

IMPACT OF WORKPLACE SPIRITUALITY ON ORGANIZATIONAL PERFORMANCE IN AMO BYNG NIGERIA LIMITED, AWE, OYO STATE

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Abstract: *This paper examined the impact of workplace spirituality on organizational performance in Amo Byng Limited, Awe, Oyo State. The study investigated the relationship between sense of community, meaningful work and organizational performance. As well as the impact of inner life and organizational performance. The study adopted survey research design. The study adopted purposive and simple random sampling techniques to draw the sample size of 240 from the population. Questionnaire served as main instrument for data collection. Cronbach's alpha (α) was utilized in estimating the reliability coefficient and the reliability coefficient 0.79, for sense of community, meaningful work, inner life and organizational performance respectively was obtained. The data generated for the study were analyze using mean and standard deviation. Pearson's moment correlation techniques was used to test the postulated hypothesis at 0.05 level of significance. The finding reveals that a positive relationship exist between sense of community, meaningful work and organizational performance. The findings also show that inner life correlates with organizational performance. The study concludes that spirituality at workplace should be adequately addressed. It is recommended among others that organizations should formulate strategies policy to enhance employee's job satisfaction among their staff as well as to ensure efficiency, effectiveness and high productivity in the organization and that organizations should encourage their employees to freely express their spiritual beliefs in an attempt to create a culture of spirituality at the workplace. Additionally, management of Amo Byng should pay attention to their employees spirituality feelings and encourage them to engage in corporate social responsibility activities that will encourage and enhance their inner life and sense of community.*

Keywords: Organizational Performance, Workplace Spirituality, Sense of Community, Meaningful Work, Employee's Job

Introduction

Across the Globe, man have been described as not only a physical being but also a spiritual entity. Thus, spirituality is embedded in mankind and has become a critical part of human nature. That is, central to the nature and core of man is his spiritual existence. Because of the nature of spirituality itself, the concept can be intrinsically nebulous, hidden and difficult to identify. Garg (2017) captures this appropriately when he perceived religion as a social fact `Sui generis` - Man's creation that is outside of men. Moreover, work is one of the activities that men engage in. In fact, it is believed to be the most important activity in man's existence since it takes the largest chunk of man's time on a daily basis. Work for men exist in a formal and structured setting, that is, goal oriented.

However, against the background of formal structure of work organisation, can man's spirituality be accommodated and absorbed? Can the twin concepts of spirituality and Work meet and interact? What is the nature of their interaction and can such interaction be manipulated to lead to increased productivity? Workplace spirituality has been recognized as a fundamental area of research in the academic world to add more meaning to one's workplace (Covey, 2009). Employees who are allowed to bring their spiritual attributes to the workplace, become more fulfilled and hardly manifest workplace harmful behaviours that promotes workplace challenges, low morale, that results to low productivity and turnover.

In addition, workplace spirituality interest has increased tremendously over the last decade. It promotes harmony and co-operation instead of fear at workplace. According to Marschike (2008). The importance of value and a place of spirituality in the workplace is now highly recognised. An evolving business culture and unreliable business climate is causing the need for a spiritual connection in the workplace. The age that we leave is called the age of complexity and change. Organisations are always on order and this order edge they constantly want in came out between

two contradicting states. One of the purposes of spirituality in work environment is to satisfy customers and employees. Spirituality in organization is an emerging phenomenon that many management theorists, organizations and also managers have paid attention to. Most organisations have known spirituality as stable source of the organisation that can help them in times of chaos and solve order and disorder contradiction because the organisation continues to operate in different fields, it requires constant travelling between change and stability mode.

Leaders and employees believe that in order to survive in this economic downturn, a higher form of inspiration is required. The call for values and spirituality is currently echoing in organisations throughout the country, as we are increasingly concerned about global issues and crises. Organisations are now looking to workplace spirituality as a way into increase employee job performance. Employees are important part in the success of organisations. Their relationships with their leaders and organizations have had a great impact on the workplace environment. Leaders energize and inspire behaviour in employees based on purpose and meaning rather than rewards. These leaders are generally the baby boomers that own small businesses and on corporate boards.

As Hicks (2005) noted, the most often cited demographic change contributing to an increased interest in spirituality in the workplace and elsewhere is that the baby boomer generation has reached midlife. Because of the impact that these baby boomers have in the corporate world, how employees view their leadership style, methods and position is paramount. These leaders have found that there is need to be a link between the interest of the corporation employees and society as a whole. According to Citeman (2010), defined Workplace Spirituality as a framework of organizational values evidenced in the culture that promote employees experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy.

Religion is a fundamental set of beliefs and practices generally agreed upon by a group of people. Over the years, there have been various religions generally coming to teach and impact some values on people, this teaching from various religion therefore, teach them how to live and behave in the society, and these teachings bring about values that are well respected by their followers which also affect their attitude, behaviour and later down to their emotional disposition to whatever they face in life and such disposition in turn affects what society, community or environment sees or considers as being right or wrong as the case may be. According to some theorists like; Karl Marx 19th Century (role of religion in capitalist societies), Sigmund Freud (1901) (Psychological origin of religious beliefs) and Emile Durkheim (1897) (Social function of religions).

In Africa setting itself, even traditional belief of worship has impact on general community on what they believe in, how they see life, their approach towards things and the moral corrections depended on whomever they worship. Nigeria is not left out because it is widely believed that Nigeria is a religious country with highest number of religious because it is believed that people go to different places of worship daily, in fact some have become extreme to the point of becoming fanatics which affect their lifestyle especially their reasoning, thinking, attitude even their approach to things. However, when employees are spiritually satisfied at work, they will surely put in their best which will result to high performance and low turnover. And for those who are Christians and based on what Christianity teaches that it is very important and essential to pray before embarking on any work, which would lead or help any believer to be optimistic and aiming for success, effectiveness and efficiency in all they do.

It has been observed or known that organisations get things done through people and if this is so, it then means that people or personnel is an important resource of any organisation and the person being the greatest and important resource of organisation has both physical and spiritual side because he is a spiritual being. Knowing this therefore, there is tendency that a distinct person must or has a particular deity he/she serves or worship. However, the performance of any personnel in an organisation depends or embed not only on physical wellbeing but also on spiritual as well. The spiritual wellbeing of any personnel could have effect on the emotions, attitude, behaviour and response toward any work assigned to him/her. Furthermore, the emotional aspect of the workers and behaviour tied down to their spiritual wellbeing or belief. It becomes important and essential for organisations to be aware and take notice or attention to spiritual wellbeing of the staff because it will definitely have impact on their attitude to work. However, there are also some personnel who are spiritual to the point that their performance or output will affect the organisation negatively. Some will fail to put in their very least in whatever work assigned to them all because of the so called church program they attend the previous day or they are in haste to close from work because of evening program. These would definitely result to lower output compared to what is expected of them.

However, this particular topic had a lot of argument in the society as some people hold on to the view that practising spirituality in a workplace leads to efficient or effective performance in an organisation while some hold a contrast view that effective or efficient performance of an organisation has nothing to do with spirituality practises in an organisation. In view of this, this research would be basically on what then brings about organisational performance.

What then is the best approach to be sure that organisation performance is not concentrated so much as to the detriment on the spiritual wellbeing of the personnel? There is need to critically access the roles played by the spiritual wellbeing of the worker as it concerns with the performance of the organisation since every organisation comprise human being and human have inclination to worship a particular god or deity which affect their behaviour, character, attitude and emotion. If this is not well taken care of, the organisation might end up having personnel who though are physically motivated but are spiritually down. In essence, one cannot underestimate the impact or importance of spirituality in any workplace. In other words, the emotion of the personnel would be affected and so the organisation must strike a balance. To measure this by organisation might be difficult unless research is being carried out. Hence, the need for this study to examine impact between workplace spirituality and organizational performance. This study therefore seeks to empirically examine the relationship between workplace spirituality and organizational performance in Amo Byng Industries Oyo, Oyo State.

Research Questions

The study was guided by the following research questions:

- i. Is there any relationship between sense of community and organizational performance?
- ii. Is there any relationship between meaningful work and organizational performance?
- iii. Is there any relationship between inner life and organizational performance?

Objectives of the Study

The main objective of this study was to determine the nexus between workplace spirituality and organisational performance. Specifically, the study sought to:

- i. investigate the relationship between sense of community and organizational performance.
- ii. ascertain if there is any relationship between meaningful work and organizational performance.
- iii. determine the relationship between inner life and organizational performance.

Research Hypotheses

- H0₁** There is no significant relationship between sense of community and organizational performance.
- H0₂** There is no significant relationship between meaningful work and organizational performance.
- H0₃** There is no significant relationship between inner life and organizational performance.

LITERATURE REVIEW

Concept of Workplace Spirituality

Empirical work on workplace spirituality emerged in the 1990s. Widely regarded as the first large-scale empirical study on the phenomenon, Mitroff and Denton (1999) reported a yearning for more spiritual openness in workplaces among the executives they interviewed, and found that most organizations suffer from spiritual impoverishment. Of primary interest to their study were personal meanings people attached to the concepts of religion and spirituality (Ahiauzu & Asawo, 2010). As such, their study focused on the “emergent” definitions of religion and spirituality of managers and executives. They refrained from defining religion and spirituality a priori, but instead let it emerge from the respondents. Participants’ responses indicated religion was viewed primarily as a dogmatic and institutional phenomenon, whereas spirituality was viewed as an individual phenomenon (Mitroff & Denton, 1999).

Giocalone and Jurkiewicz (2003) define workplace spirituality as a framework of organizational values that promote the transcendence experience of employees that through the process of work, allowing them to relate to others in a way that gives them completeness feelings and happiness. Moreover, Marschke (2007) suggested that spirituality in the workplace is a domain which not directly to God, but to morality and ethics, meaningful work and business ethics. Many researchers applied and defined spirituality at work in terms of the definition of spirituality. Spirituality in the workplace is important at the individual and organizational level of analysis (Kolodinsky et al, 2008; Pawar, 2008). Individual spirituality is a cognitive and affective experience which the employee feels a spiritual relationship and believes with work. Spirituality can be seen at the organizational level as a value reflection that are part of the culture of the organization and are used to inform behaviour, decision-making and allocation of resources. (Kolodinsky e al, 2008).

Dimensions of Workplace Spirituality

Sense of community is a dimension of workplace spirituality that occurs at the group level of human behavior, and is expressed via interactions between co-workers (Milliman et al., 2003). Sense of community involves a deep connection to or relationship with others (Ashmos & Duchon, 2000). This level of spirituality involves the mental, emotional, and spiritual connections among employees in teams or groups in organizations (Neal & Bennett, 2000). The essence of community is a deeper sense of connection among people, including support, freedom of expression, and genuine caring (Milliman et al., 2003). Community can be described as a partnership of free people committed to the care and nurturing of one another’s mind, body, heart, and soul through participatory means (Naylor, Willimon, & Österberg, 1996). Individuals in workplaces experience sense of community in the presence of shared vision, common values, boundaries, empowerment, shared responsibility, growth and development, tension reduction, education, feedback, and friendship (Naylor et al, 1996). People value workplaces where they feel part of a community

(Miller, 1998; Pfeffer & Veiga, 1999), and employees find strong connectedness in workplaces where they experience shared values and a shared sense of purpose (Chappell, 1993).

Meaningful Work. It was described as individual experience about his/her work as an important part of life (Duchon & Plowman, 2005). Essentially, when a spiritual employee considers quality work as an inner expression that is part of the broad goals of life, there is the motivation in his chosen work to seek a deeper meaning and purpose to make a difference in the lives of others. (Ashmos and Duchon, 2000). Meaningful work can also be seen as the most important in broad life objectives (Mitroff & Denton, 1999). Therefore, work is not only seen as forms of stimulating substance and challenges to build character, but also as a platform through which an individual achieves meaning and builds identity at work (Ashmos & Duchon, 2005). In their study, Rego & Cunha, (2008) found that when people experience spirituality in the workplace, they feel more affectionately attached to their organization and feel a sense of commitment and loyalty to their organization. They also suggest that managers can promote organizational commitment by improving the spiritual environment in the organization and feel a sense of commitment and loyalty to their organization. They also suggest that managers can promote organizational commitment by improving the spiritual environment in the organization. Finally, spirituality has important impact on commitment from previous studies, which affects trust and the culture of operation within the organization.

Inner life. The workplace has become a place for employees to express aspects of their personality, find a sense of meaning and bring their whole selves (Ashmos and Duchon, 2000), Fairholm, (1996). Workplace have become an important element of employees' lives. Inner life can be defined as "the feeling that individuals have about who they are, what they are doing and the contributions they make.

Inner life can also be related to intentions to stay in the organization. Duchon and Plowman (2005) noted that working in a place that can give the employee opportunities to express their inner life can lead to an appreciated workplace.

Concept of Organizational Performance

The evaluation of the performance in the organization is one of the key factor that lead to the achievement of an organization (Rahnavard and Nikzad, 2009). The performance of the organization is one of the factors that are highly discussed (Chen et al., 2005).

According to Olabisi, Olagbemi and Atere (2013) organization's performance is complex, and is characterized by the organization's ability to create acceptable outcomes and actions. According to Adeleke, Ogundele and Oyenuga, (2008), an organization is said to achieve an effective performance if it makes use of its resources to attain high level of performance. They also affirmations that a business organization is effective if it attains its sales or market share goals which depend on efficiency. Moullin (2003) as cited in Wu et al (2009) defines organization performance in terms of how well an organization is managed and the value the organization delivers to customers and other stakeholders. In the view of O'Regan and Ghobadian (2007) organization performance is "the ability of an object to produce results in a dimension determined a priori, in relation to a target".

Adeoye and Elegunde (2012) define performance as the measure of how managers utilize resources of the organization in an effective and efficient manner to accomplish goals and satisfy stakeholders while Richard et al. (2009) see performance as real output against expected output which they categorized into financial performance, product market performance and shareholders

return. They summarized performance as an approach that is used in assessing the progress made towards achieving goals, identifying and adjusting factors that will limit the progress of the organization in the environment. In other words, organizational performance refers to the efficient and effective use of human resources to achieve the objectives of an organization (Adubasim & Odunayo, 2019).

2.2 Theoretical Review

A theory provide guiding principles, which are of great assistance in solving day-to-day problems. Theory according to Ekoh (2014) is a set of assumptions, speculative ideas, abstract knowledge and reasoning, system of rules, prepositions or accepted facts that attempts to provide a plausible or rational explanation of cause- and-effect relationships among a group of observed phenomenon. A theory of a sample subject consists of a body of principles, generalization, models, policies, laws etc., and these help in the advancement of knowledge in the field.

Model denotes simplified description and a representation of a system which are used to help people know, understand or stimulate a subject. The objectives of a model include: to facilitate understanding by eliminating unnecessary components, to convey the fundamental principles and basic functionality of the system which it represents, to aids in decision making by stimulating “what if” scenarios and to explain, control and predict events on the basis of past observations. According to Scan (2013), a model is a systematic description of an object or phenomenon that shares important characteristics with the object or phenomenon. Scientific models can be materials, visual, mathematical or computation and are often used in the construction of scientific theories. The purpose of this section is to review theories that are related to this study.

2.2.1 Social Exchange Theory

The social exchange theory is grounded in an economic model of human behaviour whereby interactional processes between individuals are motivated by a desire to maximize rewards and minimize losses. The basic premise of social exchange theory is that relationships providing more rewards than costs will yield enduring mutual trust and attraction (Blau, 1964).

Furthermore, these social transactions incorporate both material benefits and psychological rewards including status, loyalty and approval. For example, in the workplace, the supervisor provides a subordinate with support and monetary rewards while in exchange, the subordinate contributes personal devotions and expertise. The most widely studied behavioural correlate of commitment has been turnover in the organization.

However, this focus on turnover may be short-sighted. Organizational effectiveness depends on more than simply maintaining a stable workforce; employees must perform assigned duties dependably and be willing to engage in activities that go beyond role requirements (Organ, 1988). It thus seems reasonable to assume that employee willingness to contribute to organizational effectiveness will be influenced by the nature of the commitment they experience. Employees who want to belong to the organization might be more likely than those who need to belong or feel obliged to belong to make an effort on behalf of the organization. Employees whose tenure in the organization is based primarily on need may see little reason to do more than is required to maintain their membership of the organization. Organizations need employees who are willing to go beyond the call of duty and engage in extra-role behaviours.

2.2.2 Social Control Theory

Social control theory was propounded by Hirschi in 1969. He says individuals are prevented from engaging in deviant behaviour through their bondage with social institutions such as family and religion, as workplace spirituality which Jurkieqicz and Giacalone (2004) define as a framework of organizational values. This theory asserts that bonds to social institutions serve to reduce ones propensity for deviant behaviour. Hence, this theory posits that crime or deviance occurs when such bonds are weakened or are not well established. One of the four elements of this social bond is the belief in conventional norms.

When this element of the bond is weak, there is a greater likelihood for the individual to become free and hence engage in deviant behaviour. Conversely, when this attachment or bonding is strong it reinforce an employees purpose or meaningfulness or work which could in turn reduce deviant behaviour. Unlike other theories that attempt to explain why individuals are involved in deviant behaviour, control theories take the contrary approach, questioning why people resist from offending (Akers and Sellars, 2004). As a result, workplace deviant behaviour can be viewed as a possibility for all employees within the organization, refrained only by those who attempt to maintain social bonds.

2.3 Empirical Review

Workplace spirituality involves aspects that can generate a greater affection of the employee towards the organization, this study will focus on the affective dimension of organization performance. Several researchers have analysed the relationship between the workplace spirituality construct and organizational performance. However, this section gives insight into some of the empirical studies that have been carried out on the impact of workplace spirituality and organizational performance.

Fahri (2010) carried out a study captioned spirituality and performance in organizations. The main purpose of this study was to explore how spirituality improves employees' performances and organizational effectiveness. Three research questions and three null hypotheses guided the study. Survey research design was adopted for the study. A structured questionnaire was developed by the researcher to elicit responses from the respondents. The study ascertained that spirituality enhances employees well-being and quality of life, spirituality provided employees with a sense of purpose and meaning at work and that spirituality provides employees with a sense of interconnectedness and community. The study recommended among others that practitioners should incorporate spirituality positively in organizations. The study is similar to the present study since both of them deal with spirituality and organizational performance. Both study explained potential benefits and caveats of bringing spirituality into the workplace. However, it is different from the present study in term of the area used for the study.

Armenio (2008) examined workplace spirituality and organizational commitment in China. The main purpose of the study was to determine the impact of five dimensions of workplace spirituality (team's sense of community, alignment with organizational value, sense of contributions to society, employment at work and opportunities for inner life) on affective commitment and continuance commitment. Five research questions guided the study. A sample of 361 individual from 154 organizations in China were interviewed. Correlational, regression and cluster analysis were carried out. The findings suggest that when people experience workplace spirituality, they feel more affectively attached to their organizations, experience a sense of obligations/loyalty towards them, and feel less instrumentally committed.

The practical implications of the study was that by improving spirituality climates, managers can promote organizational commitment and thus individual and organizational performance. The study is similar to the present study since both of them deal with workplace spirituality and different in term of respondents used for the study. The study used China as against the present study which used Amo Byng Nigeria Limited, Awe, Oyo State.

The relationship between workplace and job satisfaction was carried out by Duffy in 2012. The main study was to examine the relationship between workplace spirituality and job satisfaction among part-time employees. This shown that in organization where spirituality is rejected, employees experience greater job satisfaction. Hence, employees whose spirituality needs are fulfilled tend to be more satisfied with their jobs. The study is similar to the present study since both of them deal with workplace spirituality and different in term of respondents used for the study, the study used part-time employees as against the present study which used full-time employees in Amo Byng Nigeria Limited, Awe, Oyo State.

Suleiman, Ismail, Nor and Long (2012) examined the impact of workplace spirituality on academicians, organizational performance. The study reported that all the five dimensions of spirituality in the workplace were found significantly and were positively associated with meaningful work. Therefore, academicians who practice and value spirituality in their workplace, are more likely to exhibit positive meaningful work. Gupta et al (2014) examined the effect of workplace spirituality on job satisfaction. The result shows a positive relationship between all the dimensions of spirituality in the workplace and job satisfaction.

Another interesting study by Desa and Koh Pin Pin (2011) examined the impact of workplace spirituality on organizational performance. The study shows that employees who possess the sense of enjoyment and joy at work will naturally perform meaningful to the organization. Moreover, the authors suggest that organization and employers should pay extra attention to their employee's spiritual feelings, and encourage them to engage in the corporate activities such as corporate social responsibilities that will enhanced and develop their inner life and sense of community. In the same way, Chawla and Guda (2010) examined the relationship between spirituality in the workplace, organizational performance, job satisfaction and a propensity to leave. The result alluded to a positive association between workplace spirituality, organizational commitment and job satisfaction. Similarly, Rego et al (2007) studies the relationship of workplace spirituality with affective organizational performance in Brazil and Portugal. The study shows that sense of community, alignment, sense of contribution, enjoyment at work and opportunities for inner life. The result indicated that, workplace spirituality and organizational performance were found to be positively and significantly related.

Nasurdin, Nejati and Mei (2013) examined the effects of workplace spirituality dimensions on organizational performance and the role of gender as a moderator between the two variables. The study reported that only one form of workplace spirituality has positive relationships with all dimensions of organizational performance. Nasurdin et al (2013) indicates that when employees possess a deep sense of meaning and purpose in their work, and have a sense of community, display connectedness with other, have alignment with their personal value and their organization values, they are bound to become more satisfied, more creative, which increases honesty and trust, these employees are more committed to their organizations and will ultimately enhance and develop organizational performance.

2.4. Conceptual Framework

In order to show the impact of workplace spirituality to be measured by (sense of community, meaningful work and inner life) on organizational performance in Amo Byng Nigeria, Limited, Awe, Oyo State. The following conceptual framework is formulated in the diagram.

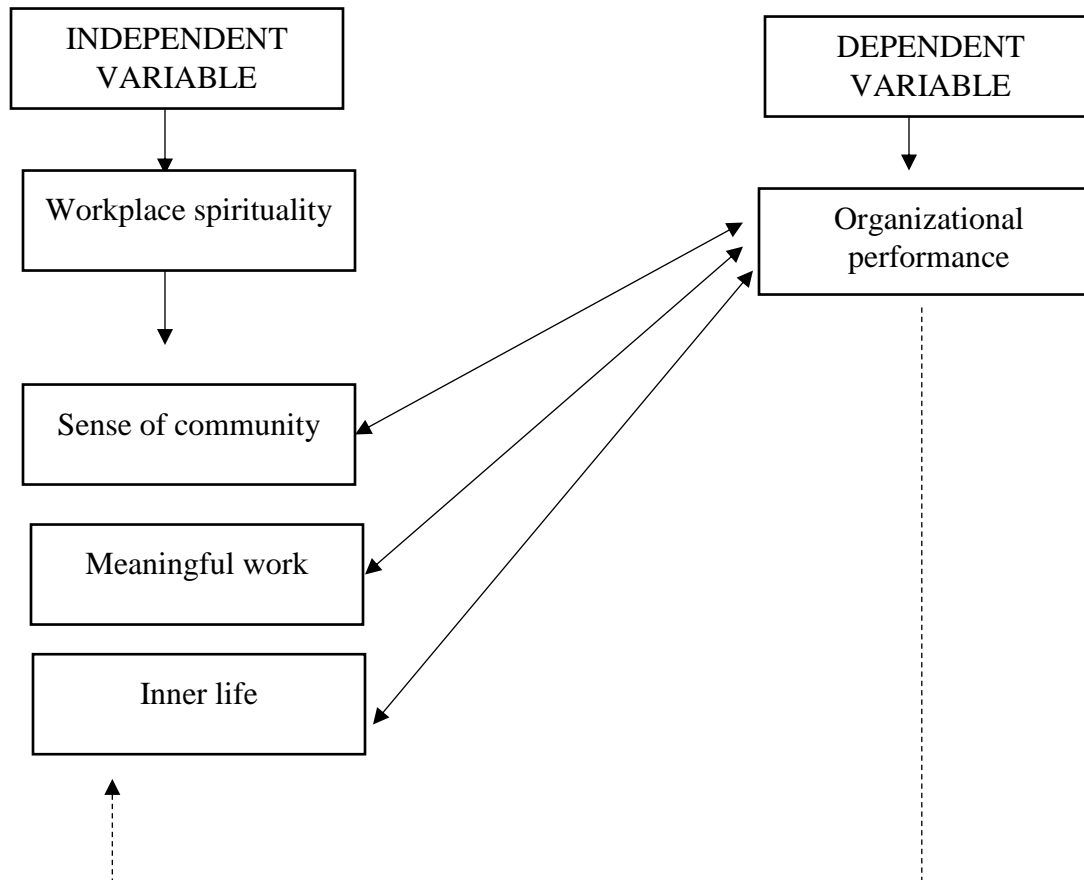


Figure 1: Research Framework for the Study, 2023

The independent variable is workplace spirituality with its identified dimensions as sense of community, meaningful work and inner life while organizational performance is the dependent variable. The framework indicates the relationship or direction of influence amongst the variables by the use of arrows. It is assumed that the relationship between the independent variable workplace spirituality may be influenced and dependent variable may be positively or otherwise. Also the diagram shows the use of backward loop that indicate feedback from the outcome of the relationship between the variable to form a fresh input into the organization.

3.0 METHODOLOGY

This study adopted survey research design. Employees of Amo Byng Nigeria Limited served as the population of the study. A sample size of 240 respondents were selected using purposive and simple random sampling techniques. The data collected were analysed using the descriptive statistics of mean and standard deviation and the inferential statistics of Pearson's product moment correlation techniques. Items whose mean score were less than 3.50 were regarded as strongly disagreed and very low whereas, those that ranged from 3.50 and above were regarded as strongly agreed and Very High.

Analysis and Results

Research Question 1: Is there any relationship between sense of community and organizational performance?

Table 1: Descriptive Statistics of Items Measuring Condition for Community on Organizational Performance

S/N	Items	Mean	SD	Remark
1.	I feel part of a community in my immediate work place (department Unit, etc.)	5.45	1.06	Strongly Agreed
2.	My supervisor encourages my personal growth.	5.33	1.14	Strongly Agreed
3.	I have had numerous experiences in job which have resulted in personal growth.	5.27	1.24	Strongly Agreed
4.	At work, when I have fears I'm encouraged to discuss them.	5.20	1.16	Strongly Agreed
5.	At work, when I have concern, I present it to the appropriate person.	5.25	1.19	Strongly Agreed
6.	At work, we work together to resolve conflict in a positive way, I am evaluated fairly here.	5.38	1.08	Strongly Agreed
7.	I see connection between my work and the larger social good of my community.	5.21	1.13	Strongly Agreed
8.	I see connection between my work and the larger social good of my community.	5.28	1.15	Strongly Agreed
9.	The organization is concerned about the poor in our community.	5.23	1.12	Strongly Agreed
Weighted Mean		5.29	1.14	Strongly Agreed

Source: Field survey, 2023

Table 1 revealed descriptive statistics of item 1 – 9 measuring condition for community on organizational performance with mean score ranged from 5. 20 to 5.25 and weighted mean of 5.29 which signified that there was relationship between condition for community and organizational performance. The respondents however indicate that all items are closely related with the standard deviation score ranged from 1.06 to 1.24 meaning strongly agreed.

Research Question 2: Is there any relationship between meaningful work and organizational performance?

Table 2: Descriptive Statistics of Items Measuring Meaningful work and Organizational Performance

S/N	Items	Mean	SD	Remark
10.	I am encouraged to take risk at work.	5.46	1.08	Strongly Agreed
11.	I am valued at work for who I am.	5.33	1.04	Strongly Agreed
12.	I experience joy in my work.	5.41	1.08	Strongly Agreed
13.	I believe others experience joy as a result of my work.	5.24	1.10	Strongly Agreed
14.	I look forward to coming to work most days.	5.45	1.06	Strongly Agreed

15.	I understand what gives my work a personal meaning.	5.20	1.38	Strongly Agreed
16.	I feel hopeful about life.	5.05	1.52	Strongly Agreed
Weighted Mean		5.31	1.18	Strongly Agreed

Source: Field survey, 2023

Table 2 reveals descriptive statistics of items 10 – 16 measuring meaningful work and organizational performance with the mean scores of 5.05 to 5.46 and weighted mean of 5.31 which signified that there was relationship between meaningful work and organizational performance. In addition, the standard deviation ranged from 1.04 to 1.52 indicating closeness and strongly agreed.

Research Question 3: Is there any relationship between inner life and organizational performance?

Table 3: Descriptive Statistics of Items Measuring inner life and Organizational Performance

S/N	Items	Mean	SD	Remark
17.	My spirit is energized by my work.	5.24	1.19	Strongly Agreed
18.	The work I do is connected to what I think is important in life.	5.25	1.19	Strongly Agreed
19.	My spiritual values affect the decisions that I make at work	5.23	1.07	Strongly Agreed
20.	I consider myself a spiritual person.	5.20	1.13	Strongly Agreed
21.	Prayer is an important part of my life.	5.24	1.13	Strongly Agreed
Weighted Mean		5.23	1.14	Strongly Agreed

Source: Field survey, 2023

Table 3 revealed descriptive statistics of item 17 – 21 measuring inner life and organizational performance with mean score ranged from 5. 20 to 5.24 and weighted mean of 5.23 which signified that there was relationship between inner life and organizational performance. The respondents however indicates that all items are closely related with the standard deviation score ranged from 1.07 to 1.19 meaning strongly agreed.

Table 4: Descriptive Statistics of Items Measuring Organizational Performance

S/N	Items	Mean	SD	Remark
1.	What would you say is the degree of your job satisfaction.?	2.77	1.23	Very High
2.	What is the growth rate of sales revenue in your organization?	3.01	1.30	Very High
3.	How would you rate your company's product quality?	3.41	1.18	Very High
4.	How would you describe employees' productivity	3.60	1.18	Very High
5.	How is the financial strength of your organization	3.76	1.20	Very High
6.	How would you rate your commitment or loyalty to the organization?	3.68	1.13	Very High
7.	What is the public image of your organizations ?	3.84	1.19	Very High
8.	How would you rate your organizations goodwill?	4.00	1.30	Very High
Weighted Mean		3.51	1.21	Very High

Source: Field survey, 2023

Table 4 showed the descriptive statistics of items measuring organizational performance with the mean scores ranged from 2.77 to 4.00 and weighted mean of 3.51 meaning Very High.

The respondents however indicates that all items are closely related with the standard deviation score ranged from 1.13 to 1.30.

Testing of Hypotheses

H0₁ There is no significant relationship between sense of community and organizational performance.

Table 5: Showing Pearson's Correlation between sense of Community and Organizational Performance

Variable	Mean	Std. Dev.	N	R	P	Remark
Sense of community	5.288031	1.0346350	233	.843**	.000	Sig
Organisational performance.	3.50912	1.21				

** Sig. at .01 level

Table 5 showed that there is a significant relationship between Condition for community and organizational performance. ($r = .843^{**}$, $N = 233$, $P < .01$). The implication of this is that a 1% change in condition for community will result in 84.3% change in organizational performance. The result also showed a low standard deviation of 1.0346350 and .923230 for condition for community and organizational performance respectively.

H0₂ There is no significant relationship between meaningful work and organizational performance.

Table 6: Showing Pearson's Correlation between meaningful work and organizational performance.

Variable	Mean	Std. Dev.	N	R	P	Remark
Meaningful work	5.346209	1.0478614	233	.794**	.000	Sig
Organisational performance.	3.50912	.923230				

** Sig. at .01 level

Table 6 showed that there is a significant relationship between meaningful work and organizational performance. ($r = .794^{**}$, $N = 233$, $P < .01$). The implication of this is that a 1% change in meaningful work will result in 79.4% change in organizational performance. Hence, it could be deduced that meaningful work influence organizational performance in the study. The result also showed a low standard deviation of 1.0478614 and .923230 for meaningful work and organizational performance respectively.

H0₃ There is no significant relationship between inner life and organizational performance.

Table 7: Showing Pearson's Correlation between inner life and organizational performance.

Variable	Mean	Std. Dev.	N	R	P	Remark
Inner life	5.203147	1.0595215	233	.777**	.000	Sig
Organisational performance.	3.50912	.923230				

** Sig. at .01 level

Table 7 showed that there is a significant relationship between inner life and organizational performance. ($r = .777^{**}$, $N = 233$, $P < .01$). The implication of this is that a 1% change in inner life will result in 77.7% change in organizational performance. Hence, it could be deduced that inner life influence organizational performance in the study. The result also showed a low standard deviation of 1.0595215 and .923230 for inner life and organizational performance respectively.

Discussion of Findings

Based on the objectives of this study, the results from the research questions and the test of hypotheses, carried out in the study are discussed as follows:

The findings from research question one in line with hypothesis one revealed that there was relationship between sense of community and organizational performance with strongly agreed responses from the respondents. The result of this finding agrees with Marschke (2008) who posited that spirituality enhances employees' well-being and quality of life, spirituality provides employees a sense of purpose and meaning at work and that spirituality provides employees a sense of interconnectedness or community. Sense of community is based on the belief that people see themselves as connected to each other and that there is some type of relationship between one's inner self and the inner self of other people.

The findings from research question two in line with hypothesis two showed that there was relationship between meaningful work and organizational performance, with strongly agreed responses from the respondents. This finding is in agreement with Duchon and Plowman (2005) and supported by Pratt and Ashforth (2003) that meaningfulness in work comes from the type of work that one is doing rather than from where the work is done. In other words meaningfulness of work comes from one's membership in an organization rather than from the work that one does. Therefore, meaningfulness of work has more to do with "whom one surrounds oneself with as part of organizational membership, and/or in the goals, values, and beliefs that the organization espouses".

The findings from research question three in line with hypothesis three reveals that there was relationship between inner life and organizational performance, with strongly agreed responses from the respondents. This agrees with the study of Rego and Cunha (2008) who pointed out that employees will bring and express their inner life if there is meaningful work. Also, Fry (2005) stated that growth and development of the person's inner self is a major component of spirituality at work. He holds that workplaces with high level of spirituality can provide workers with the proper conditions to experience personal growth. Duchon and Plowman (2005) noted that working in a place that can give the employee opportunities to express their inner life can lead to an appreciated workforce and if the employees find proper conditions that enable them to express their inner lives within an organization result in effective organizational performance.

Spirituality can act as an inner mental resource for people, and cause a stabilizing effect that can increase employees' resilience and resistance to stress (Allewell & Moll 2021, Arslan & Yildirim 2021).

If spirituality is such an inner resource and has this positive psychological coping effect, spirituality at work could be a way to keep employees healthy in the long term, especially in professions that are particularly psychologically stressful owing to frequent dealings with illness and death (Rogers & Wattis 2015). This is crucial if you want to retain employees in the long-run.

Conclusions

The impact of spirituality in the workplace cannot be over-emphasised. The development and improvement of spirituality in the workplace to capture the organizational climate and culture significantly influence organizational performance. Generally, the findings from this study reveals that workplace spirituality positively correlate with organizational performance.

Spiritual enrichment of the workplace is supported and ensured by the free and open expression of intuition, creativity, honesty authenticity, trust and personal fulfilment in a positive atmosphere.

Recommendations

From the conclusion, the study recommends that:

1. Organizations and employees should embrace change and strive to better understand cultural differences such as demographics, values, spirituality and religion. To achieve successful integration of spirituality at work, major concerns and caveats of bringing spirituality at work should be adequately addressed.
2. Organizations should formulate strategies and policies to enhance employee's job satisfaction as well as efficiency, effectiveness and productivity in the organization. Such Strategies/policies formulated by an organization would set overall goals for the business, create a vision and direction for the whole organization and develop a plan to achieve them.
3. Organizations should take staff spiritual wellbeing and condition of service serious with a view to ensure employee's commitment at workplace.
4. Organisations should invest in improve working condition as a part of influencing employees to adhere to organizational standards.
5. Organization and employers should pay extra attention to their employee's spiritual feelings, and encourage them to engage in the corporate activities such as corporate social responsibilities that will enhance and develop their inner life and sense of community for effective organizational performance.
6. Since workplace spirituality gives one an awareness of being understood and appreciated, facilitates interrelationship. Amo Byng Nigeria Limited should made workplace spirituality and integral part of it culture.

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