Journal of Business and Economic Policy
UNIZIK Business School, Nnamdi Azikiwe University, Awka

UBSJBEP Volume 2 Issue 1
ISSN (Online) 0795 – 7149
https://journals.unizik.edu.ng/index.php/ubsjbep

WORKPLACE SPIRITUALITY AS A PRECURSOR TO EMPLOYEES' COMMITMENT TO WORK IN SELECTED MANUFACTURING FIRMS IN SOUTH-SOUTH, NIGERIA

Felix O. Isikwei[1*] Christian Amadi[1] Ayaga Mathew Ushie[1]

[1*,1&1]*Department of Business Administration, Federal University Wukari, Nigeria.*
Email: amadichrist@fuwukari.edu.ng

CITATION: Isikwei , F.O., Amadi, C. & Ushie, A.M. (2024). Workplace spirituality as a precursor to employees' commitment to work in selected manufacturing firms in south-south, Nigeria, *UBS Journal of Business and Economic Policy*, 2(1), 34 - 55.
***Paper Type**: Original Research Paper; **Correspondence**: amadichrist@fuwukari.edu.ng*

Abstract
The study addresses workplace spirituality as a precursor to employees' commitment to work in selected manufacturing firms in South-South, Nigeria with specific focus on the following dimensions of workplace spirituality; meaningful work, value orientation and interconnectedness. The study adopted descriptive survey research design. The population of the study comprises 4838 manufacturing firms in south-south, Nigeria. The sample size for the study consists of 370 manufacturing firms in south-south, Nigeria drawn from the population of the study using Taro Yamane formula. The instrument for data collection was a structured questionnaire. The validity of the instrument was done using construct validity and for the reliability, cronbach alpha and composite reliability were used. In analyzing the data for the hypotheses, Structural Equation Model (SEM) was adopted with the aid of Smart-PLSv3. The study revealed that meaningful work, value orientation and interconnectedness have significant effect on employees' commitment in manufacturing firms in South-South, Nigeria. The study recommended that emphasis should be placed on meaningful work, value orientation and interconnectedness for an improve employees' commitment for a better organizational productivity.

Key Words: *Employee Commitment, Interconnectedness, Meaningful Work, Value Orientation, Workplace Spirituality.*

Introduction
Amid the swiftly evolving landscape of global business, organizations are progressively acknowledging the imperative of constructing a resilient workplace ecosystem that synergizes all organizational resources to propel the realization of objectives and goals. This reality is evidential in the competitive nature of today's business environment, where profit margins and market strategies often take the spotlight, there exists a powerful yet often overlooked force that can redefine the very essence of work. Imagine a workplace where more than tasks and targets, employees find purpose; where compassion flows between colleagues, igniting bonds of support; where individual values resonate harmoniously with an organization's mission, fostering a shared sense of belonging. This is the realm of workplace spirituality, an emerging concept that challenges conventional notions of the employee-organization relationship.

UBSJBEP Volume 2 Issue 1
ISSN (Online) 0795 – 7149
https://journals.unizik.edu.ng/index.php/ubsjbep

Workplace spirituality entails acknowledging the spiritual dimensions of employees' work experiences and integrating values that resonate with a bond that build commitment and workplace harmony (Lata & Chaudhary, 2020). This approach transcends the conventional view of employees as mere workers, instead focusing on their holistic well being and deeper connection to their roles. A spiritually sensitive work environment is believed to foster positive attitudes, enhancing job satisfaction, motivation, and commitment (Pirkola, Rantakokko & Suhonen, 2016; González-González, 2018). It seeks to enhance employees' inner fulfillment and well being by recognizing the deeper dimensions of human nature within the organizational context and acknowledges that work is not merely a means of financial sustenance but an avenue for personal growth, self-expression, and a search for purpose (Ranasinghe & Samarasinghe, 2019; Mydin, Abdullah & Pitchay, 2018). Workplace spirituality, in this light, encourages attitudes characterized by commitment, empathy, and a shared responsibility for the organization's success and it emphasizes the importance of aligning organizational values with personal values to create a shared sense of purpose and belonging among employees (Amen &Raziq, 2019). At the core workplace spirituality were its various forms (Meaningful work, value orientation and interconnectedness), which encompass various facets of the employees' experiences. Meaningful work underscores the quest for purpose and significance in job roles (Johnson & Jiang, 2017). This dimension resonates with the notion that employees who perceive their contributions as aligned with personal values and larger societal goals tend to exhibit heightened commitment and job satisfaction. Value orientation highlights the alignment of personal values with organizational principles and when employees perceive congruence between their individual principles and the organization's values, their attitudes lean toward positive realms (Shevchuk, Strebkov & Davis, 2016). Interconnectedness emphasizes the understanding of how individual tasks contribute to broader organizational goals (Halamová, Kanovský & Naništová, 2018). This viewpoint underscores the understanding that each employee's work is connected to a broader organizational or societal purpose. When employees recognize their contribution's significance, their attitudes towards work align positively which brings about employees commitment to an organization. Employees' commitment to work is associated with how those employees feel and the reward attached to those work to be done.

The market dynamics and manufacturing sector task-output nature demands that ideal organizational setting integrates a harmonious work environment and this is why globally, forward-thinking organizations are recognizing the significance of acknowledging employees' spiritual and emotional needs, fostering their sense of purpose and interconnectedness within the workplace. This approach has been associated with improved staff commitment towards the business. However, it is not the circumstance at hand. For several manufacturing firms in developing economies, especially, in South-South region of Nigeria, grappling with a prevalent problem of unfavourable employee attitudes towards work. This is evident with the lack of proactive engagement in idea generation and implementation, which currently stifles creativity, constrains product and process advancements, and dampens the manufacturing firm's ability to respond effectively to changing customer demands. This problem has been reported to contribute to a cascade of other challenges as exemplified with the weak

market expansion, declining profitability, high employee turnover rates, and the rising cases of outright collapse of manufacturing firms (Suleiman, 2013; Shin & Jeung, 2019).

The persistent nature of this problem inspire the researcher to conduct a research on the effect of workplace spirituality as a precursor to employees' commitment to work in selected manufacturing firms in South-South, Nigeria.

Literature Review

Meaningful Work

Meaningful work, as a dimension of WPS, encompasses the profound notion that work goes beyond mere tasks and responsibilities (Johnson & Jiang, 2017). Meaningful work is rooted in the fundamental human need for a deeper connection to the tasks they perform daily. It transcends the pursuit of monetary rewards and positions work as a conduit for personal development, self-expression, and the fulfillment of one's values and aspirations (Tommasi, Ceschi, & Sartori, 2020). When individuals perceive their work as meaningful, they are more likely to engage passionately, invest discretionary effort, and maintain a strong commitment to their roles. One of the key aspects of meaningful work is the alignment between an individual's personal values and the values embedded within their work. When the tasks they undertake resonate with their core beliefs, individuals experience a sense of authenticity and integrity (Johnson & Jiang, 2017). Engaging in meaningful work can contribute to psychological well being and resilience. Individuals who find their work meaningful is more likely to experience higher levels of job satisfaction, lower levels of stress, and increased emotional well being (Amen &Raziq, 2019; You, Kim, Kim, Cho, & Chang, 2020). Organizations that prioritize meaningful work are more likely to attract and retain top talent, foster a positive work culture, and create a sense of shared purpose that aligns with broader organizational goals.

Meaningful work thrives in environments where employees are empowered to participate in decision-making processes, offer insights, and co-create solutions. This empowerment enhances a sense of ownership and accountability (Steger, Dik, & Duffy, 2012). A distinguishing aspect of meaningful work is the delicate balance between pursuing one's passions and leveraging professional proficiency. This balance fosters a state of "flow," where individuals are fully engaged, immersed in their tasks, and experiencing a deep sense of satisfaction. This state of flow amplifies productivity and well being. In essence, meaningful work transforms workspaces into environments where individuals thrive as whole beings—integrating their personal values, aspirations, and skills into their professional endeavors.

H_1: Meaningful work has a significant effect on employees' commitment to work in manufacturing firm in South-South, Nigeria

Value Orientation

Value orientation acts as an ethical compass that guides decision-making and behavior (Gupta, Kumar, & Singh, 2014). It involves consistently aligning actions with deeply held values, fostering a culture of integrity and responsibility. Value orientation encompasses the organization's commitment to adhering to a set of ethical standards,

both internally and externally. It involves being true to the stated values and demonstrating them in every facet of operations (Bhattacharya, 2015). Beyond individual actions, value orientation encompasses the broader impact of organizational decisions on stakeholders, the community, and society at large. It seeks to create positive change and uphold societal well being. Value orientation aligns with a purpose-driven approach, emphasizing the importance of contributing to a higher cause beyond profit generation (González-González, 2018). Organizations with a strong value orientation are more likely to prioritize sustainable practices. This includes ethical sourcing, environmentally responsible operations, and a focus on long-term success over short-term gains (González-González, 2018). Employees who share the organization's values are more likely to align their personal goals with the organization's mission (Corso, Carlo, Carluccio, Colledani, & Falco, 2020). This alignment enhances motivation, productivity, and a sense of fulfillment. Value orientation influences leadership styles. Value orientation compels organizations to contribute positively to societal well-being (Corso *et al.*, 2020). By aligning actions with values, organizations can address social and environmental challenges, making a lasting impact. As organizations embrace value orientation, they contribute not only to their own success but also to the betterment of society as a whole.

H_2: There is a positive and significant effect of value orientation on employees' commitment to work in manufacturing firm in South-South, Nigeria.

Interconnectedness

The concept of interconnectedness entails the understanding that the welfare of employees, the prosperity of the business, and the advancement of society are interconnected (Fanggidae, 2018). This dimension is grounded in the notion that each person's contribution, regardless of its magnitude, adds value to the broader entity. By highlighting the interdependence among individuals, it fosters a sense of unity among employees, centered on a collective objective that transcends individual responsibilities. The aforementioned common objective fosters a feeling of cohesion and collaborative endeavor (Dubey & Bedi, 2023). Organizations that place a high value on interconnection and social responsibility tend to cultivate a favourable. The aforementioned advantages involve engaging in more effort in order to guarantee change's success, working as publicity advocates throughout the adjustment, and performing beyond what's usual to help the company work efficiently. reputation, to attracting individuals, customers, and partners who share similar values and beliefs. The principle of interconnectedness pertains to the abstract connection that exists between various things. This concept asserts that nothing exists in a state of complete isolation, as confirmed by Bhagwan (2014). According to Bhagwan (2014), interconnection offers connections with low latency and high availability, facilitating the reliable movement of data for companies.

H_3: there is a positive and significant effect of Interconnectedness on employees' commitment to work in manufacturing firm in South-South, Nigeria

Employees' Commitment to Work

Employee commitment refers to the connection formed with the staff member and the company in which the staff wishes to keep supporting the company and assisting the organization in accomplishing the objectives it sets. A dedicated worker tends to be more creative and effective, with higher levels of contentment, devotion, and accountability. Park, Christie, and Sype. (2014) take into account that dedicated staff members are more willing to participate in civic behaviours, which means engaging in extra-role activities including initiative or creation, which are frequently essential to keep the firms relevant. Other scholars, such as Lambert and Hogan (2009), assert that worker devotion minimizes staff turnover. According to Lambert and Hogan (2009), devoted personnel are dedicated to their company, respect its beliefs, and agree to the organization's objectives. Hence, there is little drive for departing. Visagie and Steyn (2011) found a link between staff dedication and tolerance for organizational adjustments. Parnini (2011) describes organizational evolution to be a scientific assessment of changes in form, excellence, or condition as time passes in an organized institution following the intentional adoption of novel methods of conceiving, doing, and functioning. According to Visagie and Steyn (2011), workforce devotion to the corporation is essential once a company embarks on reform activities, as committed personnel give numerous advantages to the business. The aforementioned advantages involve engaging in more effort in order to guarantee change's success, working as publicity advocates throughout the adjustment, and performing beyond what's usual to help the company work efficiently.

Empirical Review

Shrestha and Jena (2020) examined the interactive influence of WPS on negative employee attitudes, namely organizational cynicism, counterproductive work behaviour, and turnover intentions. The study further explored the moderating role of psychological capital in this relationship. The sample comprised 138 employees from diverse independent and government entities in Nepal. Linear regression analysis was used for scrutinizing causal associations, while mixed multiple regression analyses assessed psychological capital's buffering effect. The findings revealed that WPS negatively influences cynicism and turnover intentions. While it didn't directly affect counterproductive work behaviour, psychological capital emerged as a buffer between WPS and turnover intentions. The study underscores the importance of cultivating a workplace environment conducive to higher levels of spirituality to reduce cynicism and turnover intentions, emphasizing the significance of spirituality and psychological capital in organizational contexts.

Shubhangi and Tariq (2020) researched on spiritual workplaces and its effect on performance. The study employed survey design. Data was obtained from primary and secondary sources, while the data was analyzed via structural equation modeling and process macro. Findings from the research revealed that there exist a favourable association between WPS and workers performance, however, gender was seen as an unsubstantial mediator. They encouraged companies to comprehend and incorporate the art of revolutionize a debased work environment into an environment that encouraged WPS so as to increase completeness, divine morals, affiliation, seeking meaning, as well as drive among employees which will lead to performance and gains to the company.

Hassan, Nadeern and Akhter. (2016) explored the interplay between WPS dimensions and work satisfaction, employing a five-point Likert scale questionnaire administered to manufacturing sector employees. Out of 200 distributed questionnaires, 174 responses were collected. The study employed multiple regression analysis, revealing a significant connection between WPS and trust. Additionally, trust emerged as a mediator in the relationship between WPS and job satisfaction. Also, Van der Walt and De Klerk (2014) study was on WPS and job satisfaction and using a cross-sectional investigation the study aimed to establish the correlation between WPS and job satisfaction among 600 white-collar workers in South Africa. Structural equation model was used for analysis and the research revealed a link between WPS and job satisfaction, enhancing learning how both individual and workplace spirituality interacts with job fulfillment.

Amen and Raziq (2019) assessed the impact of WPS on organizational commitment, with job satisfaction as a mediating factor. Their survey covered 1,655 employees in a Pakistani manufacturing firm, resulting in a valid sample of 600. Partial least squares structural equation modelling substantiated a statistically significant impact of WPS on organizational commitment. Notably, job satisfaction was the most influential predictor of WPS. However, the study found no mediating effect of job satisfaction on the relationship between WPS and organizational commitment. The study of Piryaei and Zare (2013) examined a connection regarding the WPS facets and work fulfillment and organizational commitment, while considering the potential moderating role of individual spirituality. Utilizing the WPS scale (JIGS) and the affective commitment scale, they surveyed 300 full-time employees in an Iranian industrial company using stratified random sampling. Hierarchical regression analysis unveiled a link between WPS aspects (meaning in work, community at work, and organizational purpose) and job satisfaction and organizational commitment. Furthermore, the study highlighted the moderating potential of individual spirituality.

Tantua and Ernest (2020) explored the relationship between WPS and employee performance within manufacturing firms in Rivers State. Employing a cross-sectional survey, the study involved 302 workers in manufacturing firms. WPS was operationalized through a sense of community, while employee performance was operationalized through creativity and efficiency. The study established a significant relationship between WPS and employee performance, suggesting the importance of encouraging supportive systems and collaborative work environments. Anupama and Varaprasad (2015) conducted a study aimed at comprehending the significance of spirituality within the workplace. The primary objective was to explore the meaning of spirituality from a humanistic perspective and its application in organizational contexts. The paper served as an overview of various dimensions of WPS, along with presenting outcomes of spirituality at the workplace as presented by different authors. The study also sought to understand the impact of WPS on employee well-being, organizational commitment, and work performance.

Ashraf, Simsab and Farooqi. (2014) examined the link involving work fulfillment, organizational commitment, and work involvement among employees in manufacturing

firms. Based on a sample of 150 employees from the south-south region, the study used systematic sampling and data analysis to establish significant relationships between WPS and the mentioned variables. Also, Fanggidaea (2018) focused on the relationship between WPS, organizational commitment, and job satisfaction among employees in private firms in East Nusa Tenggara Province, Indonesia. The study highlighted the importance of meeting psychological and spiritual needs to enhance professionalism among staff.

Mydin et al. (2018) aimed to explore WPS within non-profit organizations, particularly manufacturing firms, and its role in enhancing organizational commitment. The study involved a sample of 988 workers from public manufacturing companies in Malaysia, revealing a high level of WPS. The research findings indicated that various dimensions of WPS predicted affective and normative commitment, emphasizing the role of spirituality in influencing workers' emotions and commitment.

Theorectical Framework

This study is based upon two theories, uncertainty reduction theory and self-determination theory

Uncertainty Reduction Theory

The theory, developed by Charles Berger and Richard Calabrese in 1975, is known as the initial interaction theory. It focuses on the initial interactions between strangers who work together to attain a shared objective. The theory identifies three forms of initial interaction: active interaction, where both parties are actively engaged in the interaction process; passive interaction, where each party allows the interaction to happen naturally without initiating it; and interactive interaction, where both parties are concerned with the group's goals and engage in activities that benefit both parties (Cupach & Canary, 1997). According to the theory, initial interaction between strangers can be categorized into three stages: the entry stage, which involves the initial contact with a new environment; the personal stage, which refers to a newcomer's ability to handle uncertainty in the new environment by utilizing coping strategies to adapt to its dynamic nature; and the exit stage, which entails the newcomer's successful adaptation to the environment and reduction of uncertainty. The theory is divided into two types: cognitive uncertainty theory and behavioural uncertainty theory (Higgins & Thomas, 2001). Cognitive uncertainty theory explains the beliefs and attitudes of the parties involved in the interaction process (Fink & Ganster, 1989). Lack of awareness of the other party's beliefs and attitudes increases uncertainty, as there is anxiety about meeting the other party's expectations. Behavioural uncertainty theory pertains to the behaviours exhibited in a specific situation (Ragins & Kram, 2007). It involves factors that motivate an employee to comply with organizational rules and regulations. Ignoring organizational norms may increase behavioural uncertainty, as it becomes difficult to predict the behavioural patterns of the group or organization.

The application of this theory in the study is based on the assumption of theory that initial interactions play a vital role in shaping relationships and outcomes in various contexts, including the workplace. When employees come together in a spiritually-oriented work

environment, their initial interactions can involve active engagement, passive observation, or interactive collaboration. These interactions provide opportunities for employees to express their spiritual beliefs and values, share experiences, and establish common ground related to WPS. When employees align their personal beliefs and values with the spiritual principles emphasized in the workplace, it can lead to increased job satisfaction, engagement, motivation, and commitment. Employees may have a feeling of fulfillment, mission, along with well-being in their employment, which positively influences their overall attitudes and performance. The initial interaction theory also recognizes the influence of organizational factors on employee commitment. In the context of WPS, organizational support, leadership practices, and the alignment of organizational values with spiritual principles can significantly impact employee attitudes. When organizations actively promote and facilitate WPS, it creates a supportive environment that encourages employees to embrace and integrate spiritual values in their work.

Methodology

This study adopted a cross-sectional research design to investigate workplace spirituality as a precursor to employees' commitment to work in selected manufacturing firms in South-South, Nigeria. This design is a non-experimental approach that involves collecting data from across a sample of participants at a single point in time. Primary data was used for providing information for analysis on the effect of workplace spirituality of manufacturing firms in South-South, Nigeria. The area of the study is South-South region encompasses states such as Akwa Ibom, Cross River, Bayelsa, Rivers, Delta, and Edo. The populations of the study are 4838 employees from the selected manufacturing firms in South-South, Nigeria with a sample size of 370 employees using Taro Yamane formula. The study used a probability sampling technique with a stratified random sampling as one of sampling techniques. Questionnaire was employed as a research instrument to gather data, and the reliability and validity were presented in table 1 and table 2 respectively. In terms of quantitative analysis, a descriptive statistic was employed. Descriptive statistic, namely mean and standard deviation, was utilized to examine the responses to the survey questions. Additionally, for hypothesis testing, a Structural Equation Model (SEM) path modeling approach was employed. This involves the application of Smart PLS (v3.2) software. The decision to opt for a structural equation model is grounded in the necessity to validate the hypothesized connections among the various constructs in the model. The use of the PLS-SEM approach is motivated by several factors. It accommodates prediction and exploration aspects, a crucial aspect in this study. In reaching a conclusion, the t-value was employed. The hypothesis was considered rejected if it fell below 1.96, and conversely accepted if it exceeded this threshold. This approach aligned with the recommendations of Cohen (1988) and Lind, Marchal, and Wathen (2013), who advocated utilizing the t-value to gauge the significance level of variables.

Table 1 Measurement Index for Effect of Workplace Spirituality on Employees' commitment to Work in Manufacturing Firms in South-South, Nigeria..

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	VIF
Employees' commitment to work	0.724	0.729	0.820	0.577	
Interconnectedness	0.769	0.822	0.790	0.553	1.211
Meaningful work	0.754	0.709	0.795	0.543	1.286
Value orientation	0.714	0.799	0.739	0.580	1.653

Source: Fieldwork, 2023

The measurement model covers an assessment of reliability and validity of the study scale, which holds significant importance within the context of a Structural Equation Modeling (SEM) framework. In SEM, these psychometric analyses play a pivotal role in ensuring the robustness and credibility of the model's results and findings. First, the items factor loadings were assessed and the study followed the rule of thumb of retaining values > 0.60 and removing values lower (Hair *et al.*, 2019; Magno*et al*., 2022).

Reliability assessments of the scales were carried out as shown in Table 1, Cronbach alpha, Rho and composite reliability were measures used to assess the reliability of the scales (Ringle*et al.*, 2023). The Cronbach alpha test results show the scale is reliable, as the coefficient index values were above the threshold of 0.70, which is supported in literature (Henseler et al., 2015). Furthermore, the Rho coefficients also, which measures reliability exceeded the threshold of 0.60, signifying a commendable level of reliability (See Table 1). Additionally, the composite reliability for the study's scales consistently yielded values above 0.60, providing further substantiation for the overall reliability of the measurement instruments employed (See Table 1). Consequently, these findings affirm the fulfilment of established reliability criteria, underscoring the trustworthiness of the research data and instruments.

The presence of second-order factors supported the need to assess for the presence of multicollinearity using the variance inflation factor (VIF) (Latan & Noonan, 2017). The findings demonstrate the absence of any problematic collinearity issues. It is worth noting that the VIF values, being well within the prescribed threshold of 5, are indicative of the fulfilment of the underlying assumption, thereby affirming the robustness of the study analysis (See Table 1). Next, the validity of the scales was assessed and convergent and discriminant validity was assessed. The construct validity was assessed using the average variance explained (AVE) and as a rule of thumb, values > 0.50 indicates construct validity criteria has been satisfied (Ali et al., 2018; Henseler et al., 2015). The result in Table 1 indicates that for all the scales the AVE coefficients were > 0.50, which indicates the convergent validity of the scale has been established.

Table 2: Heterotrait-Monotrait Ratio (HTMT) Result for Discriminant Validity

	Employee Attitude to Work	Interconnectedness	Meaningful Work	Value Orientation
Employees' commmitment to work	0.691			
Interconnectedness	0.360	0.673		
Meaningful work	0.415	0.299	0.586	
Value orientation	0.503	0.277	0.446	0.616

Source: Fieldwork, 2023

Additionally, an examination of discriminant validity was undertaken by employing the heterotrait-monotrait (HTMT) method, as depicted in Table 2 presented above. Franke and Sarstedt (2019) have underscored the robustness of the heterotrait-monotrait approach for assessing discriminant validity. In accordance with established scholarly recommendations, the criteria for confirming discriminant validity were set as follows: none of the HTMT values should deviate significantly from 1, and none of the values should surpass the threshold of 0.85, as advocated by Henseler et al. (2015). The outcome of this rigorous analysis firmly validates the presence of discriminant validity within the scope of our study, thereby affirming the distinctiveness of the latent constructs under examination. Given the confirmation of satisfactory measurement model, the current model is found suitable for further analysis.

Result and Discussion

The hypotheses were tested using structural equation model (SEM) with the aid of Smart-PLSv3 as the statistical software and decision on statistical significance was determined using the T-value, and the rule holds that a hypothesis is accepted when T-value is greater than 1.96, and rejected otherwise. In reaching a conclusion, the t-value was employed. The hypothesis was considered rejected if it fell below 1.96, and conversely accepted if it exceeded this threshold. This approach aligned with the recommendations of Cohen (1988) and Lind, Marchal, and Wathen (2013), who advocated utilizing the t-value to gauge the significance level of variables.

Table 3: Respondents' Opinions on Meaningful Work

Meaningful Work	**SA**	**A**	**UD**	**D**	**SD**	**Mean**	**STD**
I find my work to be personally fulfilling and meaningful	93 (30%)	143 (46%)	35 (11%)	27 (9%)	14 (4%)	3.875	1.0701
My work allows me to make a positive impact on the lives of others.	111 (36%)	103 (33%)	41 (13%)	42 (13%)	15 (5%)	3.817	1.1848

I feel a strong sense of purpose and connection to the goals of my organization.	117 (38%)	128 (41%)	28 (9%)	25 (8%)	14 (4%)	3.990	1.0922
I believe that my skills and contributions are valued and recognized in my workplace.	117 (38%)	80 (26%)	51 (16%)	48 (15%)	16 (5%)	3.750	1.2481
I would continue to do my current job even if I were not paid for it.	102 (33%)	129 (41%)	32 (10%)	31 (10%)	18 (6%)	3.853	1.1527

Source: Field work, 2023

Table 4 Respondents' Opinions on Value Orientation

Value Orientation	**SA**	**A**	**UD**	**D**	**SD**	**Mean**	**STD**
I prioritize honesty and integrity in all my personal and professional interactions.	111 (36%)	102 (33%)	41 (13%)	42 (13%)	16 (5%)	3.801	1.2051
I believe in the importance of giving back to the community and helping others in need.	140 (45%)	103 (33%)	27 (9%)	25 (8%)	17 (5%)	4.038	1.1615
I think it's essential to respect and promote diversity and inclusion in all aspects of life.	115 (37%)	71 (23%)	51 (16%)	57 (18%)	18 (6%)	3.667	1.2947
I value environmental sustainability and try to make eco-friendly choices in my daily life.	111 (36%)	118 (38%)	35 (11%)	34 (11%)	14 (4%)	3.891	1.1402
I prioritize personal growth and self-improvement in both my career and personal life.	113 (36%)	100 (32%)	43 (14%)	43 (14%)	13 (4%)	3.824	1.1885

Source: Field work, 2023

Table 5 Respondents' opinions on Interconnectedness

Interconnectedness	**SA**	**A**	**UD**	**D**	**SD**	**Mean**	**STD**
I believe that the work I do is interconnected with the	106 (34%)	81 (26%)	51 (16%)	53 (17%)	21 (7%)	3.638	1.2832

success and well-being of my colleagues.							
I often collaborate with co-workers from different departments or teams to achieve common goals.	90 (29%)	146 (47%)	32 (10%)	29 (9%)	15 (5%)	3.853	1.0896
I feel a strong sense of unity and shared purpose with my colleagues at work.	114 (37%)	93 (30%)	45 (14%)	45 (14%)	15 (5%)	3.792	1.2181
I believe that my organization values and promotes a culture of interconnectedness and mutual support.	100 (32%)	137 (44%)	27 (9%)	33 (10%)	15 (5%)	3.888	1.1069
In the workplace, I see the ripple effects of our collective efforts and how they contribute to our organization's success.	137 (44%)	68 (22%)	44 (14%)	48 (15%)	15 (5%)	3.853	1.2619

Source: Fieldwork, 2023

Table 6: Respondents' opinions on Employees' commitment to Work

Employees' commitment to Work	**SA**	**A**	**UD**	**D**	**SD**	**Mean**	**STD**
I approach my work with a sense of purpose and dedication.	76 (24%)	96 (31%)	62 (20%)	52 (17%)	26 (8%)	3.59	1.0612
I am proactive in taking on tasks and responsibilities at work.	70 (22%)	84 (27%)	68 (22%)	58 (19%)	32 (10%)	3.620	0.9810
I take pride in the quality of work I deliver.	75 (24%)	90 (29%)	66 (21%)	60 (19%)	21 (7%)	3.692	1.0211
I am committed to achieving my best in my role.	83 (27%)	92 (29%)	64 (21%)	56 (18%)	17 (5%)	3.751	1.0410
I consistently seek opportunities for improvement in my work.	74 (24%)	88 (28%)	70 (22%)	62 (20%)	18 (6%)	3.723	1.0021

Source: Field work, 2023

Journal of Business and Economic Policy
UNIZIK Business School, Nnamdi Azikiwe University, Awka

UBSJBEP Volume 2 Issue 1
ISSN (Online) 0795 – 7149
https://journals.unizik.edu.ng/index.php/ubsjbep

Test of Hypotheses

The structural model presents the robust path analysis between the independent and dependent variable. In this structural model, the path analysis was first carried out before the significance of the path was assessed. For the path analysis, the PLS algorithm converged at iteration five. Next, the test of the significance of the structural model followed the outlined criteria of: bootstrapping resamples – 500; test type – 2-tailed; significance level – 0.05; confidence interval level – Bias-Corrected Accelerated (BCa) Bootstrap; amount of results – complete bootstrapping.

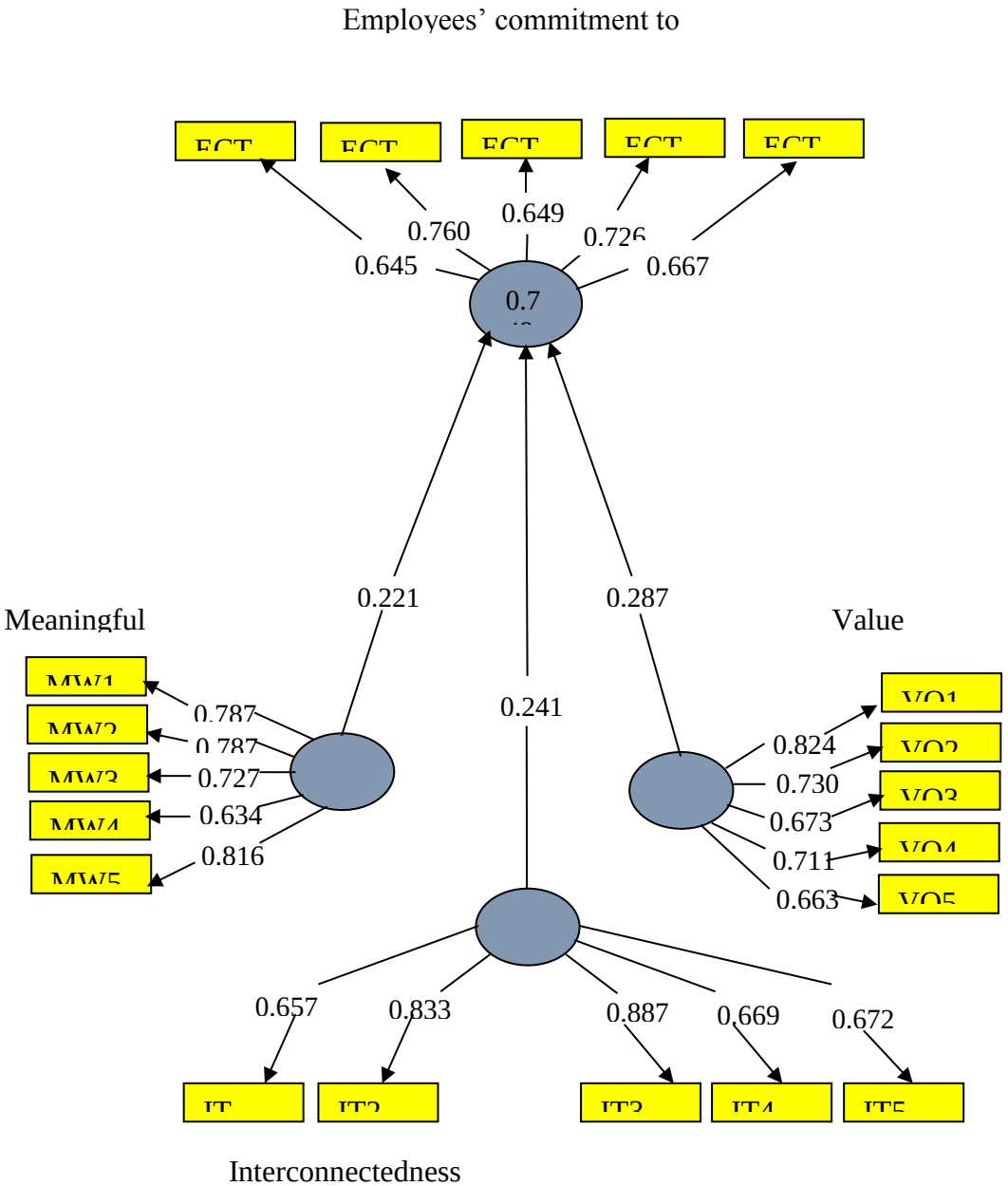


Figure 1: Workplace spirituality and Employees' commitment to work

The Figure 1 shows the effect of the study constructs, while also accounting for the second order factor model. The result shows meaningful work has a positive shared relationship with employees' commitment to work in manufacturing firms (β = 0.199). The relationship between value orientation and employees' commitment to work in manufacturing firms was confirmed to be positive (β = 0.287). Interconnectedness and employees' commitment to work in manufacturing firms was also found to be positive (β = 0.241).

The Figure 1 also shows the coefficient of determination (R^2), which accounts for the extent that changes in the dependent variable is accounted for by changes in the independent variable. Henseler et al. (2020) suggests that for interpreting R^2 values, values of 0.75, 0.50 or 0.25 for the latent variables can be explained as substantial, moderate or weak respectively. Following the result obtained from the PLS analysis as contained in Figure 1, the R^2 values for employees' commitment to work in manufacturing firms was 0.716. This implies that the dimensions of workplace spirituality (meaningful work, value orientation and interconnectedness) explain 71.6% of changes in employees' commitment to work in manufacturing firms in South-South Nigeria. Based on the recommendations by Henseler et al. (2020), the endogenous latent variables showed acceptable levels of R^2 values.

Next, the effect size was assessed and this was because the researcher can identify any of the variable that would have the most impact in the event of been omitted from the model. Guidelines for assessing f^2 are that values of 0.02, 0.15 and 0.35, respectively, represent small, medium and large effects (Cohen, 1988; Hair et al., 2019) of the exogenous latent variables. The result showed that none of the variables had a large effect size, except for value orientation that was medium given the f^2 as 0.19, all other were between 0.02 to 0.09, which implies small effect.

The predictive relevance of the model was assessed using the Stone-Geisser's Q^2 value. The implication of the Stone-Geisser's Q^2 value is to indicate whether the PLS path model accurately predicts data not used in the model estimation. Q^2 values > 0 for a specific reflective endogenous latent construct indicate the path model's predictive relevance. As the result shows, the Q^2 values of all the six endogenous latent constructs are considerably above zero (Hair *et al.*, 2019). Specifically, Q^2 value for employees' commitment to work was 0.341. These results provide clear support for the model's predictive relevance regarding the endogenous latent variables.

The structural model significance was assessed next and standard bootstrapping using 5000 bootstrapped samples to assess the significance of path coefficient were employed as suggested by (Ringle*et al.*, 2023; Hair *et al.*, 2019). Figure 1 shows that the indicators of the construct all had significance with the constructs.

Journal of Business and Economic Policy
UNIZIK Business School, Nnamdi Azikiwe University, Awka

UBSJBEP Volume 2 Issue 1
ISSN (Online) 0795 – 7149
https://journals.unizik.edu.ng/index.php/ubsjbep

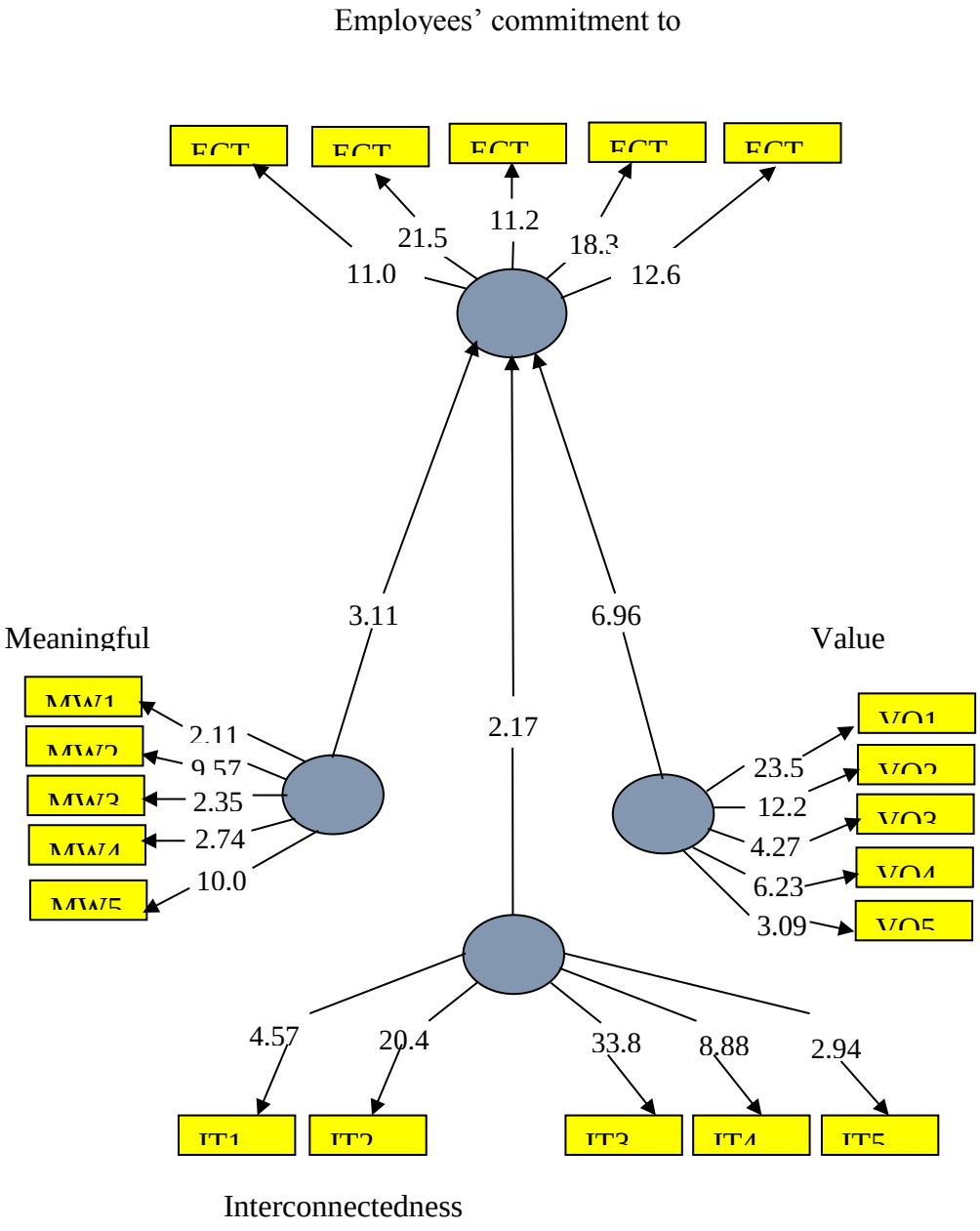


Figure 2: Significance of Path Model showing the link between workplace spirituality Employees' commitment to work.
Source: SmartPLSv3 Output, 2023

Journal of Business and Economic Policy
UNIZIK Business School, Nnamdi Azikiwe University, Awka

UBSJBEP Volume 2 Issue 1
ISSN (Online) 0795 – 7149
https://journals.unizik.edu.ng/index.php/ubsjbep

Table 7: Summary of SEM Results and Findings

Hypothesis	Variable	Path Coefficient	t-value	p-value	Decision
H_{o1}	Meaningful work -> Employees' commitment to work	0.199	2.192	0.001	Reject
H_{o2}	Value orientation -> Employees' commitment to work	0.287	6.962	0.000	Reject
H_{o3}	Interconnectedness -> Employees' commitment to work	0.241	2.179	0.00	Reject

Source: SmartPLS, Output, 2023

As showed in the Figure 2 and shown in Table 7, the result shows that workplace spirituality has significant effect on employees' commitment to work in manufacturing firms in South-South, Nigeria. Specifically, assessing each of the variables, the first hypothesis shows the effect of meaningful work on employees' commitment to work in manufacturing firms. This hypothesis was confirmed to be significant. The significance of the path between the constructs showed the structural link assessed and the coefficient as ($\beta = 0.199$; t-value = 2.192; $p < 0.05$), given the t-value is greater than 1.96 and the p-value was less than 0.05. This supports the rejection of the null hypothesis, therefore, confirming that meaningful work has significant effect on employees' commitment to work in manufacturing firms. Hence, we reject the null hypothesis and accept the alternate hypothesis, which means hypothesis one is rejected.

The result as shown in Table 7 and Figure 2 above shows the structural path linking value orientation and employees' commitment to work in manufacturing firms. The result supports that there is a positive relationship between value orientation and employees' commitment to work in manufacturing firms ($\beta = 0.287$). The significance of the path was further tested, as shown in Figure 2 and as indicated in Table 7. The result supports that the relationship is significant, as (t-value = 3.453, $p < 0.05$), which indicates the null hypothesis should be rejected and the alternate accepted, which implies that value orientation has a significant effect on employees' commitment to work in manufacturing firms. Hence, hypothesis two is rejected.

The result for hypothesis three is also shown above. The Figure 2 shows the path coefficient for the model, which explains the effect of interconnectedness on employees' commitment to work in manufacturing firms. The result confirms a direct and positive relationship between interconnectedness and employees' commitment to work in manufacturing firms given the path coefficient as ($\beta = 0.241$). Figure 2 and Table 7 also shows the significance of the path which explains the effect of interconnectedness on employees' commitment to work in manufacturing firms. The outcome from the analysis

confirms that the path is significant as the (t-value = 2.179, $p < 0.05$), given the t-value is greater than 1.96. This confirms that interconnectedness has significant effect on employees' commitment to work in manufacturing firms. Hence, we reject the null hypothesis and accept the alternate, which means hypothesis three is rejected.

Table 8: Summary of Model Fit

	Saturated Model	Estimated Model
SRMR	0.026	0.026
d_ULS	4.113	4.113
d_G	3.876	3.876
Chi-Square	187.134	187.134
NFI	0.221	0.221

Source: SmartPLS, Output, 2023

Furthermore, Table 8 shows the result for the fit of the study model, using the standardised root mean squared residual (SRMR). The choice of the standardised root mean squared residual is because scholars have recommended it as the most appropriate for a variance based structural equation model (Hair *et al.*, 2019; Ringle*et al.*, 2023). Scholarly recommendation holds that values less than 0.08 indicate a good model fit (Hair *et al.*, 2019; Nitzl, Roldan &Cepeda, 2016). From Table 7, an SRMR value of 0.026 was obtained, which is less than the threshold of 0.08. Therefore, we can conclude that the study model has a good fit.

Conclusion and Recommendations

This study concluded that workplace spirituality (meaningful work, value orientation and interconnectedness) do have significant impact on employees' commitment in manufacturing firms in South-South, Nigeria. The study revealed that meaningful work has significant effect on employees' commitment in manufacturing firms in South-South, Nigeria. The study revealed that value orientation has significant effect on employees' commitment in manufacturing firms in South-South, Nigeria. The study also revealed that interconnectedness has significant effect on employees' commitment in manufacturing firms in South-South, Nigeria. Finally, more attention should be giving to these elements meaningful work, value orientation and interconnectedness since there enhances employees' commitment in an organization which in turn brings productivity in the organization,. The study recommended that organization should give attention to meaningful work, value orientation and interconnectedness as it has significant effect on employees' commitment in manufacturing firms in South-South, Nigeria.

References

Abbas, M., Idrees, N., & Rehman, U. (2020). Workplace spirituality and job satisfaction: Evidence from pharmaceutical industry, Karachi, Pakistan. *Global Business Spectrum*, *1*(1), 12-20.

Aboul-Ela, G. (2017). Reflections on workplace compassion and job performance. *Journal of Human Values, 23,* 234 - 243. https://doi.org/10.1177/0971685817713285.

Afsar, B., & Rehman, M. (2015). The relationship between workplace spirituality and

innovative work behavior: The mediating role of perceived person–organization fit. *Journal of Management, Spirituality & Religion,* 12, 329–353

Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies. The Academy of Management Perspectives, 24(2), 48-64.

Amen, U., &Raziq, A. (2019). Impact of work place spirituality on organizational commitment with mediating effect of job satisfaction: A case study on higher education sector. *GMJACS, 9(1), 13-13.*

Anupama, B., &Varaprasad, Y.V.S. (2015). Importance of spirituality at workplace: A conceptual study. *International Multidisciplinary E-journal,* 4(8), 216-224

Aravamudhan, N., &Krishnaveni, R. (2014). Spirituality at workplace: An emerging template for organization capacity building? *Purushartha, 1*(3), 63-78.

Ashraf, S., Simsab, N., & Farooqi, A. (2014). Relationship of workplace spirituality with positive job attitude (job satisfaction, job involvement and organizational commitment): A study of public sector university. *International Journal of Management Sciences and Business Research,* 3(10), 96-111

Bhagwan, R. (2014). The interconnectedness of spirituality and social development: Themes for education. *Social Work/MaatskaplikeWerk, 46*(2). https://doi.org/10.15270/46-2-171

Bhattacharya, A. (2015). Work-value orientation: Perspective to analyze employee responses, 2(3), 309-323. https://doi.org/10.4018/978-1-4666-7470-7.CH020.

Bodia, M., & Ali, H. (2012). Workplace spirituality: A spiritual audit of banking executives in Pakistan. *African Journal of Business Management,* 6(11), 3888–3897

Chuang, H.T., Li, C.J. (2002). Correlation between work values and work attitudes of interior designers across the Taiwan straight – Taipei vs. Shanghai. *Journal of Human Resource Management, 2*(4), 57-80.

Corso, L., Carlo, A., Carluccio, F., Colledani, D., & Falco, A. (2020). Employee burnout and positive dimensions of well-being: A latent workplace spirituality profile analysis. PLoS ONE, 15. https://doi.org/10.1371/journal.pone.0242267.

Creswell, J.W. (*2003*). *Research design qualitative, quantitative, and mixed method approaches.* Sage Publications, Thousand Oaks.

Cupach, W. R., & Canary, D. J. (1997). Relational uncertainty. In B. H. Spitzberg& W. R. Cupach (Eds.), The dark side of close relationships (pp. 163-186). Routledge.

Dehaghi, M., Goodarzi,M., &Arazi, Z. (2012). The effect of spiritual values on employees' organizational commitment and its models. *Procedia – Social and Behavioural Sciences*, 62, 159-166.

Dubey, S., & Bedi, S. S. (2023). Workplace spirituality: A systematic review and future research agenda. *Journal of Management, Spirituality & Religion*. https://doi.org/10.51327/cqer6430

Ebrahimi FS, Kazemi M, &Salajegheh S. (2016). The effect of spirituality aspect in workplace on organizational health: Survey on Social Security in Sistan and Baluchestan. *Mediterranean Journal of Social Sciences, 7*(3), 239-247. DOI: 10.5901/mjss.2016.v7n3s3p239

Fanggidae, R. E. (2018). Organizational culture and spirituality workplace: empirical study of influence of organizational culture and spirituality workplace. *E3S Web*

of Conferences, *73*, 11017. https://doi.org/10.1051/e3sconf/20187311017

Fink, E. L., &Ganster, D. C. (1989). The "uncertainty" in uncertainty reduction. In B. M. Montgomery & L. A. Baxter (Eds.), Dialectical approaches to studying personal relationships (pp. 267-282). Routledge.

Fourie, M. (2014). Spirituality in the workplace: An introductory overview. *In die Skriflig*, 48(1).

Genty, K. I., Fapohunda, T. M., Jayeoba, F. I., & Azeez, R. (2017). Workplace spirituality and organizational citizenship behaviour among, Nigerian academics: The mediating role of normative organizational commitment. *Journal of Human Resource Management, 20*(2), 48-62.

Giacalone, A., & Jurkiewicz, L. (2010). *Handbook of Workplace Spirituality and Organizational Performance.* Available at: Doi: 10.4324/ 9781315703817

González-González, M. (2018). Reconciling spirituality and workplace: Towards a balanced proposal for occupational health. *Journal of Religion and Health, 57,* 349-359. https://doi.org/10.1007/s10943-017-0476-z.

Gotsis, G., &Kortezi, Z. (2008). Philosophical foundations of workplace spirituality: A critical approach. *Journal of Business Ethics, 78(4), 575–600.* doi:10.1007/s10551-007-9369-5

Gupta, M., Kumar, V., & Singh, M. (2014). Creating satisfied employees through workplace spirituality: A study of the private insurance sector in Punjab (India). *Journal of Business Ethics, 122,* 79-88. https://doi.org/10.1007/S10551-013-1756-5.

Halamová, J., Kanovský, M., &Naništová, E. (2018). Development and psychometric analysis of the sense of community descriptors scale. *Psychosocial Intervention, 27,* 44-55. https://doi.org/10.5093/PI2018A8.

Hassan, M., Nadeern, A. B., & Akhter, A. (2016). Impact of workplace spirituality on job satisfaction: Mediating effect of trust. *Cogent Business & Management*, 3(1), 1 189808.

Higgins, M. C., & Thomas, D. A. (2001). Constellations and careers: Toward understanding the effects of multiple developmental relationships. *Journal of Organizational Behavior, 22*(2), 223-247.

Hong, Y. (2012). Identifying spirituality in workers: A strategy for retention of community mental health intentions of accounting professionals in big 3 auditing firms in the Philippines with the moderating effect of leader-member exchange. *International Review of Management and Marketing*, 13(4),143-156.

Izak M. (2012). Spiritual episteme: Sensemaking in the framework of organizational spirituality. *Journal of Organizational Change Management*, 25(1),24-47

Jason, L. A. (2016). Development of a three-factor psychological sense of community scale. *Journal of Community Psychology*, *43*(8), 973–985. https://doi.org/10.1002/jcop.21726

Johnson, M., & Jiang, L. (2017). Reaping the benefits of meaningful work: The mediating versus moderating role of work engagement. Stress and Health, 33, 288–297. https://doi.org/10.1002/smi.2710.

Lambert, E., & Hogan, N. (2009). The importance of job satisfaction and organisational commitment in shaping turnover intent a test of a causal model. Criminal Justice Review, 34(1), 96-118.

Lata, M., & Chaudhary, R. (2020). Workplace spirituality and experienced incivility at work: Modeling dark triad as a moderator. *Journal of Business Ethics, 174*, 645 - 667. https://doi.org/10.1007/s10551-020-04617-y.

Long, B., & Mills, J. (2010). Workplace spirituality, contested meaning, and the culture of organization: A critical sense-making account. *Journal of Organizational Change Management* ,23(3), 325-41.

Marschke, E., Preziosi, R., & Harrington, W.J. (2011). How sales personnel view the relationship between job satisfaction and spirituality in the workplace. *Journal of Organizational Culture, Communications and Conflict*, 15(2), 34 - 45.

Martela, F., &Pessi, A. (2018). Significant work is about self-realization and broader purpose: Defining the key dimensions of meaningful work. *Frontiers in Psychology, 9*. https://doi.org/10.3389/fpsyg.2018.00363.

Meyer, J. P., Stanley, L. J., & Parfyonova, N. M. (2012). Employee commitment in context: The nature and implication of commitment profiles. Journal of Vocational Behaviour, 80(1), 1-16. doi: 10.1016/j.jvb.2011.07.002.

Michaelson, C. (2019). A normative meaning of meaningful work. *Journal of Business Ethics, 170*, 413 - 428. https://doi.org/10.1007/s10551-019-04389-0.

Milliman, J., Ferguson, J., Trickett, D., &Condemi, B. (2013). Spirit and community at Southwest Airlines: An investigation of a spiritual values-based mode. *Journal of Organizational Change Management*, 12 (3), 221.

Mohammed, H., &Shouvik S. (2021). Impact of workplace spirituality on organizational commitment: A study in an emerging economy. *Elementary Education Online*, 20 (3), 1753-1771

Mukherjee, S., Bhattacharjee, S., & Singha, S. (2016). Workplace spirituality: A paradigm shift to ethics from business. *IOSR Journal of Business and Management*, 1 (1), 11-15. Doi: 10.9790/487x-15010010111-15

Mukherjee, S., & Singha, S. (2019). Relationship between workplace spirituality and job satisfaction. *International Journal of Economic Research*, *16*(2), 1-21

Mydin, A. A., Abdullah, A. G. K., &Pitchay, A. A. (2018). Workplace spirituality enhance organisational commitment in the school management. *Asian Journal of Public Administration and Law*, *1*(1), 1-16

Parnini, S. N. (2011). The role of government in economic development: A comparative study between Bangladesh and South Korea. Journal of Public Administration and Governance, 1(1), 197-341. doi: 10.5296/jpag.v1i1.742.

Park, H. Y., Christie, R. L., & Sype, G. E. (2014). Organisational commitment and turnover intention in union and non union firms. Sage Open. doi: 10.1177/215824401 3518928.

Petchsawanga, P., &Duchon, D. (2012). Workplace spirituality, meditation, and work performance. *Journal of Management, Spirituality and Religion*, 9(2), 189-208. Doi: 10.1080/14766086.2012.688623

Pirkola, H., Rantakokko, P., &Suhonen, M. (2016). Workplace spirituality in health care: An integrated review of the literature. *Journal of Nursing management, 24*(7), 859-868. https://doi.org/10.1111/jonm.12398.

Piryaei, S., &Zare, R. (2013). Workplace spirituality and' positive work attitudes: The moderating role of individual spirituality. Indian *Journal of Economics and Development*, 1(4), 91-97.

Ragins, B. R., &Kram, K. E. (2007). *The Handbook of Mentoring at Work*: *Theory, Research, and Practice*. SAGE Publications.

Ranasinghe, V. R., & Samarasinghe, S. M. (2019). The effect of workplace spirituality on innovative work behavior. *International Business Research, 12*(12), 1-29.

Saxena A., & Saxena A. (2011). Workplace spirituality: A basic pillar for modern management. *International Journal of Management Research and Review*, *1*(1),165-178.

Senreich, E., Straussner, S., & Steen, J. (2020). The work experiences of social workers: Factors impacting compassion satisfaction and workplace stress. *Journal of Social Service Research, 46*, 109 - 93. https://doi.org/10.1080/01488376.2018.1528491.

Shevchuk, A., Strebkov, D., & Davis, S. (2016). Work value orientations and worker well-being in the new economy. *International Journal of Sociology and Social Policy*, 3(2), 12-29. https://doi.org/10.1108/IJSSP-01-2018-0006.

Shikha, V. (2017). Workplace spirituality for improved productivity: A gendered perspective. *International Journal of Social Sciences and Humanity Studies*, 9(2), 143-156

Shin, I., &Jeung, C. (2019). Uncovering the Turnover Intention of Proactive Employees: The Mediating Role of Work Engagement and the Moderated Mediating Role of Job Autonomy. International Journal of Environmental Research and Public Health, 16. https://doi.org/10.3390/ijerph16050843.

Shrestha, A. K., & Jena, L. K. (2020). Interactive effects of workplace spirituality and psychological capital on employee negativity. *Management and Labour Studies, 46(1), 59–77.* doi:10.1177/0258042x20962994

ShubhangI, M. Tariq, J. (2020). In search of spiritual workplaces: An empirical evidence of workplace spirituality and employee performance in the Indian IT Industry. *International journal of scientific & technology*, 9 (3),1116-1124

Sias, P., Pedersen, H., Gallagher, E., &Kopaneva, I. (2012). Workplace friendship in the electronically connected organization. *Human Communication Research, 38*, 253-279. https://doi.org/10.1111/J.1468-2958.2012.01428.X.

Steger, M., Dik, B., & Duffy, R. (2012). Measuring meaningful work. *Journal of Career Assessment, 20,* 322 - 337. https://doi.org/10.1177/1069072711436160.

Suleiman, W. (2013). A study of causes of poor attitude to work among workers of both public and private sectors organizations in Bauchi State-Nigeria. *The International Journal of Academic Research in Business and Social Sciences*, *3*(2), 18-29. https://doi.org/10.6007/IJARBSS/V3-I7/16.

Tantua, E., & Ernest, O.N. (2020). Workplace spirituality and employee performance of manufacturing firms in river state, Nigeria. *International Academy Journal of Management Annals*, 6(1), 01-12

Thakur, K., & Singh, J. (2016). Spirituality at workplace: A conceptual framework. *International Journal of Accounting Business Education and Research*, 14(7), 5181-5189

Tommasi, F., Ceschi, A., & Sartori, R. (2020). Viewing meaningful work through the lens of time. *Frontiers in Psychology, 11*. https://doi.org/10.3389/fpsyg.2020.585274.

Ule, P.A., Idemudia, S.A., &Wapaimi, A. (2020). Workplace spirituality and employee's

engagement: An empirical perspective on lecturers works behaviour. *Electronic Research Journal of Social Sciences and Humanities, 2*(I), 37-45.

Van der Walt, F., & De Klerk, J. J. (2014). Workplace spirituality and job satisfaction. *International Review of Psychiatry*, 26(3), 379-389.

Visagie, C. M., & Steyn, C. (2011). Organisational commitment and responses to planned organisational change: An exploratory study. Southern African Business Review, 15(3), 98-121.

Wang, Y., Chen, Y., Fu, Y., & Zhang, W. (2017). Do prior interactions breed cooperation in construction projects? The mediating role of contracts. *International Journal of Project Management, 35,* 633-646. https://doi.org/10.1016/J.IJPROMAN.2017.02.019.

Yilmaz, K., & Çokluk-Bökeoğlu, Ö. (2008). Organisational citizenship behaviours and organisational commitment in Turkish primary schools. World Applied Sciences Journal, 3(5), 775-780

You, J., Kim, S., Kim, K., Cho, A., & Chang, W. (2020). Conceptualizing meaningful work and its implications for HRD. *European Journal of Training and Development, 2*(1), 1-12. https://doi.org/10.1108/ejtd-01-2020-0005