three dependent variables: affective commitment, continuance commitment, and normative commitment. They did not find a significant impact on either normative or continuance commitment.

Instrumental and Terminal Values Connection to *Agapao* and *Agape*[4]

Winston and Gilbert (2024) pointed out the connection of *Agapao* and *Agape* to Jesus's new commandment from John 13: 34-35:

A new commandment I give to you, that you love one another, even as I have loved you, that you also love one another. By this, all men will know that you are My disciples, if you have love for one another.

In John 13:34, the three uses of "love" are from the Greek word *Agapao*, but in John 13:35, the Greek word for love is *Agape*. This commandment from Jesus implies that we must behave (verb) towards others because Jesus behaved in love toward us because He had love (noun) toward others (Dean et al., 2024, p. 115).

New Testament-based Organizational Spirituality Concept Defined. From the three phases of Henson (2022), Winston (2023), and Dean et al. (2024), we developed the following definition of the New Testament-based organizational spirituality concept:

> The New Testament-based organizational spirituality concept is a Biblical worldview of behaviors by all organizational members who intentionally, in a concerted manner, behave toward all organizational members and stakeholders in virtuous instrumental behaviors (Rokeach & Milton, 2008) designed to

achieve the organization's terminal values (Rokeach & Milton, 2008) as a means of attaining Jesus' new commandment to love one another, as Jesus loved us so that all men will know that we are Jesus' disciples (John 13:34-35).

In so doing, people should see our instrumental behaviors as evidence of our organization's spiritual culture and will sense/feel the terminal values of our organizational spiritual climate.

THE PRESENT STUDY

Kour et al. (2019) posited that employees' positivity and overall well-being impact organizational productivity. Kour et al. (2019) said that positive psychology plays a role in positive organizational studies when the end goal is employee productivity. Barrick et al. (2015) implied that employee engagement is related to how employees perceive the culture and underlying values of the organization. Employees with a positive view of the organization tend to demonstrate higher perceptions of their organization's performance. In this study, we explored the impact of employees' perception of a positive organizational climate on their performance relative to competing organizations, as mediated by their perception of organizational identity. Because employees' positive attitudes toward their organization contribute to employees' wanting to stay with the organization, we also examined the impact of employees' perception of a positive organizational climate on employees' perception of their turnover intention, as mediated by employees' perception of organizational identity.

LITERATURE REVIEW

In this section, we present literature about organizational performance, employees' perception of their organizational identity, turnover intention, and organizational climate. In each section, we present the instruments we used and our hypotheses.

Antecedents of Organizational Performance

Barrick et al.'s (2015) study of the role of work design, human resource management practices, chief-operating officers' use of transformational leadership, and senior leaders' strategic implementation methods found a positive impact on a mediating variable of collective organizational engagement that, in turn, had a significant positive impact on the dependent variable of organizational performance. Winston et al. (in press) found a positive impact of the New Testament-based organizational spirituality climate (NTOS-C) on employee engagement. In this present study, we sought to see if employees' perception of organizational climate impacted employees' perception of organizational performance and employees' turnover intention was mediated by employees' self-reported organizational identity.

Delaney and Huselid's (1996) study showed that human resource practices positively impact organizational performance. Delaney and Huselid (1996) included such human resources practices as selecting, training, and developing employees; providing the requisite levels or resources; and developing a correct structure for the organization. In this study, we sought to determine if the right organizational culture, as measured by employees' perception of organizational climate, also positively impacted organizational performance mediated by the employees' self-reported level of organizational identity.

Delaney and Huselid (1996) created a scale to measure employees' perception of their organization's performance compared to other similar organizations by asking employees to state their perception of seven organizational performance-related items from the National Organizational Survey that used a semantic differential response of:

(Much Worse) 1 2 3 4 5 (Much Better)

- How would you compare your organization's performance over the past three years to that of other organizations that do similar work to your organization?
- Quality of products and/or services
- Development of new products and/or services
- Ability to attract essential employees
- Ability to retain essential employees
- Satisfaction of customers/clients
- Relations between management and employees (Delaney & Huselid, 1996, p. 956).

Turnover Intention

Roodt and Bothma (2013) defined the underlying concept of turnover intention as the conscious and deliberate willfulness to leave the organization. The TIS-6 was developed as a conation (intention) to distinguish it from the affective (emotion) and the cognitive (knowledge) components of psychological activities as conceptualized by Fishbein and Ajzen (1975, p. 2).

Roodt and Bothma (2013) focused on conation, which is important for our present study because it ties better with organizational identification as an employee's intention to leave rather than an emotional reaction.

Roodt and Botham (2013) referenced Bakker et al.'s (2004) work with the Job Demands Model that included the concept of turnover intention as one of the outcomes of disengagement when employees did feel a sense of identity with the organization. This adds to the appropriateness of including turnover intention in this present study of employees' understanding of organizational climate's impact on employees' turnover intention.

Turnover Intention Measure

Roodt and Botham (2013) created a six-item shortened version of their 15-item turnover intention scale. We received permission from Dr. Roodt to use the scale that contains the following six items, for which the participant responded with five-item semantic differential scales. We rewrote item 2 so that the direction of all six items was the same. The scale is scored by totaling the responses; thus, scores range from 6 to 30.

DURING THE PAST 9 MONTHS…..

1. How often have you considered leaving your job?
2. Never 1-------2-------3-------4-------5 Always
3. How dissatisfying is your job in fulfilling your personal needs?
4. Never 1-------2-------3-------4-------5 Always
5. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
6. Never 1-------2-------3-------4-------5 Always
7. How often do you dream about getting another job that will better suit your personal needs?
8. Never 1-------2-------3-------4-------5 Always
9. How likely are you to accept another job at the same compensation level should it be offered to you?
10. Unlikely 1-------2-------3-------4-------5 Likely
11. How often do you look forward to another day at work?
12. Never 1-------2-------3-------4-------5 Always (used with the permission of Dr. Roodt)

Kim et al.'s (2017) study of the antecedents to employees' turnover intention found a significant negative relationship between the person-organization relationship and turnover intention. In addition to Kim et al. (2017), Haque et al. (2019) found that a high level of an employee's turnover intention implies that the employee is still with the organization but not engaged with the work. Winston et al.'s (in press) study showed a significant positive relationship between employees' perception of the organization's climate and the employees' self-reported level of engagement. Thus, it is likely that there would be a negative relationship between employees' perception of culture, as measured by the NTOS-C scale, and employees' self-report of turnover intention.

Employee's Organizational Identity

Gioia and Hamilton (2016) defined organizational identity as a social construction:

> an organization's members' collective understanding of the features presumed to be central and continuous and that distinguish the organization from other organizations.... [T]he social construction perspective draws upon the sensemaking aspect of organizational identity as a shared interpretive scheme among organizational members. (pp. 24-25).

Whetten (2006), in his summary of Albert and Whetten's (1985) conceptualization of organizational identity, said they:

> equated organizational identity with members' shared beliefs regarding the question, "Who are we as an organization?"; the *definitional* component proposed a specific conceptual domain for organizational identity, characterized as the CED [central, enduring, and distinctive] features of an organization; and finally, the *phenomenological* component posited that identity-related discourse was most likely to be observed in conjunction with profound organizational experiences. (p. 220)

Albert and Whetten's (1985) definition of organizational identity fits our present study well in that the definition alludes to the connection of employees to the organizational culture that is felt/sensed as organization climate and provides a basis of connection to and identification with the organization. Thus, the New Testament-based Organizational Spirituality Climate scale should be related to employees' perception of their organizational identity.

Miller et al.'s (2000) exploration of the Organizational Identification Questionnaire (OIQ), after considerable criticism by organizational study scholars (Miller et al., 1994; Sass & Canary, 1991), resulted in a 12-item shorter version of the OIQ. We used Miller et al.'s shortened OIQ scale for this study. While Miller et al. claimed that the

12 items loaded as a single factor, we elected to conduct a confirmatory factor analysis due to the earlier criticism of the earlier OIQ showing four factors (Cheney, 1982). Dr. Miller gave his permission for us to use his instrument.

OIQ Measure. We used a seven-point semantic differential scale anchored with never and always for the following 12 items:

1. I am proud to be an employee of my organization.
2. I talk up my organization to my friends as a great company to work for.
3. I really care about the fate of my organization.
4. I have warm feelings toward my organization as a place to work.
5. I would be willing to spend the rest of my career with my organization.
6. The record of my organization is an example of what dedicated people can achieve.
7. I would describe my organization as a large "family" where most members feel a sense of belonging.
8. I am glad I chose to work for my organization rather than another company.
9. I feel that my organization cares about me.
10. My organization's image in the community represents me well.
11. I find it easy to identify myself with my organization.
12. I find that my values and the values of my organization are very similar (Miller et al., 2000, p. 631).

Dutton et al. (2010) posited that employees want to create positive identities in their workplace. While the methods people use to make a positive identity in the organization remain ambiguous, we know from Dutton et al. and Roberts et al. (2005) that employees' positive identity with their work organization contributes to higher workplace performance. Dutton et al. claimed that employees spend a significant amount of time in their place of employment.

Grojean et al. (2004) posited that the organization's terminal and instrumental values (Rokeach & Milton, 2008) influence employees perception of who, or what, the organization is; thus, the organization's culture and climate may be antecedents to employees self-report of their organizational identity, which then impacts employees' self-report of their perception of their organization's performance relative to competing organizations in their industry.

Culture and Climate

According to Ng and Ng (2014), organizational climate is a branch of research interrelated with organizational culture research. Still, since the early 2000s, it has been recognized as a separate study area. Schein (2004) said:

> Perhaps the most intriguing aspect of culture as a concept is that it points us to phenomena that are below the surface, that are powerful in their impact but invisible and, to a considerable degree, unconscious. Culture creates mindsets and frames of reference within us. We can see the behavior that results, but we often cannot see the forces underneath. (p.14)

Schein (2004) defined culture as:

> A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (p. 18)

Schein's position relates well with the three-phase study by Henson (2022), Winston (2023), and Dean et al. (2024). Dean et al.'s (2024) scale items were used to develop (a) the New Testament-Based Organizational Spirituality–Leader scale for measuring employees' perceptions of their leaders/managers' behaviors and (b) the New Testament-Based Organizational Spirituality–Climate scale measuring employees' sense/feel of the underlying terminal values.

In her study, Berberoglu (2018) found a positive relationship between organizational climate, organizational commitment, and performance. Our study adds to the literature about organizational climate's impact on organizational performance. Dean et al. (2024) have already determined that organizational climate, as measured by the NTOS-C scale, positively relates to affective commitment, as measured by Meyer and Allen's (1991) scale. Organizational commitment, therefore, was not included in the present study.

This Present Study

In this present study, we sought to analyze the four models to determine:

- If organizational climate, as measured by the NTOS-C scale, positively impacts employees' perception of perceived organizational performance, as measured by Delaney and Huselid's (1996) scale.
- If organizational climate, as measured by the NTOS-C scale, has a positive impact on employees' perception of perceived organizational performance,

as measured by Delaney and Huselid's (1996) scale, and mediated by employees' perceived organizational identity, as measured by Miller et al.'s (2000) 12-item scale.

- If organizational climate, as measured by the NTOS-C scale, has a negative impact on employees' turnover intention, thus producing a positive impact on both the employee and the organization, as measured by Roodt and Botham's (2013) scale.
- If organizational climate, as measured by the NTOS-C scale, has a negative impact on employees' turnover intention, thus producing a positive impact on both the employee and the organization, as measured by Roodt and Botham's (2013) scale as mediated by employees' perceived organizational identity, as measured by Miller et al.'s (2000) 12-item scale.

METHOD

We chose to use structural equation modeling for the mediated path analysis. A review of the literature showed a range of desired sample sizes for this type of analysis to be 200-400 (Taasoobshirazi & Wang, 2016; Udemy, 2023; Wolf et al., 2013). Wolf et al. (2013) suggested a minimum sample size of 200 for mediated path analysis. Taasoobshirazi and Wang (2016) proposed a sample size of 400 for a path analysis model analysis with 30 degrees of freedom. We chose to ask SurveyMonkey Audience to collect data from 300 participants who self-reported to be at least 21 years of age and have at least three years of work experience.

SurveyMonkey Audience collected data from 365 participants. We removed participants from the data set (denoted with XX), who:

Table 1: Ethnicity

	Frequency	Percent
American Indian or Alaskan Native	4	1.5
Asian / Pacific Islander	20	7.5
Black or African American	19	7.1
Hispanic	20	7.5
Multiple ethnicity / Other (please specify)	4	1.5
Prefer not to answer	2	0.7
White / Caucasian	198	74.2
Total	267	100.0

Table 2: Ethnicity

	Frequency	Percent
Christian, Catholic	124	46.4
Christian, Protestant	52	19.5
Confucian	2	0.7
Hindu	4	1.5
Islam	8	3.0
Jewish	6	2.2
Mormon	3	1.1
Other	38	14.2
Prefer not to answer	30	11.2
Total	267	100.0

Table 3: Years Work Experience

	Frequency	Percent
11-20	83	31.1
21-30	49	18.4
3-10	64	24.0
31-40	40	15.0
41-50	17	6.4
51 or more	12	4.5
Prefer not to answer	2	0.7
Total	267	100.0

Table 4: Gender

	Frequency	Percent
Female	143	53.6
Male	121	45.3
Other (specify)	1	0.4
Prefer not to answer	2	0.7
Total	267	100.0

Table 5: Age

	Frequency	Percent
21-29	25	9.4
30-39	62	23.2
40-49	83	31.1
50-59	56	21.0
60-69	29	10.9
70 or older	10	3.7
Prefer not to answer	2	0.7
Total	267	100.0

- did not meet the criteria of being 21 years of age or older or having three years of work experience (11 participants),
- did not complete the survey (30 participants), and
- spent less than three minutes completing the survey out of concern that the responses were generated by selecting items without taking the time to select an appropriate response (57 participants).

We replaced any missing entries with the median score for the variable. We ended up with 267 usable responses.

Sample Demographics

We used SPSS version 29 for the frequencies, descriptive, scale reliability, and correlation analysis. The sample was predominantly Caucasian, equally divided female/male, predominantly Christian, with 3-30 years of work experience, and mostly between 21 and 29 years of age. Tables 1-6 present the sample's demographics.

CONTINUOUS VARIABLES DESCRIPTIVES AND CORRELATIONS

In this section, we present the variable's descriptives and the tests of the hypotheses. Table 7 presents the variable descriptives. The four continuous variables' Skewness and Kurtosis tests were all in the -3 to +3 range, confirming the variables are normally distributed (Kim, 2013).

The NTOS-C variable had a mean of 5.0, a standard deviation of 1.40, and a Cronbach's Alpha Coefficient of 0.97, which was similar to the alphas reported in the prior studies reported by Dean et al. (2024) of 0.94 and Winston et al. (in press) of 0.96. The Organizational Performance variable had a mean of 5.2, a standard deviation of 1.39, and a Cronbach's Alpha Coefficient of 0.96. The turnover intention variable had a mean of 3.2, a standard deviation of 1.06, and a Cronbach's Alpha Coefficient of 0.86. Finally, the organizational identity variable has a mean of 5.12, a standard deviation of 1.60, and a Cronbach's Alpha Coefficient of 0.98.

In Table 8, we present the correlations between the continuous variables. The NTOS variable has a strong positive correlation with the organizational performance variable and the organizational identity variable, and the organizational identity variable has a strong positive correlation with the organizational performance variable. The turnover intention variable did not correlate with the other continuous variables.

RESULTS

In this section, we present the measurement model and the path analysis results we used to test the hypotheses.

Analysis

Dean et al. (2024) reported that the items in the NTOS-C scale showed strong positive correlations among the variables; thus, we showed the correlations among the items in the measurement model.

We checked for common method variance using Harmon's single-factor test (Podsakoff et al., 2003). This was done by including all manifest variables measuring the four latent variables in a principal component analysis in which the number of factors was fixed at 1. The total variance extracted by this one factor was 58.64%, higher than the 50% maximum indicative of no common method bias. According to Podsakoff et al. (2003), the Harmon single-factor test is not conclusive, but it can indicate the possibility of a problem if there is a single

Table 6: Descriptives

	Mean	SD	Skewness		Kurtosis		Cronbach
			Score	SE	Score	SE	Alpha
NTOS_AVG	5.0	1.40	-0.31	0.15	-0.63	0.30	0.97
ORG_PERF_AVG	5.1	1.39	-0.45	0.15	-0.36	0.30	0.96
TI_AVG	3.2	1.06	0.00	0.15	-0.83	0.30	0.86
OIQ_AVG	5.1	1.60	-0.59	0.15	-0.67	0.30	0.98

Min = Minimum, Max = Maximum, SD = Standard Deviation
NTOS = New Testament -Based Organizational Spirituality – Leader; TI – Turnover Intent; OIQ = Organizational Identity
N=267

Table 7: Descriptives

		1	2	3	4
NTOS_AVG	Pearson-R				
ORG_PERF_Avg	Pearson-R	.85**	--		
TI_AVG	Pearson-R	.02	-0.08	--	
OIQ_AVG	Pearson-R	.82**	.85**	-0.17	--

***. Correlation is significant at the 0.01 level (2-tailed).*
N = 267

factor that explains all of the variance. Thus, we treat this as a possible weakness of the study and suggest that in future studies, different methods of separating the measured variables will be considered in order to minimize the common method bias.

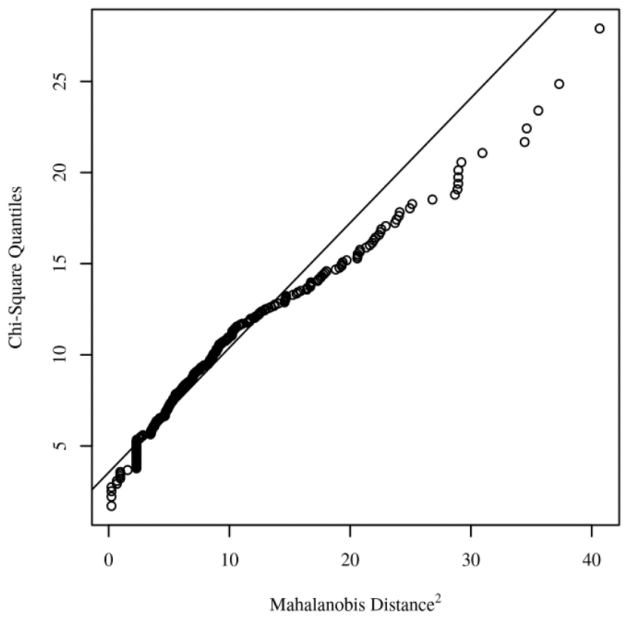
Path Analysis

We used Intellectus Statistics (2019) for the confirmatory factor analysis of the NTOS-C scale and the path analysis.

Confirmatory Factor Analysis (CFA)

Using Intellectus Statistics (2019), we conducted a structural equation model (SEM) using the maximum likelihood estimation to determine the standard errors for the parameter estimates. To assess the assumption of multivariate normality, we used Intellectus Statistics to calculate and plot the squared Mahalanobis distances against the quantiles of a Chi-square distribution (DeCarlo, 1997; Field, 2017). In Figure 1, the solid

Figure 1: Mahalanobis Distance Scatterplot Testing Multivariate Normality



Note: Produced by Intellectus Statistics July 23, 2024

line represents the theoretical quantiles of a normal distribution. Normality can be assumed if the points form a relatively straight line. We believe the chart in Figure 1 supports the assumption of normality.

The Intellectus Statistics (2019) package detected six observations as outliers. Outliers were identified in the data by calculating Mahalanobis distances and comparing them with the quantiles of a χ^2 distribution (Newton & Rudestam, 2012). An outlier was defined as any Mahalanobis distance that exceeds 29.59, the .999 quantile of a χ^2 distribution with 10 degrees of freedom (Kline, 2015).

Our analysis determined that multicollinearity exists in the data, although no variables had an $R^2 > .90$, which, according to Kline (2015), can contribute to multicollinearity in the CFA model. There were no variables that had an $R^2 > .90$, the value of the determinant for the correlation matrix was ≤ 0.00001, which indicated the likelihood of multicollinearity and that the model results may be unreliable (Field, 2017).

Results

First, the reliability of the analysis was tested based on the sample size used to construct the model. Next, the results were evaluated using the Chi-square goodness of

Table 8: Unstandardized Loadings (Standard Errors), Standardized Loadings, and Significance Levels for Each Parameter in the CFA Model (N = 267)

Parameter Estimate	Unstandardized	Standardized	p
Loadings			
NTOS_C → NTOS_C01	1.00(0.00)	0.86	--
NTOS_C → NTOS_C02	1.04(0.05)	0.87	< .001
NTOS_C → NTOS_C03	1.11(0.05)	0.88	< .001
NTOS_C → NTOS_C04	1.20(0.06)	0.90	< .001
NTOS_C → NTOS_C05	1.31(0.06)	0.90	< .001
NTOS_C → NTOS_C06	1.12(0.06)	0.88	< .001
NTOS_C → NTOS_C07	1.16(0.06)	0.88	< .001
NTOS_C → NTOS_C08	1.11(0.05)	0.88	< .001
NTOS_C → NTOS_C09	1.07(0.05)	0.89	< .001
NTOS_C → NTOS_C10	1.00(0.05)	0.84	< .001
Errors			
Error in NTOS_C01	0.53(0.05)	0.26	< .001
Error in NTOS_C02	0.54(0.05)	0.25	< .001
Error in NTOS_C03	0.54(0.05)	0.22	< .001
Error in NTOS_C04	0.50(0.05)	0.18	< .001
Error in NTOS_C05	0.59(0.06)	0.18	< .001
Error in NTOS_C06	0.56(0.05)	0.23	< .001
Error in NTOS_C07	0.63(0.06)	0.23	< .001
Error in NTOS_C08	0.53(0.05)	0.22	< .001
Error in NTOS_C09	0.48(0.05)	0.21	< .001
Error in NTOS_C	1.53(0.17)	1.00	< .001
Error in NTOS_C10	0.66(0.06)	0.30	< .001

Note. $\chi^2(35) = 118.66$, $p < .001$; -- indicates the statistic was not calculated due to parameter constraint.
Note: Produced by Intellectus Statistics July 23, 2024

Table 9: Fit Indices for the CFA Model

NFI	TLI	CFI	RMSEA	SRMR
0.96	0.97	0.97	0.09	0.02

Note. RMSEA 90% CI = [0.08, 0.11]; -- indicates that the statistic could not be calculated.
Note: Produced by Intellectus Statistics July 23, 2024

Table 10: Estimated Error Variances and R2 Values for Each Indicator Variable - Latent Variable Relationship in the CFA Model

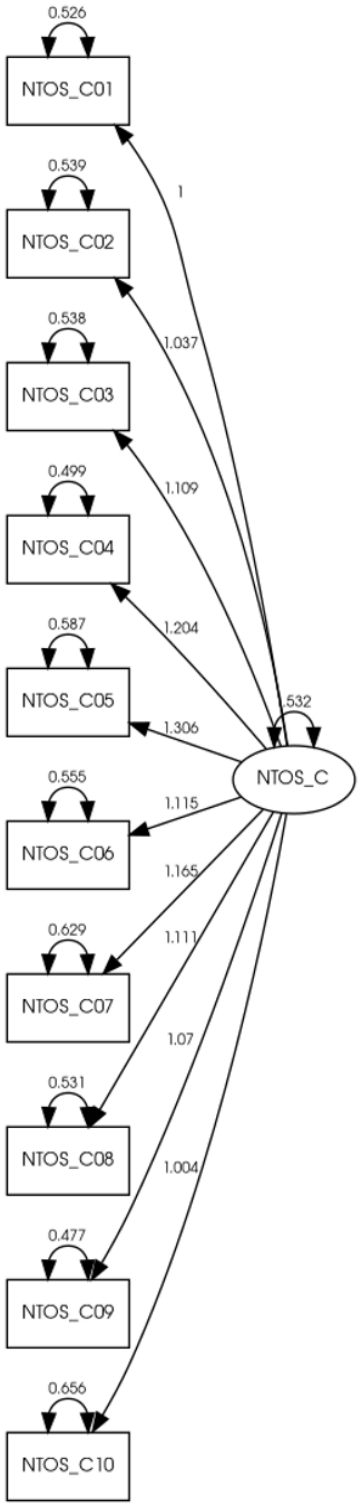
Endogenous Variable	Standard Error	R^2
NTOS_C01	0.53	.74
NTOS_C02	0.54	.75
NTOS_C03	0.54	.78
NTOS_C04	0.50	.82
NTOS_C05	0.59	.82
NTOS_C06	0.56	.77
NTOS_C07	0.63	.77
NTOS_C08	0.53	.78
NTOS_C09	0.48	.79
NTOS_C10	0.66	.70

Note. -- indicates the statistic could not be calculated.
Note: Produced by Intellectus Statistics July 23, 2024

fit test and fit indices. Lastly, each endogenous variable's squared multiple correlations (R2) were examined. The results of the CFA model are presented in Table 8. The node diagram is shown in Figure 2.

Regarding sample size, while we set out to have a sample size of 300, the final sample size of 267 was determined by calculating the *N:q* ratio of the overall sample size to the number of free parameter estimates (latent variable, indicator, variance, covariance or any regression estimates) included in the model. Kline (2015) recommends that the *N:q* ratio should be about 20 to 1. Schreiber et al. (2006) suggest that the consensus for a sufficient *N:q* ratio is 10:1. On the lower end of the ratio, Bentler and Chou (1987) suggested that an acceptable *N:q* ratio is 5:1. The participant-to-item ratio for this analysis was approximately 13 to 1, where the sample size was 267 and the number of variables included was 20. According to the *N:q* ratio rule of thumb, the sample size is sufficient to produce reliable results.

Figure 2: Node Diagram for the CFA Model



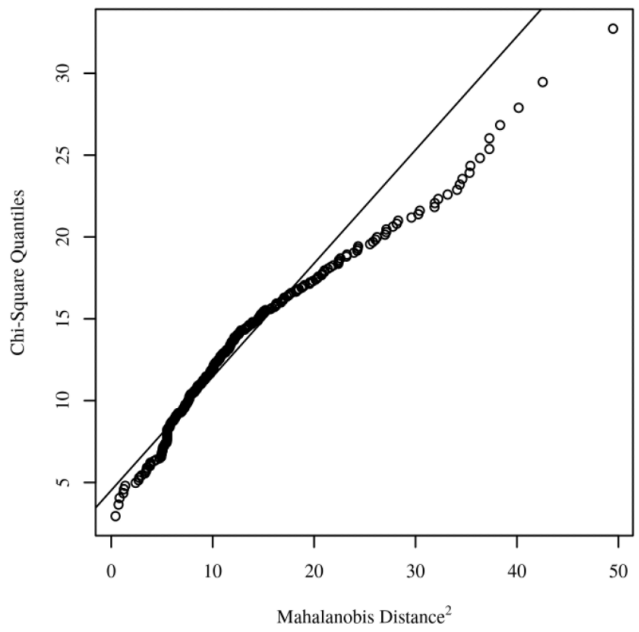
Note: Produced by Intellectus Statistics July 23, 2024

Table 11: Unstandardized Loadings (Standard Errors), Standardized Loadings, and Significance Levels for Each Parameter in the SEM Model (N = 267)

Parameter Estimate	Unstandardized	Standardized	p	
Loadings				
NTOS_C → NTOS_C01		1.00(0.00)	0.86	--
NTOS_C → NTOS_C02		1.04(0.05)	0.87	< .001
NTOS_C → NTOS_C03		1.11(0.05)	0.88	< .001
NTOS_C → NTOS_C04		1.20(0.06)	0.90	< .001
NTOS_C → NTOS_C05		1.31(0.06)	0.90	< .001
NTOS_C → NTOS_C06		1.12(0.05)	0.88	< .001
NTOS_C → NTOS_C07		1.16(0.06)	0.87	< .001
NTOS_C → NTOS_C08		1.11(0.05)	0.88	< .001
NTOS_C → NTOS_C09		1.06(0.05)	0.88	< .001
NTOS_C → NTOS_C10		1.00(0.05)	0.84	< .001
Regressions				
NTOS_C → OIQ_AVG		1.10(0.06)	0.83	< .001
NTOS_C → ORG_PERF_AVG		0.54(0.06)	0.48	< .001
OIQ_AVG → ORG_PERF_AVG		0.38(0.04)	0.45	< .001
OIQ_AVG → TI_AVG		-0.38(0.07)	-0.60	< .001
NTOS_C → TI_AVG		0.44(0.09)	0.52	< .001
Indirect Effect of ORG_PERF_AVG on NTOS_C by OIQ_AVG		0.42(0.05)	0.37	< .001
Total Effect of ORG_PERF_AVG on NTOS_C		0.96(0.05)	0.86	< .001
Indirect Effect of TI_AVG on NTOS_C by OIQ_AVG		-0.42(0.08)	-0.50	< .001
Total Effect of TI_AVG on NTOS_C		0.02(0.05)	0.02	.705
Errors				
Error in NTOS_C		1.54(0.17)	1.00	< .001
Error in OIQ_AVG		0.83(0.08)	0.31	< .001
Error in ORG_PERF_AVG		0.38(0.03)	0.20	< .001
Error in TI_AVG		0.99(0.09)	0.89	< .001
Error in NTOS_C01		0.52(0.05)	0.25	< .001
Error in NTOS_C02		0.53(0.05)	0.24	< .001
Error in NTOS_C03		0.54(0.05)	0.22	< .001
Error in NTOS_C04		0.51(0.05)	0.19	< .001
Error in NTOS_C05		0.58(0.06)	0.18	< .001
Error in NTOS_C06		0.54(0.05)	0.22	< .001
Error in NTOS_C07		0.65(0.06)	0.24	< .001
Error in NTOS_C08		0.53(0.05)	0.22	< .001
Error in NTOS_C09		0.49(0.05)	0.22	< .001
Error in NTOS_C10		0.66(0.06)	0.30	< .001

Note. -- indicates the statistic could not be calculated.
Note: Produced by Intellectus Statistics July 23, 2024

Figure 3: Mahalanobis Distance Scatterplot Testing Multivariate Normality



Note: Produced by Intellectus Statistics July 23, 2024

For the confirmatory factor analysis, the Tucker-Lewis index (TLI) = 0.97 indicates that the model is a good fit for the data (Hooper et al., 2008). The comparative fit index (CFI) = 0.97 showed that the model fits the data well (Hooper et al., 2008). The standardized root mean square residual (SRMR) = 0.09, 90% CI = [0.08, 0.11], which is indicative of a mediocre model fit (Hooper et al., 2008). The SRMR was less than .05, SRMR = 0.02, which implies that the model fits the data well (Hooper et al., 2008). The fit indices are presented in Table 9.

We conducted a Chi-square goodness of fit test, which, according to Intellectus Statistics (2019), is standard practice for CFA, even though this test is sensitive to sample size, which causes the test almost always to reject the null hypothesis and indicates a poor model fit when the sample size is large (Hooper et al., 2008). The Chi-square goodness of fit test results were significant, $\chi^2(35) = 118.66$, $p < .001$, suggesting that the model did not adequately fit the data. The sample size of this study may cause this.

We examined the relationship of each indicator variable to the latent variable looking for any observed variable's R^2 value ≤ .20 that would suggest that the observed variable does not adequately describe the factor (Hooper et al., 2008). There were no observed variables with R^2 values ≤ .20. The R^2 values, along with the error variances for each observed variable, are presented in Table 10.

Table 12: Fit Indices for the CFA Model

NFI	TLI	CFI	RMSEA	SRMR
0.96	0.97	0.98	0.07	0.02

Note. RMSEA 90% CI = [0.06, 0.09]; -- indicates that the statistic could not be calculated.
Note: Produced by Intellectus Statistics July 23, 2024

Structural Equation Modeling (SEM)

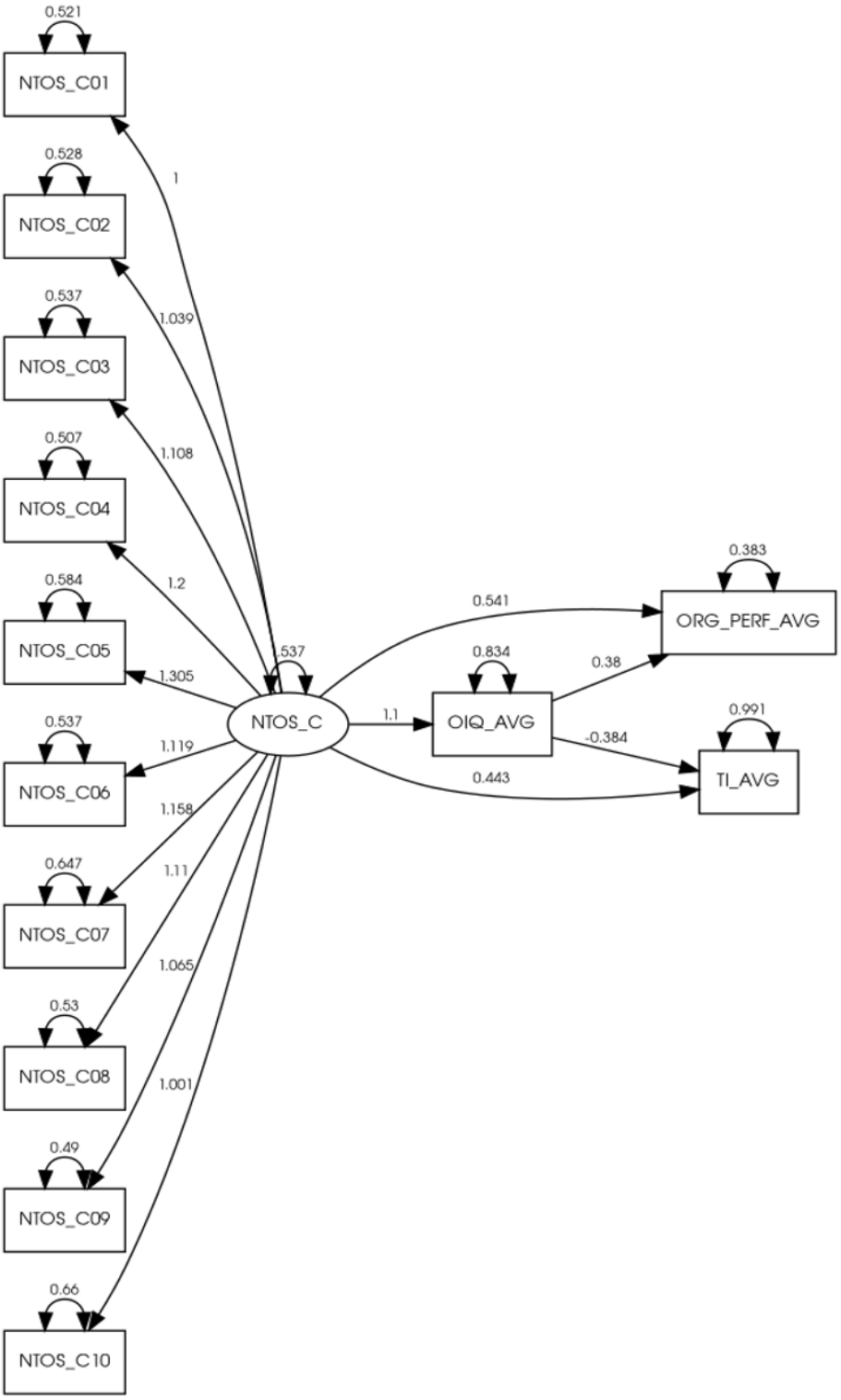
Using Intellectus Statistics (2019), we analyzed the SEM model to determine whether the latent variable (NTOS_C) adequately described the data. We used the maximum likelihood estimation to determine the standard errors for the parameter estimates. Similar to what we did with the CFA, we calculated the squared Mahalanobis distances and plotted them against the quantiles of a Chi-square distribution (DeCarlo, 1997; Field, 2017). In Figure 3, the solid line represents the theoretical quantiles of a normal distribution. Our analysis identified ten outliers that met Kline's (2015) definition as any Mahalanobis distance that exceeds 34.53, the .999 quantile of a χ^2 distribution with 13 degrees of freedom (Kline, 2015). There were ten observations detected as outliers.

Table 13: Estimated Error Variances and R2 Values for Each Endogenous Variable in the SEM Model

Endogenous Variable	Standard Error	R^2
OIQ_AVG	0.83	.69
ORG_PERF_AVG	0.38	.80
TI_AVG	0.99	.11
NTOS_C01	0.52	.75
NTOS_C02	0.53	.76
NTOS_C03	0.54	.78
NTOS_C04	0.51	.81
NTOS_C05	0.58	.82
NTOS_C06	0.54	.78
NTOS_C07	0.65	.76
NTOS_C08	0.53	.78
NTOS_C09	0.49	.78
NTOS_C10	0.66	.70

Note. -- indicates the statistic could not be calculated.
Note: Produced by Intellectus Statistics July 23, 2024

Figure 4: Path Analysis Model



Note: Produced by Intellectus Statistics July 23, 2024

Multicollinearity exists in the model, similar to what we found in the CFA analysis. Although no variables had an $R^2 > .90$. the determinant of the data's correlation matrix was ≤0.00001, according to Field (2017), implying that multicollinearity exists in the data. Thus, the data may be unreliable.

Similarly, as we found with the CFA analysis, the sample size was sufficient because the *N:q* ratio (participant-to-item ratio) was approximately 9 to 1, where the sample size was 267. The number of variables included was 28. According to the *N:q* ratio rule of thumb, the given sample size is acceptable, but results may be unreliable.

Tables 12 and 13 show the TLI, CFI, RMSEA, and SRMR indices. The TLI = 0.97, the CFI = 0.98; the RMSEA = 0.07, 90% CI = [0.06, 0.09]; and SRMR = 0.02; which, according to Hooper et al (2008), all indicate a good model fit. Similarly, with the CFA analysis, the Chi-square goodness of fit test was significant, $\chi^2(63) = 152.05$, $p < .001$, suggesting that the model did not adequately fit the data. We believe that this may be due to the sample size.

Table 13 shows the R-square values for OiQ, ORQ_PERF, and TI+AVG. Intellectus Statistics (2019) flagged the TI_AVG endogenous variable R^2 values ≤ .20. The analysis shows that NTOS_C significantly predicted OIQ_AVG, $B = 1.10$, $z = 18.13$, $p < .001$. NTOS_C significantly predicted ORG_PERF_AVG, $B = 0.54$, $z = 8.81$, $p < .001$. OIQ_AVG significantly predicted ORG_PERF_AVG, $B = 0.38$, $z = 8.72$, $p < .001$. OIQ_AVG significantly predicted TI_AVG, $B = -0.38$, $z = -5.56$, $p < .001$. And, NTOS_C significantly predicted TI_AVG, $B = 0.44$, $z = 4.71$, $p < .001$.

Regarding the mediation of the NTOS-C to ORG_PERF, because the direct effect between NTOS_C and ORG_PERF_AVG was significant and the indirect effect of OIQ_AVG on the relationship of ORG_PERF_AVG regressed on NTOS_C was significant ($B = 0.42$, $z = 7.94$, $p < .001$), partial mediation occurred.

Regarding the mediation of NTOS to TI, because the direct effect between NTOS_C and TI_AVG was significant and the indirect effect of OIQ_AVG on the relationship of TI_AVG regressed on NTOS_C was significant ($B = -0.42$, $z = -5.30$, $p < .001$), and the total effect of NTOS_C on TI_AVG was not significant ($B = 0.02$, $z = 0.38$, $p = .705$), mediation did not occur.

DISCUSSION

The path analysis of the NTOS-C scale showed a positive impact of the NTOS-C on perceived organizational performance that was partially mediated by organizational identity. We found that there was a significant negative impact of NTOS-C on turnover intention, but that there was no mediating effect by organizational identity.

We believe our study adds to the growing literature on the validity and reliability of the NTOS-C scale, which was based on the New Testament principles uncovered by the 22 exegetical researchers led by Henson (2022) and developed by Winston (2023) and Dean et al. (2024). We encourage researchers, consultants, and managers to use the two new New Testament-based Organizational Spirituality instruments to measure culture and climate in the organization as well as measure employees' perception of managers' *Agapao* love in the workplace.

We believe that managers' efforts to increase the level of commitment to and the practice of the resultant instrumental values will lead to a higher level of employees' perception of their sense of organizational identity and, subsequently, a higher perception of the organization's performance relative to similar organizations, which may increase employees' affective commitment to the organization.

CONCLUSION

In this structural equation model study, we found that the New Testament organizational spirituality climate scale (NTOS-C) positively impacted employees' perception of organizational performance, as mediated by their perception of organizational identity. We also found that NTOS-C had a negative impact on employees' turnover intention, but employees' perception of organizational identity did not significantly impact employees' turnover intention; thus, there was no mediation. In addition, the confirmatory factor analysis of the NTOS-C scale further validated the scale.

ENDNOTES

[1] We thank Regent University's Office of Academic Affairs for their Research Grant that paid for the data collection phase of this study.

[2] For a full explanation of the 21 exegetical studies in Phase 1, please see Henson, J. (Ed). (2022). *Biblical organizational spirituality: New Testament foundations for leaders and organizations.* Palgrave Macmillan. https://doi.org/10.1007/978-3-031-04006-1

[3] For a detailed understanding of how we developed the terminal values from the Phase 1 study, please see Dean et al.'s (2024) Chapter 11

[4] Readers interested in more details on the exegesis of Agapao and Agape might consider Paul Tillich's 1954 text, *Love, Power, and Justice*.

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