

The impact of spiritual leadership on the decision-making process in the Kuwaiti ministries

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ABSTRACT

This study investigates the impact of spiritual leadership on the decision-making process in Kuwaiti ministries. Also, this study adopted a quantitative analytical, and descriptive approach. The study relies on the strategy of a comprehensive survey of the study population, and it depends on the questionnaire as a main tool in collecting primary data. The survey is conducted on 322 employees in the Kuwaiti ministries. The data analysis uses the SPSS version 26. The results show that spiritual leadership dimensions, vision, altruistic love, calling, hope, and membership, have a significant impact on the decision-making process in the Kuwaiti ministries.

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1. Introduction

Taking administrative decisions is one of the manager's major functions. The amount of success achieved by organizations is affected by the performance efficiency and effectiveness of administrators. It's affected by the understanding of administrators for administrative decisions and the methods used by them. It's affected by the principles adopted by administrators. Such principles include the ones related to decision rationalization. They include: the assessment of administrators for decisions and the process of following up the execution of decisions. The amount of success achieved by organizations is affected by the realization of administrators for the significance of the clarity of decisions and duration needed for implementing the decision (Raelin, 2013).

The leadership functions of the manager include setting decisions for guiding his subordinates and coordinating their efforts. They include: motivating employees to show good performance and solving their problems (Hawi et al., 2015). Doing the control function by the management involves making decisions related to the standards of assessing outcomes. It involves identifying the adjustments to be made to the plan. It involves making corrections to the plan. The decision-making process is carried out along with carrying out the other administrative processes. (Domnica, 2012).

Spiritual leadership has been receiving much attention in service organizations. It has been receiving much attention by the experts in psychology and administrative research. It has been playing a major role in improving the level of productivity. It has a positive impact on one and community. It contributes to promoting organizational values and showing empathy with the members of the community (Fry et al. 2016).

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During the past couple of years, the Kuwaiti ministries have been doing major improvements. For instance, they have been showing more attention to the decision-making process. Thus, there is a need to conduct this study to explore the impact of this leadership on the decision-making process in Kuwaiti ministries.

1.1 The study's significance

This study is significant in two major aspects, which are:

First: Practical significance

This study is significant because it targets spiritual leadership and decision-making processes. Each one of those variables is a significant variable for organizations in various sectors.

Although those variables are significant, the studies that target those variables are scarce in the Kuwaiti environment. Thus, there is a need to conduct this study to explore the impact of spiritual leadership on the decision-making process in the Kuwaiti ministries.

Second: Practical significance

The practical significance of this study arises from the role of the recommendations in improving the decision-making process in the targeted ministries.

1.2 Statement of the problem

The researcher noticed that the studies that shed a light on the study's topic are scarce in Kuwait. He also noticed that the studies that explore the decision-making process and the factors affecting it are scarce too. Such factors include: spiritual leadership. Therefore, this study answers the question below:

What is the impact of spiritual leadership on the decision-making process in the Kuwaiti ministries?

1.3 Hypotheses

The hypotheses are shown below:

Main hypothesis: spiritual leadership dimensions (vision, altruistic love, calling, hope and faith, and membership) don't have a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries.

The sub-hypotheses are shown below:

H_{0.1:} *Vision influences on the decision-making process in Kuwaiti ministries.*

H_{0.2:} *Hope and faith influence on the decision-making process in Kuwaiti ministries.*

H_{0.3:} *Altruistic love influences on the decision-making process in Kuwaiti ministries.*

H_{0.4:} *Calling influences on the decision-making process in Kuwaiti ministries.*

H_{0.5:} *Membership influences on the decision-making process in Kuwaiti ministries.*

2. Theoretical framework

2.1 Spiritual leadership

According to Fry et al. (2016: 18), spiritual leadership aims to engage all the members of the team in the leadership. It emphasizes the significance of affecting people socially. It suggests that affecting people socially has a significant impact in meeting the spiritual needs of employees and raising their welfare, commitment and organizational performance. The goal sought from spiritual leadership is reprinted in promoting values among one, team and the whole organization. It aims at raising the wellbeing, welfare, productivity and organizational commitment of employees. It aims at raising the organizational performance. Dent et al. (2005) add that successful leaders are the ones who emphasize the significance of spiritual aspects at work. They add that those leaders turn organizations from places that carry out activities into places that encourage one and teams. They add that those leaders turn organizations into places that develop people spiritually. The goal sought from spiritual leadership is represented in (meeting the basic spiritual needs of subordinates and leaders in order to raise their productivity and organizational commitment (Al-Rawashdeh et al., 2020). Spiritual leadership refers to encouraging people at the workplace to display their talents and promoting trust and human values (Al-Ma'adeedy et al., 2020). It refers to promoting desirable values, behaviors, and situations that aim at motivating others and encouraging them to remain working at the organization (Alimudin et al., 2017). Leaders must show respect to the ethics of subordinates (Reave, 2005).

2.2 Dimensions of spiritual leadership

Vision: Vision at workplace manifests through determining goals, promoting trust, and identifying the positive stand to be shown. Leaders must inspire their subordinates and make them have faith in their vision. That should be done through empowering the subordinates and free them from limitations. Visionary leaders are the only ones who can do that. Fry et al.

(2016: 9) add that having a vision a)- allows the leader to identify the general direction of the organization. b)- allows the leader to simplify a set of tactic decisions in various departments c)- assist in coordinating the measures across various departments.

Altruistic love: It's represented in the values related to helping employees willingly (Al-M'adeedy et al., 2020).

Calling: It refers to a distinguished characteristic in the professional field. It's based mainly on characteristics related to knowledge and ethics. It aims at showing dedication in serving customers and showing high organizational commitment. It aims at raising the quality of the provided services (Al-Rawashdeh et al., 2020)

Hope and faith: Hope refers to showing hope along with hoping to achieve self-realization. Faith refers to having a strong belief and hope jointly (Al-M'adeedy et al., 2020).

Membership: It refers to one's perception for himself in terms of his belonging to the organization he works at (Al-M'adeedy et al., 2020).

2.2 Decision making process

Many scholars, teachers, book writers believe that the decision-making process is essential at the administrative level in organizations. The decision-making process is a conscious process that involves selecting an option amongst several options in a specific situation. It's not a direct response. In fact, it is a process that's carried out consciously based on thinking about the means used for reaching the goal. Decisions are usually taken with having doubts due to having several options in a specific situation. The leaders should choose the option amongst the available options without being forced. That applies unless the circumstances force the leader to choose a specific option. Thus, the decision-making process must be carried out with full freedom by the leader (Parvar et al., 2013).

As for the decision-making process, it is a comprehensive process that aims at finding a solution for a specific problem. There are many factors that affect the decision-making process. Such factors include: technical, social, psychological and organizational factors. The organizational factors are related to employees and administrative levels. The decision-making process is a complex process that is considered essential in the business administration field. The modern administrative concepts are connected to reality and logic when selecting an option. In this regard, describing the manager as the decision maker shall make him distinguished from others in the organization. The decision-making process is one of the core administrative processes in the organization. The success of any organization is affected much by the ability of the staff to make successful decisions and their performance efficiency in doing that (Zayada, 2006).

In order for the decision to achieve the intended outcomes and be effective in solving or avoiding problems, the following steps must be followed in making the decision (Hareem, 2020):

- 1)- Specific objectives must be set
- 2)- The problem must be identified
- 3)- Priorities must be set
- 4)- The cause of the problem must be identified
- 5)- Decision criteria must be identified
- 6)- Values/weights must be allocated to criteria
- 7)- Alternatives must be set
- 8)- The best alternatives must be chosen
- 9)- The decision must be implemented
- 10)- The decision effectiveness must be evaluated

3. The study's approach

This study adopted the quantitative analytical method; In order to achieve the desired objectives; The comprehensive survey strategy was used to explore the impact of the independent variable (spiritual leadership) on the dependent variable (decision-making process). The survey method is the most widely used method in social sciences and humanities studies, this is because the survey strategy allows to collect a large amount of data about the study population.

3.1 Population and sample

The study population includes all employees in the Kuwaiti ministries, whose number is about 354229 (<https://arabic.rt.com/business/>). A simple random sample of 384 employees was selected according to (Sekaran & Bougie, 2010) to whom questionnaires were distributed, and 322 valid questionnaires were retrieved for analysis.

Following equation was used to define the sample size:

$$no = \frac{z^2 p(1-p)}{e^2}$$

$$n = \frac{noN}{no + (N - 1)}$$

no :sample size without corrected factor

Z: confidence level (0.95)

e: sampling error (0.05)

P :probability (0.5)

N :population

n: sample size with corrected factor (Berenson & Levine , 1992, p. 351)

3.2 Study tool

This study relied on a questionnaire as a main tool for obtaining primary data. This tool was designed after reviewing previous studies and research. The tool was also evaluated by academic experts in business administration who work as faculty members in universities, in addition to experts in the field of administrative work.

3.3 Statistical analysis

Sample Characteristics

Frequency and percentage are used to describe the sample characteristics, it is found that 55.9% of the sample is males and the rest is females. Also, it is found that the highest percent of the sample (39.8%) is between 25-35 years old, whereas, 49.7% of the sample has experience for more than 10 years. Finally, it is found that 65.5% of the sample has a bachelor degree.

Descriptive analysis

Mean and standard deviation are used to describe attitudes toward the questions, which are given in Appendix 1.

Reliability test

Cronbach alpha is used to test the reliability of the scale. It is found that $\alpha = 0.945$, which reflects a high level of consistency since it is greater than accepted percent 0.60 (Sekaran & Bougie, 2010).

3.4 Hypothesis Testing

Main hypothesis: spiritual leadership dimensions (i.e vision, altruistic love, calling, hope, faith and membership) have a significant impact on the decision-making process in Kuwaiti ministries. Multiple Regression is used to test above hypothesis, following results were found:

Table 1

The result of testing the main hypothesis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.987	.162		6.089	.000
	Vision	.102	.049	.129	2.059	.040
	Hope	.424	.076	.451	5.554	.000
	Altruistic	.529	.066	.584	8.043	.000
	Calling	.350	.055	.352	6.340	.000
	Membership	.201	.052	.215	3.891	.000

F-value = 83.172 (Sig. = 0.000) R-Square = 0.568 Adjusted R-Square = 0.561 R = 0.754

Table 1 shows that F value= 83.172 is significant at 0.05 level. That means spiritual leadership dimensions (i.e vision, altruistic love, calling, hope, faith and membership) have a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries. Also, it is found that $r = 0.754$ which reflects high level of correlation. As well as the independent variable explain 56.8% of the variance in the dependent variable.

3.4.1 The first sub-hypothesis: The effect of Vission on decision-making

The first sub-hypothesis of the survey investigates the effect of vision on decision-making. Table 2 presents the summary of the survey.

Table 2

The summary of the effect of vision on decision-making

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.312	.144		16.064	.000
	Vision	.421	.037	.533	11.255	.000

F-value = 126.684 (Sig. = 0.000) R-Square = 0.284 Adjusted R-Square = 0.281 R = 0.533

Table 2 shows that F value= 126.684 is significant at 0.05 level. That means Vision has a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries. Also, it is found that $r = 0.533$ which reflects medium level of correlation. As well as the independent variable explain 28.4% of the variance in the dependent variable.

3.4.2 The second sub-hypothesis: The effect of Hope on decision-making

The second sub-hypothesis of the survey investigates the effect of hope on decision-making. Table 3 summarizes the results of the survey.

Table 3

The summary of the effect of hope on decision-making

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.946	.183			10.607	.000
	Hope	.486	.045	.516		10.778	.000

F-value = 116.163 (Sig. = 0.000) R-Square = 0.266 Adjusted R-Square = 0.264 R = 0.516

Table 3 shows that F value= 116.163 is significant at 0.05 level. That means Hope and faith have a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries. Also, it is found that $r = 0.516$ which reflects medium level of correlation. As well as the independent variable explain 26.6% of the variance in the dependent variable.

3.4.3 The third sub-hypothesis: The effect of Altruistic on decision-making

The third sub-hypothesis of the survey investigates the effect of Altruistic on decision-making. Table 4 summarizes the results of the survey.

Table 4

The summary of the effect of Altruistic on decision-making

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.600	.152			10.501	.000
	Altruistic	.589	.038	.650		15.310	.000

F-value = 234.411 (Sig. = 0.000) R-Square = 0.423 Adjusted R-Square = 0.421 R = 0.65

Table 4 shows that F value= 234.411 is significant at 0.05 level. That means Altruistic love has a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries. Also, it is found that $r = 0.65$ which reflects high level of correlation. As well as the independent variable explain 42.3% of the variance in the dependent variable.

3.4.4 The fourth sub-hypothesis: The effect of Calling on decision-making

The fourth sub-hypothesis of the survey investigates the effect of Calling on decision-making. Table 5 summarizes the results of the survey.

Table 5

The summary of the effect of Calling on decision-making

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.457	.171			8.512	.000
	Calling	.624	.043	.628		14.431	.000

F-value = 208.253 (Sig. = 0.000) R-Square = 0.394 Adjusted R-Square = 0.392 R = 0.628

Table 5 shows that F value= 208.253 is significant at 0.05 level. That means calling has a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries. Also, it is found that $r = 0.628$ which reflects high level of correlation. As well as the independent variable explain 39.4% of the variance in the dependent variable.

3.4.5 The fifth sub-hypothesis: The effect of Membership on decision-making

The fifth sub-hypothesis of the survey investigates the effect of Membership on decision-making. Table 6 summarizes the results of the survey.

Table 6

The summary of the effect of Calling on decision-making

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.609	.167			9.630	.000
	Membership	.573	.041	.613		13.876	.000

F-value = 192.531 (Sig. = 0.000) R-Square = 0.376 Adjusted R-Square = 0.374 R = 0.613

Table 6 shows that F value= 192.531 is significant at 0.05 level. That means membership has a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries. Also, it is found that $r = 0.613$ which reflects high level of correlation. As well as the independent variable explain 37.6% of the variance in the dependent variable.

4. Results

The researcher reached the following results:

- 1- Spiritual leadership dimensions jointly have a significant impact on the decision-making process in the Kuwaiti ministries. Those dimensions are: vision, altruistic love, calling, hope, faith and membership. This result is in agreement with the ones reached by Al-Ma'adeedy et al. (2020), Al-Shibawi and Al-Mosawi (2018), Nafei (2018) Sayuti et al. (2021), Wu and Lee (2020), Wang et al. (2019), Alimudin et al. (2017) and Hunsaker (2016).
- 2- Vision has a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries.
- 3- Hope and faith have a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries.
- 4- Altruistic love has a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries.
- 5- Calling has a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries.
- 6- Membership has a significant impact –at the significance level of ($\alpha \leq 0.05$)- on the decision-making process in Kuwaiti ministries.

5. Recommendations

The researchers recommend that:

- 1) Conducting more future studies on spiritual leadership in Kuwait due to its importance in the success of organizations.
- 2) administrations in the Kuwaiti ministries should pay more attention to employees and encourage them to submit suggestions related to their work.
- 3) The necessity of involving employees in the decision-making process and providing them with the necessary training to make this task a success.

6. Conclusion

The decision-making process plays a major role in organization. The success of this process shall lead to the success of organizations on the short- and long-term levels. Having a successful decision-making process requires having support by the organizations and its leaders. This article proves that having leaders who practice spiritual leadership shall improve the decision-making process. The leader must have a vision that represents his values and promotes hope among employees. He must have a vision that promotes faith and altruistic love in the organizational goals among employees. He must have a vision that makes him serve as a role model for employees. He must play a major role in improving the decision-making process. Due to the significance of the spiritual leadership in the decision-making process in Kuwaiti ministries, more attention must be provided to the dimensions of this leadership. In addition, the obstacles hindering the decision-making process in these ministries must be addressed.

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Appendix 1

Table A1
Descriptive analysis

Spiritual leadership		Mean	SD
Vision		3.7615	.81924
1	The vision of the ministry is characterized with clarity	3.54	1.127
2	The scientific method was used to determine the vision of the ministry	3.40	1.257
3	The vision of the ministry is characterized with being applicable	3.90	.957
4	The vision of the ministry is characterized with being flexible	3.84	.983
5	The vision of the ministry is characterized with being attractive for employees	4.12	.898
Hope and faith		4.0130	.68791
6	I believe in the mission of the ministry	3.83	.974
7	I believe that the mission of the ministry is applicable	4.03	.814
8	The performance of the employees indicate that the employees believe in their organization	4.04	.842
9	There is constant attention provided to the process of exerting more effort to meet the intended goals	4.12	.846
10	The management at the ministry bases its aspirations on the ability of the employees to meet the intended goals	4.04	.842
Altruistic love		3.8969	.71481
11	The ministry checks the status of their employees in a constant manner	4.08	.893
12	The management exerts effort to reduce the suffering of their employees	4.15	.968
13	Administrators don't fear defending employees	3.88	1.078
14	Good intentions are presumed in case a mistake was committed by an employee	4.03	.961
15	There is collaboration between the management and the employees at the ministry	3.34	1.310
Calling		3.9068	.65149
16	The service is provided in the best manner to the ones doing paper works at the ministry	3.74	.894
17	The employees and the management at the ministry meet the quality requirements at work	3.90	.866
18	The employees at the ministry shows much dedication in doing tasks	3.75	.868
19	There is much compliance with work-related ethics at the ministry	4.05	.868
20	The management at the ministry provides attention to addressing the problems it faces with the ones doing paper works at the ministry	4.09	.843
Membership		3.9907	.69286
21	The management at the ministry focus on raising job loyalty	3.86	.956
22	The management at the ministry shows attention to raising the employee loyalty	4.02	.833
23	The management at the ministry shows attention to employee satisfaction	4.09	.843
24	Attention is provided to training employees about the way of doing their functions in a manner that is consistent with updates	4.00	.970
Decision making process		3.8944	.64728
25	The managers at the ministry delegate powers to the subordinates	4.15	.681
26	The managers at the ministry believe that it's necessary to engage employees in the decisions that concern them	4.21	.627
27	The managers at the ministry encourage the employees to provide suggestions related to their work	3.72	1.009
28	Exaggeration is avoided when making decision	3.90	.930
29	There is a clear sequence in the decision-making process	3.49	1.060

Table A1 shows that there are positive opinions toward the above questions since their means are above mean of the scale. Also, it is found that grand means for the all variables reflect positive attitudes since their means are above mean of the scale.



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