

The Relationship of the Fruits of the Spirit with Person-Supervisor Fit

BRUCE E. WINSTON
Regent University

MIHAI BOCARNEA
Regent University

ABSTRACT: We examined the impact of employees' perception of their supervisors' fruits of the Spirit (per Galatians 5) on the employees' self-report of person-supervisor fit. Multiple hierarchical regression using 250 participants showed significant positive impact by patience, goodness, gentleness, and self-control on employees' perception of person-supervisor fit. We recommend future studies to learn more about the effect of the fruits of the Spirit on manager-employee relationships.

KEYWORDS: fruits of the Spirit, person-supervisor fit, multiple hierarchical regression

INTRODUCTION

Our purpose for this study is to follow up on the Bocarnea et al. (2018) scale development study. Bocarnea et al. developed nine five-item scales to measure the nine fruits of the Spirit presented in Galatians chapter five. Bocarnea et al. followed DeVellis' (2016) eight steps to create each of the nine scales and followed up with tests for concurrent and discriminant validity, as well as test-retest validity. Since the development of these nine scales, no inferential research has occurred. Thus, one of the sub-purposes of this study is to continue testing the validity of the nine instruments developed in Bocarnea et al. (2018). This present study examines the relationship of the employees' perception of the supervisors' demonstration of the nine fruits of the Spirit using Bocarnea et al.'s nine scales, along with three control variables (employees' gender, employees' age, and employees' tenure with the supervisor), on the employees' perception of their fit with the supervisor using Chuang et al.'s (2016) five-item person-supervisor fit scale. Gemechu and Winston (2021) used Chuang et al.'s person-supervisor fit scale with good results, thus we used the same scale here to add to the validity tests of Bocarnea et al.'s nine scales.

LITERATURE REVIEW

Fruits of the Spirit

In this study, our interest is to learn if employees' perception of observed evidence of one, some, or all of the fruits of the Spirit are antecedents to employees' perception of person-supervisor fit. Bocarnea et al. (2018) posited that it is possible for non-Christians to demonstrate evidence of the fruits of the Spirit and created scales that could be used for Christian supervisors as well as non-Christian supervisors. Thus, for this study, we did not screen supervisors according to whether they were practicing Christians. Bocarnea posited that the nine fruits of the Spirit exist in three clusters: "(a) Relationship to God: love, joy, peace; (b) Relationship to others: patience, kindness, goodness; and (c) Relationship to self: faithfulness, gentleness, self-control" (p. 1). If what Bocarnea et al. posited is true, then one would expect to see a significant regression relationship for cluster (a)'s and cluster (b)'s variables (patience, kindness, goodness, faithfulness, gentleness, and self-control) to person-supervisor fit as a dependent variable. We would not expect love, joy, and peace to have a significant relationship with person-supervisor fit because these three fruits relate to a relationship with God rather than with people. For a more in-depth study of the nine scales, we encourage readers to review the book by Bocarnea et al.

Love. According to Bocarnea et al. (2018), Reave (2005) indicated that there is a growing interest in the role of supervisors' spiritual values as antecedents to organizational effectiveness. The fruit of love (Galatians 5:22, New American Standard Bible, 1963) may be considered an antecedent of organizational effectiveness. Bocarnea, et al. cited Matthew 20: 37-40 and 1 Corinthians 13:13 supporting the importance and primacy of love as a primary antecedent for human interaction.

Argandoña (2011) posited that, if organizations are to be effective, they can only do so by being virtuous. If organizations are to be virtuous, then supervisors should be perceived as being virtuous, seeking the good of others. Bocarnea et al. (2018) quoted Hoehner's (2001) definition of *agape* love: "It is not a love of the worthy, and it is not a love that desires to possess. On the contrary, it is a love given quite irrespective of merit, and it is a love that seeks to give" (p. 709). Supervisors who demonstrate love in the workplace may be viewed by employees as caring for employees. Bocarnea et al. (2018), citing the work of Van Dierendonck and Patterson (2015), Van Dierendonck (2011), and Chang (2014), posited that both the behavior of love and culture of love contribute to an organization where all interaction is based on love.

Bocarnea et al. (2018) developed a five-item scale to measure love that had a Cronbach's Alpha of 0.96. Two of the five items are:

- My leader effectively balances organizational outcomes and the needs of her followers.
- My leader demonstrates her appreciation for me by empowering me to accomplish assigned tasks.

Joy. Bocarnea et al. (2018) stated that joy (Greek *chara*), as used in Galatians 5:22, shares the same root word as grace or love (*charis*), providing a linguistic connection between the first and second fruits of the Spirit. According to Ridderbos (1953), the first-century church source of joy was Jesus Christ. According to Drevlow (1984), a Christian's relationship with Jesus "brings joy to the job at which a believer works" (p. 133). According to Reave (2005) and Whitney (2009), an organizational culture of compassion and joy supports a sense of joy for followers.

Hatfield et al. (1994) contended that social contagion influences group members' interactions and emotions. Thus, a culture that supports joy should increase the likelihood of employees creating joy for others, including peers and supervisors. If this is true, then one could expect a positive relationship between employees' perception of joy from their supervisors and employees' sense of person-supervisor fit. Bocarnea et al.'s (2018) five-item scale to

measure joy had a Cronbach's Alpha of 0.97. Two of the five items are:

- My leader creates a culture of celebration whereby individuals are recognized for their efforts.
- My leader creates a culture of celebration whereby individuals are encouraged to work together.

Peace. According to Bocarnea et al. (2018), "[L]oving leaders are peaceful leaders" (p. 37). Thus, there should be a positive correlation between employees' perceptions of supervisors' demonstration of love and their demonstration of peace. According to Battilana et al. (2010), leaders who want to affect organizational change should provide a supportive culture and the requisite resources to create the change. If Battilana et al. are correct about this, then employees would likely relate supervisors' demonstration of peace as a positive attribute, and there should be a positive correlation between employees' perception of supervisors' demonstration of peace and employees' sense of person-supervisor fit.

According to O'Toole (1996), the Greek word for peace is *eirene*. According to Fung (1988), peace, as presented in the fruits of the Spirit, is a sense of "concord with other people" (p. 266). Fung's comment implies that employees should interpret their supervisors' demonstration of peace and the subsequent concord with employees as a positive attribute, potentially positively correlating with employees' perception of a positive fit with the supervisor. Kumar (2012) seems to agree with Fung in that, according to Kumar, peace in the organization would be evidenced by harmony, cooperation, consideration, forgiveness, and social equality. We hypothesize that all of these factors, if perceived positively by employees, should be evident by a positive correlation of employees' perception of their supervisors' demonstration of peace with the employees' self-report of person-supervisor fit.

Bocarnea et al. (2018) developed a five-item scale to measure peace that had a Cronbach's Alpha of 0.92. Two of the five items are:

- My leader garners a sense of trust among his or her followers.
- My leader makes me feel like part of the team.

Patience. While pointing out that Plato considered patience a virtue, Bocarnea et al. (2018) also noted that, in contemporary organizations, patience is not always seen as a positive attribute of supervisors. According to Comer and Sekerka (2014), patience should be seen as a valued characteristic of leaders. This seems pertinent to the contemporary interest in positive organizational studies (Spreitzer, 2006). Bocarnea et al. implied that

patience by the supervisor might need to be accompanied by protection of the employee from senior managers who do not see patience as a virtue. Bocarnea et al. included items for the scale development pool that asked employees if their supervisors were known for interacting with employees in the presence of pressure on the supervisor by upper-level managers.

Bocarnea et al. (2018), citing the works of Godoy et al. (2004), Coury and Dave (2010), and Zhang and Chua (2009), claimed a positive correlation between supervisors' patience with employees and employees' willingness to adapt to change. This correlation connects supervisors' patience to employees' rational actions regarding change. Comer and Sekerka (2014) posited that the benefits of supervisors' patience included long-term productivity and pleasantness. If the research cited by Bocarnea et al. (2018) is correct, this will imply that employees who perceive their supervisors as patient should result in a positive correlation between employees' perception of their supervisor's patience and the employees' sense of fit with the supervisor.

Bocarnea et al. (2018) developed a five-item scale to measure patience that had a Cronbach's Alpha of 0.94. Two of the five items are:

- My leader is calm and collected, even while dealing with the most difficult employees.
- My leader is calm about the team's progress toward production goals.

Kindness. According to Bocarnea et al. (2018), kindness was not something attributed to supervisors, as exemplified in Peters' (1996) statement: "If you want to be nice to everyone, however, they behave, go and get a job in a church or something" (p. 7). Yet, Alexander (1992) noted that, in Herbert's (1993) book, the notion of acts of kindness was a key virtue in Ben and Jerry's Ice Cream company. Lyubomirsky et al. (2005) defined kindness this way: "[K]ind acts are behaviors that benefit other people, or make others happy, usually at some cost to oneself" (p. 125). Lyubomirsky et al.'s definition seems to be aligned with positive organizational studies. If employees see their supervisors' kindness in a manner similar to Lyubomirsky et al.'s definition, then it is likely that employees might show a positive correlation between their perception of supervisors' kindness and employees' sense of person-supervisor fit.

According to Bocarnea et al. (2018), there is a paucity of research on how supervisors' kindness impacts employees. This present research study helps to fill this gap in the literature. Crane (2009) posited that supervisors' kindness

to employees might increase employees' efficiency and productivity. Kim and Liang (2013) posited that kindness, according to Confucian values, is reciprocal. If this is true, then it is possible that the supervisor-employee relationship, based on kindness, may result in a positive correlation between employees' perception of supervisors' kindness and employees' perception of supervisor-fit.

Bocarnea et al. (2018) developed a five-item scale to measure kindness that had a Cronbach's Alpha of 0.97. Two of the five items are:

- My supervisor demonstrates concern for others in her actions.
- My supervisor acts with her followers' good in mind.

Goodness. The Greek word for goodness used in Gal 5:22 is *agathosune*, which translates as "uprightness of heart and life" (Strong, 1890). Danker (2000) considered goodness to be the focus on the welfare of others. Thus, supervisors who demonstrate goodness are showing concern for others. If goodness can manifest as producing happiness, as Haines posits, then supervisors' demonstration of goodness in the workplace may produce happiness in both supervisors and employees. Therefore, it is reasonable to expect a positive correlation between employees' perception of goodness in the supervisors with employees' perception of person-supervisor fit.

Bocarnea et al. (2018) referred to the Good Samaritan (Luke 10:31) as an exemplar of goodness. The Samaritan went out of his way to help the victim of assault and robbery to an inn and paid for the victim's lodging, food, and medical help. The Samaritan went even further in helping the victim by telling the innkeeper that the Samaritan would stop by on his return trip to see if more was needed for the victim. According to Bocarnea et al. (2018), "[T]he practice of goodness by supervisors should have some perceivable manifestation and hopefully some benefits to subordinates and to the organizations in which they work" (p. 91). If Bocarnea et al.'s assertion is correct, then there should be a positive correlation between employees' perception of supervisors' demonstration of goodness with employees' sense of person-supervisor fit.

Bocarnea et al. (2018) developed a five-item scale to measure goodness that had a Cronbach's Alpha of 0.96. Two of the five items are:

- My supervisor is concerned with the welfare of others.
- My supervisor is concerned for people.

Faithfulness. According to Bocarnea et al. (2018), faithfulness is similar to authenticity. Bocarnea et al. posited that supervisors who demonstrate authentic-

ity facilitate employees' demonstration of authenticity/faithfulness. Bocarnea et al. (2018) states that there is little contemporary literature on leaders' faithfulness. This current study may help to fill the gap in the literature. Bocarnea et al. (2018) implied that faithfulness might be related to perseverance, which prompted Bocarnea et al. to include scale development items, such as "my manager consistently keeps her promises to followers, even when it is not easy to do so" (p. 103). Bocarnea et al. (2018) also considered faithfulness to be similar to trust, thus leading to the scale development item, "my manager can be trusted to do what he/she says he/she will do" (p. 103). We have interpreted this item to be reflective of supervisor authenticity.

Bocarnea et al. (2018) developed a five-item scale to measure faithfulness that had a Cronbach's Alpha of 0.98. Two of the five items are:

- My manager consistently keeps her promises to followers, even when it is not easy to do so.
- My manager can be trusted to do what he/she says he/she will do.

Gentleness. Bocarnea et al. (2018) contrasted gentleness with weakness and pointed out that gentleness was similar to humility. Gorringer (2007) used Moses as an example of gentleness and implied that gentleness included a sense of patience, as in cheerfully waiting upon God. Thus, Gorringer connected the fruit of gentleness with the fruit of patience. Rogers (1986) used gentleness to describe Jesus' controlled use of power. The notion of gentleness was conveyed by Winston (2018) in his discussion of the beatitude, blessed are the meek, in which Winston described meekness as controlled discipline, which is similar to gentleness (pp. 11-12). Greenleaf (1970) said that the best test of servant leadership is if employees felt they were better off for having worked with the servant leader (p. 7). We hypothesize that gentleness, as a characteristic of supervisors, should have a positive impact on employees' sense of person-supervisor fit.

Bocarnea et al. (2018), citing Hauk and Shultz (1968), stated that the Greco-Roman use of the Greek gentleness (*prautēs*) from the root word *praus* (Strong, 1890)

indicated someone who soothed others, allayed fears, suspicion, and worry, and was calm in irritating circumstances. This person was not rough, hard, violent, angry, brutal, bad-tempered, or brusque. These characteristics were not passively present but instead were active and deliberate. It is in this purposeful exercise of this virtue that indicated a great soul. (Bocarnea et al., 2018, p. 118)

Bocarnea et al.'s (2018) statement aligns with Winston's (2018) description of the beatitude of blessed are the meek, which is reasonable since the Greek root word of meek in the Matthew 5 passage is also *praus*.

Bocarnea et al. (2018) developed a five-item scale to measure gentleness that had a Cronbach's Alpha of 0.92. Two of the five items are:

- My manager has power but does not abuse it.
- My manager radiates peace, even when others are being aggressive.

Self-Control. Bocarnea et al. (2018) presented Joseph (Genesis 37 - 50) as an example of someone with self-control. Bocarnea et al. offered evidence from Scripture and academic literature that self-control implies the conscious and intentional control of words and deeds in the presence of significant emotional conflict. This seems to be related to Paul's statement, "In freedom Christ set us free" (Gal 5:1). Freedom, here, is the Greek *eleutheria* (Strong, 1890) that means freedom through understanding the law. Paul's focus for the Galatians was that the Galatians needed to understand the Kingdom laws given and demonstrated by Christ.

[O]ur word *ἐλευθερος* (*eleuthero*) describes a collective-dependent condition: not a private state of freedom but a societal one. Our noun *ἐλευθερια* (*eleutheria*) does not simply mean "freedom"; it means "peopleness" or "peoplehood." It describes the quality of being a singular and living collective. (Abarim, tenth paragraph)

This quotation helps focus the concept of self-control away from the self alone and toward communities of family, organizations, and larger communities. If employees recognize the characteristic of self-control in their supervisors, there may be a correlation between the employees' perception of self-control in their supervisors and the employees' perception of person-supervisor fit with the supervisor.

Bocarnea et al. (2018) developed a five-item scale to measure self-control that had a Cronbach's Alpha of 0.92. Two of the five items are:

- When my manager shows restraint, it seems to be out of a sense of freedom rather than duty.
- My manager acts upon my best interests rather than her own.

Person-Supervisor Fit

Person-supervisor fit is the employees' perception of how well an employee perceives her fit with her supervisor. Person-supervisor fit is part of the larger person-

environment fit concept articulated in Pervin (1968), in which Pervin posited that people's perception of a positive alignment with the environment resulted in higher levels of performance and satisfaction. Kristof (1996) and Kristof et al. (2005) defined person-environment fit as the compatibility between the person and the environment. Pervin et al. and Chuang et al. (2016) all implied that the stronger the compatibility between the person and the environment, the higher the performance, commitment and job satisfaction the person experienced. Kristoff et al. presented person-environment fit as including four dimensions: (a) person-organization fit, (b) person-job fit, (c) person-group fit, and (d) person-supervisor fit.

Chuang et al. (2016), citing Huston and Levinger (1978), noted that person-supervisor fit

explains that an individual is attracted to another individual on the basis of similar characteristics regarding life goals, personality, activity preferences, values, and so on. A subordinate and a supervisor who are attracted to each other on the basis of such similarity are said to "fit" each other. (Chuang et al., 2016 pp. 72-73)

Chuang et al. (2016) developed a five-item scale to measure person-supervisor fit. The scale used a seven-

point semantic differential response method anchored by 1 (no match) and 7 (complete match). Chuang et al. determined that the scale's Cronbach Alpha was 0.90.

Two of the five items in the person-supervisor fit scale are:

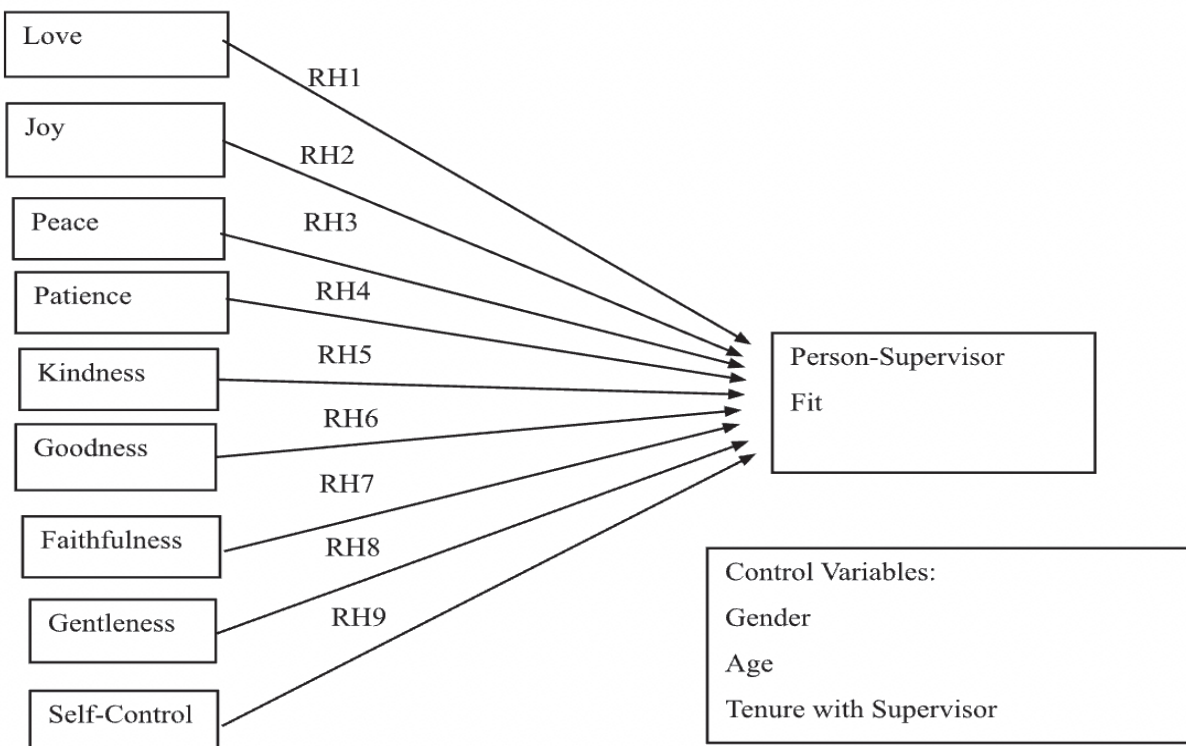
- How would you describe the match between your work style and your supervisor's work style?
- How would you describe the match between your supervisor's leadership style and the leadership style you desire?

This current study seeks to see if a relationship exists between employees' perception of their supervisors' demonstration of each of the nine fruits of the spirit with the employees' perception of person-supervisor fit, as shown in Figure 1. We included three control variables: (a) gender, (b) employee's age, and (c) employee's tenure with the supervisor. Chuang et al. (2016) found a relationship between gender and person-supervisor fit. We were curious to see if age and tenure with the supervisor, too, had a relationship with person-supervisor fit.

Hypotheses

The literature presented above led us to the relationships presented in Figure 1 with a series of hypotheses. In

Figure 1: Theoretical Model



RH1-RH9, we hypothesize that each fruit of the Spirit, as measured by Bocarnea et al.'s (2018) five-item scale, is positively correlated with the employees' self-perception of person-supervisor fit, as measured by Chuang et al.'s (2016) five-item scale.

METHOD

This section presents the instruments used, sample requirements, and data collection method.

Instruments

Bocarnea et al. (2018) developed nine five-item scales to measure the nine fruits of the Spirit. The scales used a semantic differential response of 1-7 with anchors of 1 (never true) and 7 (always true). Following the development of the scales, content validity was demonstrated by showing the relationship of the scale items to Scripture and literature. Convergent validity measures theoretically similar concepts. Bocarnea et al. tested the nine fruits of the spirit scales with Winston and Field's (2015) ten-item servant leadership scale. Bocarnea et al. found a significant positive correlation of all nine scales with servant leadership. Discriminant validity tests to see if there is no relationship with a non-related theoretical concept. Bocarnea tested the nine scales for a correlation with Trauffer et al.'s (2010) intuition scale, but Trauffer et al.'s scale's Cronbach Alpha of .49, which was too low to be of use in the analysis.

Bocarnea et al. (2018) tested scale reliability and found Cronbach Alpha ranging from 0.92 – 0.98. In addition, Bocarnea et al. conducted test-retest reliability and found a statistically significant correlation but no difference using a t-test, thus supporting test-retest reliability.

For this current study, we used Chuang et al.'s (2016) five-item person-supervisor fit scale. In Chuang et al.'s (2016) study, the five-item scale had a Cronbach Alpha of 0.90. Gemechu and Winston's (2021) study found a Cronbach Alpha of 0.91 for Chuang et al.'s person-supervisor fit scale.

Sample

Hair et al.'s (2018) rule for multiple hierarchical regression is 15-20 participants for each predictor variable. With nine independent and three control variables, the sample size should be 180 to 240 participants. Tabachnick and Fidell's (1996) rule for multiple regression sample size is 50 plus eight times the number of

independent variables. With nine independent variables, the desired sample size would be at least 125.

Bocarnea et al. (2018) posited that it is possible that those without the Holy Spirit may demonstrate the fruits of the Holy Spirit. This present study does not attempt to ascertain if the supervisor has the Holy Spirit, but we limited the participation of employees to those who identified as practicing Christians so that the sample for this present study aligned with Bocarnea et al.'s study. Study participants had to answer "Yes" to each of the following six questions to participate in the study:

- Do you attend in-person or online church services or home group meetings two or more times a month?
- Do you pray five or more times a month?
- Do you make charitable contributions to a church or a faith-based charity at least once a month?
- Would you describe yourself as a practicing Christian?
- Are you 21 years of age or older?
- Have you been employed full-time for at least three years?

Table 1: Demographics of the Sample

Demographic	Frequency	Percent
Gender		
Male	88	35.2
Female	162	64.8
Age		
21 - 30 Years	63	25.2
31 - 40 Years	65	26.0
41 - 50 Years	52	20.8
50 - 60 Years	29	11.6
61+ Years	41	16.4
Tenure with Supervisor		
prefer not to say	16	6.4
Less than two years	35	14.0
2 - 5 years	107	42.8
6-10 years	54	21.6
11 - 15 years	21	8.4
16 + years	17	6.8

Note: *N* = 250

Table 2: Descriptives of the Continuous Variables

	Mean	Std.	Skewness	Std.	Kurtosis	Std.	Cronbach's Alpha
		Deviation					
	Statistic	Statistic	Statistic	Error	Statistic	Error	
Love	4.83	1.48	-0.68	0.15	0.00	0.31	0.95
Joy	4.81	1.53	-0.58	0.15	-0.30	0.31	0.96
Peace	4.91	1.58	-0.66	0.15	-0.27	0.31	0.96
Patience	4.93	1.53	-0.76	0.15	-0.13	0.31	0.95
Kindness	4.99	1.66	-0.79	0.15	-0.21	0.31	0.97
Goodness	4.97	1.63	-0.81	0.15	-0.15	0.31	0.97
Faithfulness	5.05	1.64	-0.84	0.15	-0.14	0.31	0.97
Gentleness	5.01	1.60	-0.83	0.15	-0.03	0.31	0.95
Self-Control	4.86	1.55	-0.72	0.15	-0.17	0.31	0.96
Person-Supervisor Fit (PSF)	4.81	1.52	-0.74	0.15	-0.17	0.31	0.95

Note: $N = 250$

Data Collection

Qualtrics.com collected data from 250 participants that answered “Yes” to the questions above. The total of 250 participants exceeded the sample size required by Hair et al. (2018) and Tabachnick and Fidell (1996).

RESULTS

We present the sample demographics, variable descriptives, and the tests of the hypotheses in this section. We used hierarchical multiple regression to test the hypotheses shown in Figure 1. In the hierarchical regression, we use the following two steps: (a) the model including the dependent variable with the three control variables, followed by, (b) the model including the dependent variable with the three control variables and the nine independent variables.

Sample Demographics

The 250 participants included 88 males and 162 females. Age was evenly distributed, and the majority of participants had five years or less tenure with their supervisors. Table 1 shows the sample demographics.

Variable Descriptives

Table 2 shows the descriptives of the continuous variables the Cronbach Alpha scores for the fruits of the Spirit variables are similar to those in Bocarnea et al. (2018). In Bocarnea et al.’s (2018) study, the Cronbach Alpha scores ranged from 0.92 – 0.98. The Cronbach Alpha for the person-supervisor fit scale is similar to the Alpha of 0.91 that Gemechu and Winston (2021) found. According to Hae-Young (2013), if the skewness and kurtosis statistics are within the range of -3 to +3, the data are normally distributed. Thus the continuous variables in this present study are normally distributed and, therefore, parametric analyses were used.

Tests of the Hypotheses

We conducted a Pearson-r correlation to see the relationship between the ordinal variables of age and tenure with the supervisor and the continuous variables which are scale variables. Of interest are the negative correlations between age and the other variables. Strong positive correlations exist between person-supervisor fit and the fruits of the spirit. The significant negative correlation between person-supervisor fit and age implies that, as age goes up,

Table 3: Correlation Matrix

	1	2	3	4	5	6	7	8	9	0	11	2
1 Age	--											
2 Tenure	.28**	--										
3 Love	-.12	.29**	--									
4 Joy	-.14*	.26**	.92**	--								
5 Peace	-.14*	.23**	.90**	.93**	--							
6 Patience	-.17**	.24**	.83**	.86**	.89**	--						
7 Kindness	-.15*	.21**	.84**	.87**	.90**	.86**	--					
8 Goodness	-.14*	.23**	.83**	.86**	.90**	.85**	.96**	--				
9 Faithfulness	-.14**	.21**	.81**	.82**	.88**	.89**	.89**	.89**	--			
10 Gentleness	-.12	.25**	.82**	.83**	.87**	.89**	.88**	.89**	.93**	--		
11 Self-Contro	-.14*	.25**	.83**	.85**	.89**	.87**	.89**	.91**	.92**	.93**	--	
12 PSF	-.22**	.24**	.80**	.83**	.85**	.85**	.88**	.90**	.86**	.89**	.91**	--

Notes: *N* = 250

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

* . Correlation is significant at the 0.05 level (2-tailed)

PSF = Person-Supervisor Fit

employees’ perception of person-supervisor fit goes down. The significant positive correlation of person-supervisor fit and tenure with the supervisor implies that, as tenure increases, so does employees’ perception of the person-supervisor fit.

We adjusted the data for tenure to ignore the choice “Prefer Not to Say” because, while it is a sample descriptive, it is not part of the ordinal data. We ran the regression analysis after changing the code from 0 to a null value. This reduced the sample size for the regression to 234.

Table 4 shows the results of the hierarchical linear regression used to test the given research hypotheses. The regression shown in model 2 is significant ($F(12, 221) = 125.76; p < .001$) and $R^2 = .87$. Research hypotheses RH4, RH6, RH8, and RH9 were supported because the *p* values for these independent variables in model 2 are less than .05, which was the chosen level of significance. The results indicate that patience, goodness, gentleness, and self-control have a positive correlation with person-supervisor fit, as hypothesized. Given the *p* values associated with their corresponding independent variables, RH1, RH2, RH3, and RH5 were rejected. Love, joy, peace,

and kindness are not predictors of person-supervisor fit. Finally, RH7 was not supported. While the relationship between faithfulness and person-supervisor fit was found to be significant, the relationship between these two variables was found to be an inverse relationship, which contradicts the hypothesized direct relationship. Results also show a significant inverse relationship between age, as a control variable, and the dependent variable, person-supervisor fit.

DISCUSSION

Our purpose in this study was to determine if the nine fruits of the spirit variables developed by Bocarnea et al. (2018) show a relationship with Chuang et al.’s (2016) person-supervisor fit scale as portrayed in table 3. As posited by Bocarnea et al., the fruits involving relating to others (patience and goodness) (RH4-5), as well as the fruits involving relating to self (faithfulness, gentleness, and self-control) (RH7-9), had significant relationships with the dependent variable (person-supervisor fit) while the fruits

Table 4: Regression of Control and Independent Variables on the Dependent Variable Person-Supervisor Fit

Variable	Model 1				Model 2			
	<i>B</i>	SE	β	<i>p</i>	<i>B</i>	SE	β	<i>p</i>
Constant	5.13	0.29		0.000	0.56	0.18		0.002
Gender	-0.29	0.19	-0.1	0.120	-0.01	0.07	0.00	0.884
Age	-0.35	0.07	-0.3	0.000	-0.12	0.03	-0.11	0.000
Tenure	0.36	0.09	0.26	0.000	0.07	0.04	0.05	0.057
Love					-0.07	0.06	-0.07	0.242
Joy					0.13	0.07	0.13	0.082
Peace					-0.13	0.08	-0.13	0.105
Patience					0.16	0.06	0.16	0.009
Kindness					0.04	0.08	0.05	0.592
Goodness					0.36	0.08	0.38	0.000
Faithfulness					-0.16	0.07	-0.18	0.015
Gentleness					0.18	0.07	0.18	0.016
Self-Control					0.40	0.08	0.41	0.000
<i>R</i> ²	.13				.87			
<i>F</i>	11.78				125.76			
<i>df</i>	233				233			
<i>Delta R</i> ²					.74			
<i>R</i> ² Adjusted	.12				.87			

Notes: *N* = 234

of the Spirit related to interacting with God hypotheses (love, joy, and peace) (RH1-3) did not have significant relationships with the dependent variable. Of interest is that the fruit of the Spirit about kindness (RH5) did not have a significant relationship with person-supervisor fit. Also of interest is the inverse relationship between faithfulness and person-supervisor fit (RH7). However, all nine fruits of the Spirit scales were highly correlated with perceived person-supervisor fit with *Pearson-r* values ranging from .80 – .91. Future studies may wish to explore other dependent variables that might align more with the fruits of love, joy, and peace. This would allow further validation testing of Bocarnea et al.'s (2018) nine scales.

Regarding the control variables, the significant inverse relationship between age and person-supervisor fit and the

borderline significance of the direct relationships between tenure and person-supervisor fit could suggest that these two variables may be considered independent variables in future studies. Qualitative in-depth interview research should be undertaken to more fully understand the role of age and tenure on perceived person-supervisor fit. While we chose to limit the population for this study to self-described Christians, future studies might want to look at non-Christians and compare the results to this present study.

The study results imply that employees' perception of their supervisor's demonstration of the fruits of the Spirit correlates with employees' perception of person-supervisor fit. Based on Kristoff (1996) and Kristoff et al.'s (2005) assertion that employees who perceive a good fit with the environment, which includes person-supervisor

fit, it is worth educating and encouraging supervisors to understand how the fruits of the Spirit can be demonstrated in the workplace.

As researchers conduct and publish additional validation studies, it would be appropriate for researchers to produce case studies of the use of the nine fruits of the Spirit scales in leadership development and evaluation.

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ABOUT THE AUTHORS



Dr. Bruce Winston has been a part of Regent University since 1991, both with the School of Business and the School of Business & Leadership (SBL). Dr. Winston stepped away from his position as dean in 2013 to focus on teaching, mentoring and writing. He currently serves as a professor teaching and researching in the PhD in Organizational Leadership and MBA programs. Dr. Winston's research interests include servant leadership, organizational development and transformation, leadership development, distance education, and technology in higher education.



Dr. Mihai C. Bocarnea joined Regent University in 1995. He currently serves as an associate professor in the School of Business & Leadership. He is an expert in the areas of communication, business analytics, research methods, statistics, and fundraising theory and practice. Dr. Bocarnea has also served as business analyst and research consultant for various organizations in the U.S. and overseas. Dr. Bocarnea's present research interests include organizational communication, cross-cultural leadership, servant leadership, organizational change, and pedagogy of online learning.