

**WORKPLACE SPIRITUALITY AND CONTINUANCE COMMITMENT IN SERVICE ORGANIZATIONS IN RIVERS STATE: MODERATING ROLE OF CORPORATE CULTURE**

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**Abstract**

This study examined the relationship between workplace spirituality comprising sense of community, value alignment, and meaningful work and continuance commitment among employees in service organizations in Rivers State, Nigeria, with a focus on the moderating role of corporate culture. A survey research design was adopted, and data were collected from 200 employees across banks, the Rivers State Police Command, and Rivers State University using a structured questionnaire rated on a 5-point Likert scale. Data analysis was conducted using Pearson Product-Moment Correlation (PPMC) to test the hypothesized relationships. Findings revealed that sense of community, value alignment, and meaningful work all positively and significantly correlate with continuance commitment, indicating that employees who experience connectedness, alignment with organizational values, and meaningful work are more likely to remain committed. However, corporate culture did not significantly moderate these relationships, suggesting that the direct effects of workplace spirituality are stronger than contextual influences of corporate culture in these service organizations. The study concludes that fostering workplace spirituality is crucial for enhancing employee retention and sustaining organizational performance. Practical recommendations include fostering a sense of community, enhancing value alignment, promoting meaningful work, and strengthening leadership support to embed workplace spirituality in organizational practices.

**Keywords:** *Workplace Spirituality, Sense of Community, Value Alignment, Meaningful Work, Continuance Commitment, Corporate Culture*

**Introduction**

**Background to the study**

In recent years, organizations particularly in the service sector have increasingly recognized that employee commitment extends beyond economic incentives to include psychological and spiritual dimensions of work. This has led to growing scholarly interest in workplace spirituality, a construct that emphasizes employees' sense of purpose, connectedness, and alignment with organizational values. Workplace spirituality is often conceptualized through key dimensions such as sense of community, value alignment, and meaningful work, which collectively shape employees' attitudes and behaviors within organizations (Milliman, Gatling, & Kim, 2018).

The sense of community reflects the degree to which employees feel a sense of belonging, mutual support, and interpersonal connection within the workplace. In service organizations, where collaboration and teamwork are essential for service delivery, fostering a strong sense of community enhances cooperation, trust, and collective commitment. Empirical studies suggest that when employees perceive a supportive and inclusive work environment, they are more likely to develop stronger organizational attachment and remain with the organization (Rego & Cunha, 2013). This is particularly relevant to continuance commitment, which reflects employees' willingness to stay due to the perceived benefits of remaining and the costs associated with leaving.

Similarly, value alignment the congruence between individual and organizational values plays a significant role in shaping employee commitment. When employees perceive that their personal values are aligned with those of the organization, they tend to experience greater job satisfaction, loyalty, and organizational attachment (Edwards & Cable, 2009). Although continuance commitment

is often viewed as economically driven, value congruence can reinforce employees' desire to remain in the organization by creating a sense of psychological comfort and stability. In service organizations, where values guide customer interactions and service quality, alignment becomes even more critical.

Another key dimension, meaningful work, refers to the extent to which employees perceive their work as purposeful and significant. Meaningful work has been linked to higher levels of motivation, engagement, and organizational commitment. Employees who find meaning in their roles are more likely to remain committed to the organization, even in the face of challenges (Duffy, Dik, & Steger, 2011). In service organizations in Rivers State, where employee interactions directly affect customer satisfaction, meaningful work can significantly enhance both employee retention and organizational performance.

Despite the growing recognition of workplace spirituality, its relationship with continuance commitment remains underexplored. Most prior studies have focused on affective and normative commitment, with limited attention given to continuance commitment, which is particularly relevant in developing economies where job security and economic considerations are significant (Meyer, Stanley, & Parfyonova, 2012). This creates a need to examine how spiritual dimensions of work influence employees' decision to remain in organizations within the Nigerian service sector. Furthermore, corporate culture plays a crucial role in shaping how workplace spirituality translates into employee outcomes. Corporate culture encompasses shared values, beliefs, and norms that influence employee behavior and organizational practices. A supportive and value-driven culture can strengthen the impact of workplace spirituality by reinforcing shared meaning, trust, and alignment within the organization (Schein, 2010). Conversely, a misaligned or rigid culture may weaken these relationships, limiting the effectiveness of spiritual practices in enhancing commitment.

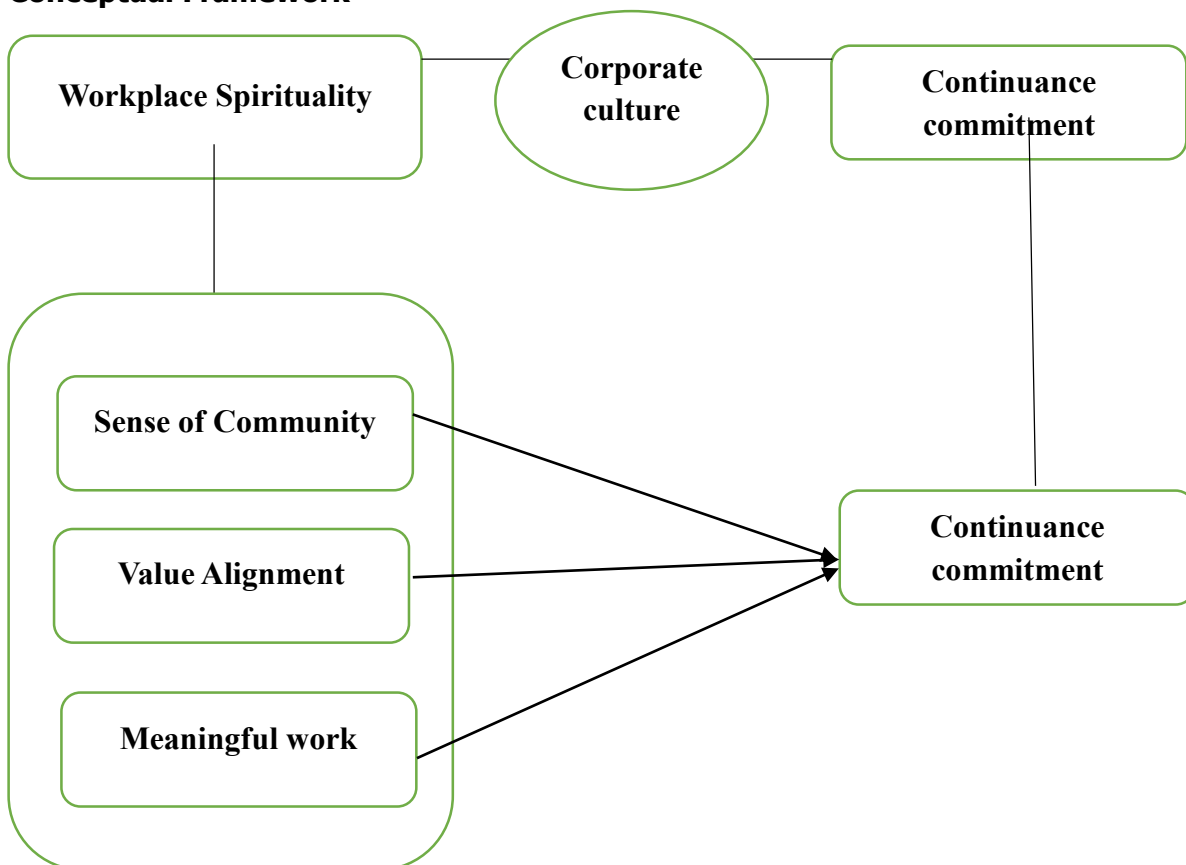
However, existing literature reveals several limitations. Many studies have examined workplace spirituality and organizational commitment independently, with limited focus on their interaction. Additionally, few studies have investigated the moderating role of corporate culture in this relationship. Moreover, most empirical evidence originates from developed economies, with limited context-specific studies in Nigeria, particularly within service organizations in Rivers State, where cultural and organizational dynamics may differ significantly. The point of departure for this study lies in addressing these identified gaps. Specifically, this study seeks to: Examine workplace spirituality using its core dimensions (sense of community, value alignment, and meaningful work). Investigate its relationship with continuance commitment, which has been relatively underexplored. Analyze the moderating role of corporate culture, thereby providing a more nuanced understanding of contextual influences. Provide empirical evidence from service organizations in Rivers State, contributing to the limited literature in the Nigerian context. By integrating these elements, the study offers a comprehensive and contextually relevant perspective on how workplace spirituality influences employee retention and organizational sustainability in service organizations.

### **Statement of the problem**

Employee commitment remains a critical concern for organizations, particularly within the service sector where performance is largely dependent on human interaction, service quality, and customer satisfaction. In service organizations in Rivers State, issues such as high employee turnover, low retention, and inconsistent service delivery continue to pose significant challenges. While organizations have traditionally relied on financial incentives and job security to retain employees, these approaches have proven insufficient in sustaining long-term commitment, especially in dynamic and competitive environments. In response to these challenges, scholars have increasingly emphasized the role of workplace spirituality, which focuses on fostering a sense of community, aligning organizational and individual values, and enhancing the meaningfulness of work. Empirical evidence suggests that workplace spirituality can improve employee attitudes, engagement, and organizational commitment (Milliman, Gatling, & Kim, 2018). However, most existing studies have concentrated on affective and normative commitment, with limited attention given to continuance

commitment, which is particularly relevant in contexts where employees' decisions to stay are influenced by perceived costs and benefits (Meyer, Stanley, & Parfyonova, 2012). Furthermore, although workplace spirituality has been linked to positive organizational outcomes, there is still insufficient empirical evidence on how its core dimensions sense of community, value alignment, and meaningful work specifically influence continuance commitment. This gap is more pronounced in developing economies such as Nigeria, where socio-economic conditions and labor market dynamics may shape employees' commitment differently from those in developed countries. In addition, corporate culture has been identified as a key contextual factor that can either strengthen or weaken the relationship between workplace spirituality and employee outcomes. A supportive and value-driven culture may enhance the effects of spirituality by reinforcing shared beliefs and practices, while a misaligned culture may hinder its effectiveness (Schein, 2010). Despite this, few studies have examined the moderating role of corporate culture in the relationship between workplace spirituality and continuance commitment, particularly within service organizations. More importantly, there is a scarcity of context-specific studies focusing on service organizations in Rivers State. Existing literature is largely based on studies conducted in developed economies, thereby limiting the applicability of findings to the Nigerian context, where cultural, organizational, and economic conditions differ significantly. Therefore, the problem of this study lies in the limited understanding of how workplace spirituality influences continuance commitment, and how corporate culture moderates this relationship in service organizations in Rivers State. Addressing this gap is essential for developing effective strategies that enhance employee retention, organizational stability, and sustainable service delivery.

### Conceptual Framework



Source: Researcher Conceptualized (2017)

The predictor variable (Workplace Spirituality and its dimensions) was adopted from Ashmos, and Duchon, (2000) and the criterion variable (continuance Commitment) was adopted from Meyer and Allen (1991).

### **Aim and Objectives of the study**

The aim of this study was to determine the relationship between Workplace Spirituality and Continuance Commitment in Service Organizations in Rivers State: Moderating Role of Corporate culture. The specific Objectives were to:

1. determine the relationship between Sense of Community and Continuance Commitment in Service Organizations in Rivers State
2. determine the relationship between Value Alignment and Continuance Commitment in Service Organizations in Rivers State
3. determine the relationship between Meaningful work and Continuance Commitment in Service Organizations in Rivers State
4. determine the moderating role of corporate culture on the relationship between workplace Spirituality and Continuance Commitment in Service Organizations in Rivers State.

### **Research Questions**

1. What is the relationship between sense of community and continuance commitment in service organizations in Rivers State?
2. What is the relationship between value alignment and continuance commitment in service organizations in Rivers State?
3. What is the relationship between meaningful work and continuance commitment in service organizations in Rivers State?
4. What is the moderating role of corporate culture on the relationship between workplace spirituality (sense of community, value alignment, and meaningful work) and continuance commitment in service organizations in Rivers State?

### **Research Hypotheses**

- H<sub>01</sub>: There is no significant relationship between sense of community and continuance commitment in service organizations in Rivers State.
- H<sub>02</sub>: There is no significant relationship between value alignment and continuance commitment in service organizations in Rivers State.
- H<sub>03</sub>: There is no significant relationship between meaningful work and continuance commitment in service organizations in Rivers State.
- H<sub>04</sub>: Corporate culture does not significantly moderate the relationship between workplace spirituality (sense of community, value alignment, and meaningful work) and continuance commitment in service organizations in Rivers State.

## **Review of Related Literature**

### **Conceptual Review**

#### **Workplace Spirituality**

Workplace spirituality has emerged as an important construct in organizational studies, reflecting a shift from purely economic and transactional views of work toward a more holistic understanding of employees as individuals with inner values, purpose, and a desire for connection. It refers to the recognition that employees seek meaning in their work, a sense of belonging within the organization, and alignment between their personal values and organizational goals. According to Jeffrey Milliman and colleagues, workplace spirituality is defined as the recognition that employees have an inner life that is nourished and expressed through meaningful work in the context of a community. This definition highlights three core dimensions: sense of community, meaningful work, and value alignment which collectively shape employees' spiritual experience at work (Milliman et al., 2018).

The sense of community dimension emphasizes the importance of interpersonal relationships, trust, and connectedness among employees. It reflects the extent to which individuals feel part of a supportive and collaborative work environment. In service organizations, where teamwork and interaction are essential, a strong sense of community enhances cooperation and fosters organizational attachment (Rego & Cunha, 2013). Value alignment refers to the degree of congruence between employees' personal values and the values upheld by the organization. When such alignment exists, employees experience greater psychological comfort and identification with organizational goals, which can strengthen their commitment and willingness to remain with the organization (Edwards & Cable, 2009). The third dimension, meaningful work, captures the extent to which employees perceive their work as purposeful and significant. Meaningful work provides a sense of fulfillment and motivates employees to contribute positively to organizational objectives. Employees who find meaning in their work are more likely to exhibit higher levels of engagement, satisfaction, and long-term commitment (Duffy, Dik, & Steger, 2011).

Workplace spirituality does not imply religious practices within the organization; rather, it focuses on creating an environment that supports employees' inner well-being, ethical values, and sense of purpose. Organizations that promote spirituality at work tend to experience improved employee attitudes, stronger commitment, and enhanced performance outcomes. In the context of service organizations in Rivers State, workplace spirituality is particularly relevant because employees are central to service delivery. By fostering a sense of community, aligning values, and enhancing meaningful work, organizations can strengthen employees' continuance commitment, reduce turnover intentions, and promote sustainable organizational performance.

## **Dimensions of Workplace Spirituality**

### **Sense of Community**

Sense of community is a fundamental dimension of workplace spirituality that reflects the extent to which employees feel connected, supported, and part of a cohesive group within the organization. It emphasizes interpersonal relationships, mutual trust, teamwork, and a shared sense of belonging among organizational members. In workplaces where a strong sense of community exists, employees perceive that they are valued, respected, and included, which enhances their psychological attachment to the organization. According to Jeffrey Milliman, the sense of community is central to workplace spirituality because it fosters an environment where employees can express themselves freely and collaborate effectively. Empirical studies have shown that employees who experience strong workplace relationships are more likely to demonstrate higher levels of commitment, cooperation, and job satisfaction (Rego & Cunha, 2013). In service organizations, where teamwork and customer interaction are critical, a strong sense of community promotes effective service delivery and enhances employee retention. Furthermore, sense of community contributes to continuance commitment by creating social bonds and networks that employees may be reluctant to leave. When employees feel emotionally and socially embedded within their organization, the perceived cost of leaving increases, thereby strengthening their intention to remain.

### **Value Alignment**

Value alignment refers to the degree of congruence between employees' personal values and the values, norms, and goals of the organization. It is a critical component of workplace spirituality because it ensures that employees feel psychologically comfortable and morally connected to their organization. When there is alignment, employees are more likely to internalize organizational objectives and act in ways that support organizational success. Research indicates that value congruence enhances employee attitudes such as job satisfaction, trust, and organizational commitment (Edwards & Cable, 2009). Employees who perceive alignment between their values and those of the organization are less likely to experience internal conflict and more likely to exhibit

loyalty and long-term commitment. In contrast, misalignment can lead to dissatisfaction, disengagement, and higher turnover intentions. In the context of service organizations, value alignment is particularly important because organizational values often guide service standards and customer interactions. Employees who share the organization's values are more likely to deliver consistent and high-quality service. Additionally, value alignment strengthens continuance commitment by reinforcing employees' identification with the organization, making them more inclined to remain due to both psychological and practical considerations.

### **Meaningful Work**

Meaningful work refers to the extent to which employees perceive their work as purposeful, significant, and contributing to a greater good. It is a core dimension of workplace spirituality that addresses employees' intrinsic need for fulfillment and purpose in their professional lives. When employees find meaning in their work, they are more motivated, engaged, and committed to their roles. Studies have shown that meaningful work is positively associated with employee well-being, engagement, and organizational commitment (Duffy, Dik, & Steger, 2011). Employees who perceive their work as meaningful are more likely to invest effort, remain resilient in the face of challenges, and develop a strong attachment to the organization. In service organizations, meaningful work is particularly relevant because employees often interact directly with customers and contribute to service outcomes. When employees perceive that their roles positively impact customers or society, they derive a sense of fulfillment that enhances their commitment. This, in turn, strengthens continuance commitment, as employees may perceive that leaving the organization would result in the loss of meaningful experiences and personal fulfillment.

### **Continuance Commitment**

Continuance commitment is a dimension of organizational commitment that reflects an employee's decision to remain with an organization based on the perceived costs of leaving and the benefits of staying. Unlike affective commitment, which is driven by emotional attachment, or normative commitment, which is based on a sense of obligation, continuance commitment is primarily grounded in economic, social, and psychological considerations that make leaving the organization less desirable (Meyer, Stanley, & Parfyonova, 2012). The concept originates from the work of John P. Meyer and his colleagues, who conceptualized organizational commitment as a multidimensional construct. Continuance commitment specifically focuses on the "need to stay", meaning that employees remain with an organization because they recognize that leaving would involve significant costs, such as loss of income, benefits, job security, professional relationships, or accumulated investments within the organization.

Two major components underpin continuance commitment. The first is the perceived sacrifice associated with leaving, which includes tangible and intangible losses such as financial rewards, career progression opportunities, and workplace relationships. The second is the lack of perceived alternatives, where employees believe that comparable employment opportunities are limited or less attractive (Meyer et al., 2012). These factors jointly influence an employee's intention to remain with the organization. Empirical studies have shown that continuance commitment is particularly relevant in contexts characterized by economic uncertainty and limited employment opportunities, such as developing economies. In such environments, employees may prioritize job stability and financial security, leading to higher levels of continuance commitment even in the absence of strong emotional attachment (Gellatly, Meyer, & Luchak, 2006). However, this form of commitment may not always result in high performance, as employees may stay primarily out of necessity rather than genuine engagement.

In relation to workplace spirituality, continuance commitment can be influenced not only by economic factors but also by social and psychological investments. For instance, a strong sense of community can create interpersonal bonds that employees are reluctant to abandon, while value alignment and meaningful work can increase the perceived cost of leaving due to the loss of purpose

and fulfillment. Thus, workplace spirituality may indirectly strengthen continuance commitment by increasing both the perceived sacrifices of leaving and the benefits of remaining. Within service organizations in Rivers State, continuance commitment is particularly significant because employee retention is essential for maintaining service quality and customer satisfaction. High turnover disrupts service delivery and increases operational costs. Therefore, understanding the factors that influence continuance commitment especially non-economic factors such as workplace spirituality and corporate culture provides valuable insights for enhancing organizational stability and sustainability.

## **Theoretical Framework**

This study is anchored on two relevant theories that explain the relationships between workplace spirituality (sense of community, value alignment, meaningful work), continuance commitment, and the moderating role of corporate culture. These are the Three-Component Model of Organizational Commitment and the Person–Organization Fit Theory.

### **1. Three-Component Model of Organizational Commitment**

The Three-Component Model of Organizational Commitment was developed by John P. Meyer and Natalie J. Allen. The theory explains that employee commitment consists of three distinct components: affective commitment (emotional attachment), continuance commitment (cost-based attachment), and normative commitment (obligation-based attachment). The core assumption of this theory is that employees remain in organizations for different reasons, including emotional attachment, perceived obligation, or the costs associated with leaving. Continuance commitment, which is the focus of this study, is based on the idea that employees evaluate the economic and social consequences of leaving an organization before deciding to stay (Meyer et al., 2012).

The theory further assumes that employees accumulate “side bets” over time such as skills, relationships, and benefits which increase the cost of leaving. As these investments grow, employees are more likely to remain with the organization, even if alternative opportunities exist. However, the theory has been criticized for placing greater emphasis on economic and calculative factors, while underestimating the role of psychological and spiritual factors such as meaning, values, and interpersonal relationships. Critics argue that continuance commitment alone may not lead to high performance, as employees may stay out of necessity rather than genuine engagement.

Despite these criticisms, the theory is highly relevant to this study because it provides a framework for understanding how workplace spirituality can influence continuance commitment. For instance, a strong sense of community increases social costs of leaving, value alignment enhances psychological attachment, and meaningful work increases the perceived loss associated with leaving. Thus, workplace spirituality can strengthen continuance commitment by increasing both the cost of exit and the benefits of staying.

### **2. Person–Organization Fit Theory**

The Person–Organization (P–O) Fit Theory was advanced by Jeffrey R. Edwards and colleagues. The theory posits that compatibility between individuals and organizations, particularly in terms of values, beliefs, and goals, leads to positive work attitudes and behaviors. The central assumption of this theory is that when employees’ personal values align with organizational values, they experience greater job satisfaction, commitment, and well-being. Conversely, a lack of fit results in dissatisfaction, stress, and increased turnover intentions (Edwards & Cable, 2009).

The theory emphasizes that value congruence enhances psychological comfort and identification with the organization, which in turn influences employees’ decision to remain. It also assumes that organizations play a role in shaping this fit through their culture, policies, and practices. One major critique of the theory is that it may oversimplify complex organizational dynamics, as employee behavior is influenced by multiple factors beyond value congruence, such as economic conditions and leadership styles. Additionally, measuring “fit” can be subjective and context-dependent.

Nevertheless, the theory is highly applicable to this study because it explains the role of value alignment and corporate culture in influencing continuance commitment. Workplace spirituality fosters value alignment and meaningful work, while corporate culture acts as a contextual factor that either strengthens or weakens this alignment. A supportive culture enhances the compatibility between employees and the organization, thereby increasing their likelihood of remaining. The integration of these two theories provides a comprehensive framework for this study. The Three-Component Model of Organizational Commitment explains the dependent variable (continuance commitment), while the Person–Organization Fit Theory explains how workplace spirituality dimensions influence commitment through value congruence and meaningful experiences. Furthermore, corporate culture is positioned as a moderating variable that shapes the strength of these relationships. A supportive and value-driven culture enhances the effects of workplace spirituality, while a weak or misaligned culture may reduce its impact on continuance commitment. Thus, these theories collectively provide a robust theoretical foundation for understanding how workplace spirituality influences employee retention in service organizations in Rivers State.

### **Empirical Review**

Empirical studies on workplace spirituality, organizational commitment, and corporate culture have gained increasing attention in recent years, particularly due to their implications for employee retention and organizational sustainability. This section reviews relevant empirical works focusing on the relationships between workplace spirituality dimensions (sense of community, value alignment, meaningful work) and continuance commitment, as well as the moderating role of corporate culture.

Several empirical studies have established a significant relationship between workplace spirituality and employee commitment. For instance, Jeffrey Milliman, Gatling, and Kim (2018) examined the effect of workplace spirituality on employee outcomes in the hospitality sector using a quantitative survey design. Their findings revealed that workplace spirituality significantly enhances employee engagement and intention to stay. Specifically, the study found that employees who experience a strong sense of community, meaningful work, and alignment with organizational values are more likely to remain with their organizations. Although the study focused on intention to stay rather than continuance commitment, the findings suggest that workplace spirituality contributes to employee retention.

Similarly, Rego and Cunha (2013) conducted an empirical study to examine the relationship between workplace spirituality and organizational commitment. Using survey data and regression analysis, the study found that workplace spirituality is positively associated with all dimensions of commitment, including continuance commitment. The authors emphasized that employees who feel connected to their colleagues and perceive their work as meaningful are more likely to develop a stronger attachment to the organization. This finding highlights the importance of sense of community and meaningful work in shaping employees' decision to remain.

In another study, Duffy, Dik, and Steger (2011) investigated the role of meaningful work (referred to as "calling") in influencing work-related outcomes. Using a quantitative research design, the study found that meaningful work significantly predicts career commitment and job satisfaction. Employees who perceive their work as purposeful are more likely to remain committed to their organizations. This finding reinforces the role of meaningful work as a key determinant of employee retention and commitment.

Furthermore, Edwards and Cable (2009) examined the impact of value alignment on employee attitudes and behaviors. Using empirical data analyzed through regression techniques, the study found that value congruence between employees and organizations significantly enhances job satisfaction and organizational commitment. Employees who perceive alignment between their personal values and organizational values are more likely to remain with the organization, thereby strengthening continuance commitment.

Beyond workplace spirituality, empirical evidence also highlights the role of corporate culture in shaping employee outcomes. Schein (2010) emphasized that organizational culture influences employee behavior, attitudes, and commitment by providing a shared system of values and norms. Although largely conceptual, subsequent empirical studies have supported this assertion by demonstrating that supportive and value-driven cultures enhance employee commitment and retention.

In addition, Meyer, Stanley, and Parfyonova (2012) conducted a comprehensive empirical analysis of organizational commitment profiles. Their findings revealed that continuance commitment is influenced by both economic and psychological factors, suggesting that non-financial factors such as workplace relationships and meaningful work can also play a role in employees' decision to stay. This provides a basis for linking workplace spirituality with continuance commitment.

### Gap in Literature

However, despite these contributions, existing empirical studies reveal notable gaps. First, many studies have examined workplace spirituality as a unidimensional construct, rather than focusing on its core dimensions (sense of community, value alignment, and meaningful work). Second, most studies have emphasized affective commitment, with limited attention to continuance commitment, which is particularly relevant in developing economies. Third, there is limited empirical evidence on the moderating role of corporate culture in the relationship between workplace spirituality and employee commitment. Moreover, most empirical studies have been conducted in developed countries, particularly in Europe and North America, with limited context-specific research in Nigeria. This limits the generalizability of findings to service organizations in Rivers State, where socio-cultural and economic conditions differ significantly. Therefore, this study seeks to fill these gaps by providing empirical evidence on the relationship between workplace spirituality (sense of community, value alignment, and meaningful work) and continuance commitment, as well as the moderating role of corporate culture in service organizations in Rivers State. This approach offers a more comprehensive and context-specific understanding of employee commitment and retention.

### Methodology

**Research Design:** This study employed a survey research design, which is well-suited for examining relationships among organizational variables across a broad set of respondents. The design facilitated the systematic collection of standardized data on employees' perceptions of value alignment and normative commitment within service organizations in Rivers State. Surveys are particularly effective for capturing attitudes, beliefs, and behaviors, enabling researchers to identify patterns and correlations across diverse organizational contexts (Creswell, 2014).

**Population of the Study:** The study population comprised 519 employees from selected service organizations in Rivers State, Nigeria, including banks, the Rivers State Police Command, and Rivers State University. These organizations represent both public and private sectors, providing a cross-section of employees engaged in service delivery. Employees were targeted because they are directly involved in service provision and are likely to exhibit varying levels of commitment and alignment with organizational values. Official personnel records from the respective organizations served as the source of population data (Rivers State University Human Resource Department, Rivers State Police Command Personnel Office, HR departments of the selected banks, 2018).

**Sample Size and Sampling Technique:** Applying Taro Yamane's formula (1967) for finite populations, a sample size of 226 employees was determined. A stratified random sampling technique was adopted to ensure proportional representation from each organizational stratum (banks, police command, university). Stratification minimized sampling bias and ensured that the sample structure accurately reflected the population composition. Within each stratum, respondents were randomly selected, providing equal opportunity for inclusion in the study.

**Instrument for Data Collection:** Data were collected using a structured questionnaire designed to assess employees' perceptions of value alignment and normative commitment. The instrument

was divided into two sections: Section A focused on value alignment, and Section B assessed normative commitment. All items were measured on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was validated through expert review and pilot testing to ensure clarity, reliability, and relevance prior to administration to the main sample.

**Method of Data Analysis:** Data analysis was conducted using SPSS version 25. Descriptive statistics, including mean, standard deviation, skewness, and kurtosis, were used to summarize respondents’ demographic characteristics and perceptions of study variables. Inferential statistics, specifically the Pearson Product-Moment Correlation (PPMC), were used to test the hypothesized relationship between value alignment and normative commitment. A significance level of 0.01 was adopted to determine the strength and direction of the relationships.

**Data Presentation:**

A total of 226 questionnaires were distributed, of which 200 were adequately completed and returned, yielding an 88.5% response rate. These completed responses formed the basis for analysis, ensuring that the findings accurately reflect the perceptions of employees across the selected service organizations.

**Data Analyses**

H<sub>01</sub>: There is no significant relationship between sense of community and continuance commitment in service organizations in Rivers State.

**Table 1: Correlation on sense of community and continuance commitment**

		sense of community	continuance commitment
sense of community	Pearson Correlation	1	.623**
	Sig. (2-tailed)		.000
	N	200	200
continuance commitment	Pearson Correlation	.623**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

H<sub>01</sub>: There is no significant relationship between sense of community and continuance commitment in service organizations in Rivers State. The results from the Pearson Product-Moment Correlation analysis reveal a positive and significant relationship between sense of community and continuance commitment ( $r = 0.623, p < 0.01$ ). The correlation coefficient of 0.623 indicates a moderately strong positive association, suggesting that employees who experience a strong sense of belonging and connectedness within their organization are more likely to remain committed. Given that the p-value is 0.000, which is less than the 0.01 significance level, the null hypothesis (H<sub>01</sub>) is rejected. This finding implies that fostering a sense of community in service organizations strengthens employees’ continuance commitment. Employees who feel included, valued, and connected to their colleagues are more motivated to maintain their membership in the organization, contributing to long-term retention and organizational stability.

H<sub>02</sub>: There is no significant relationship between value alignment and continuance commitment in service organizations in Rivers State.

**Table 2: Correlation on value alignment and continuance commitment**

		value alignment	continuance commitment
value alignment	Pearson Correlation	1	.612**
	Sig. (2-tailed)		.000
	N	200	200
continuance commitment	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

The results from the Pearson Product-Moment Correlation analysis indicate a positive and significant relationship between value alignment and continuance commitment ( $r = 0.612$ ,  $p < 0.01$ ). The correlation coefficient of 0.612 suggests a moderately strong positive association, meaning that employees who perceive a high alignment between their personal values and the organization's values are more likely to remain committed to the organization. Since the p-value is 0.000, which is less than the 0.01 significance threshold, the null hypothesis ( $H_{02}$ ) is rejected. This implies that value alignment significantly influences continuance commitment among employees in service organizations in Rivers State. Employees who feel their personal values match organizational values tend to exhibit stronger continuance commitment, likely because they perceive fewer conflicts between personal and organizational objectives, reinforcing their intention to stay with the organization.

$H_{03}$ : There is no significant relationship between meaningful work and continuance commitment in service organizations in Rivers State.

**Table 3: Correlations on meaningful work and continuance commitment**

		meaningful work	continuance commitment
meaningful work	Pearson Correlation	1	.622**
	Sig. (2-tailed)		.000
	N	200	200
continuance commitment	Pearson Correlation	.622**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

$H_{03}$ : There is no significant relationship between meaningful work and continuance commitment in service organizations in Rivers State. The Pearson Product-Moment Correlation analysis shows a positive and significant relationship between meaningful work and continuance commitment ( $r = 0.622$ ,  $p < 0.01$ ). The correlation coefficient of 0.622 indicates a moderately strong positive association, meaning that employees who perceive their work as meaningful and purposeful are more likely to remain committed to their organization. Since the p-value is 0.000, which is below the 0.01 significance threshold, the null hypothesis ( $H_{03}$ ) is rejected. This result suggests that when employees find significance and purpose in their tasks, they develop stronger continuance commitment, likely because meaningful work increases their attachment to the organization and

reduces the likelihood of turnover. Service organizations in Rivers State can enhance employee retention by fostering work that is perceived as valuable and impactful.

H<sub>04</sub>: Corporate culture does not significantly moderate the relationship between workplace spirituality (sense of community, value alignment, and meaningful work) and continuance commitment in service organizations in Rivers State.

**Table 4: Correlation on Corporate culture significantly moderate the relationship between workplace spirituality (sense of community, value alignment, and meaningful work) and continuance commitment**

Control Variables			continuance commitmen t	workplace spirituality	Corporate culture
-none <sup>a</sup>	continuance commitment	Correlation	1.000	.236	.622
		Significance (2- tailed)	.	.001	.000
		df	0	198	198
	workplace spirituality	Correlation	.236	1.000	.252
		Significance (2- tailed)	.001	.	.000
		df	198	0	198
Corporate culture	Correlation	.622	.252	1.000	
	Significance (2- tailed)	.000	.000	.	
	df	198	198	0	
Corporate culture	continuance commitment	Correlation	1.000	.105	
		Significance (2- tailed)	.	.139	
		df	0	197	
	workplace spirituality	Correlation	.105	1.000	
		Significance (2- tailed)	.139	.	
		df	197	0	

a. Cells contain zero-order (Pearson) correlations.

H<sub>04</sub>: Corporate culture does not significantly moderate the relationship between workplace spirituality (sense of community, value alignment, and meaningful work) and continuance commitment in service organizations in Rivers State. The results from the correlation analysis indicate that corporate culture has a positive and significant relationship with continuance commitment ( $r = 0.622$ ,  $p < 0.01$ ) and a weaker but significant association with workplace spirituality ( $r = 0.252$ ,  $p < 0.01$ ). When controlling for corporate culture, the correlation between workplace spirituality and continuance commitment is  $r = 0.105$  with a p-value of 0.139, which is not statistically significant at the 0.01 level. These findings suggest that while corporate culture itself is strongly associated with employee continuance commitment, it does not significantly strengthen or moderate the direct relationship between workplace spirituality and continuance commitment in the sampled service organizations. In other words, the positive effects of sense of community, value alignment, and meaningful work on continuance commitment occur largely independently of corporate culture in this context. The null hypothesis (H<sub>04</sub>) is not rejected, indicating that corporate culture does not play a significant moderating role in the relationship between workplace spirituality and continuance commitment in service organizations in Rivers State. This implies that organizations

may need to focus directly on cultivating workplace spirituality to enhance continuance commitment rather than relying solely on corporate culture as a moderating factor.

**Table 5: Summary of Result**

Hypothesis	Variables	Pearson Correlation (r)	Significance (p-value)	Interpretation	Decision on H <sub>0</sub>
H <sub>01</sub>	Sense of Community → Continuance Commitment	0.623	0.000	Moderately strong positive relationship. Employees with a higher sense of community are more likely to remain committed.	Rejected
H <sub>02</sub>	Value Alignment → Continuance Commitment	0.612	0.000	Moderately strong positive relationship. Employees whose values align with the organization show higher continuance commitment.	Rejected
H <sub>03</sub>	Meaningful Work → Continuance Commitment	0.622	0.000	Moderately strong positive relationship. Employees who perceive their work as meaningful are more likely to stay committed.	Rejected
H <sub>04</sub>	Corporate Culture moderates Workplace Spirituality and Continuance Commitment	0.105 (controlled for corporate culture)	0.139	Weak and non-significant moderation. Corporate culture does not significantly strengthen the relationship between workplace spirituality and continuance commitment.	Not Rejected

**Source: Survey data (2017) via SPSS Computation**

**Discussion of Findings**

The findings of this study reveal significant relationships between components of workplace spirituality sense of community, value alignment, and meaningful work and continuance commitment among employees in service organizations in Rivers State, Nigeria. The first hypothesis (H<sub>01</sub>) examined the relationship between sense of community and continuance commitment. The analysis indicated a moderately strong positive correlation ( $r = 0.623, p < 0.01$ ), suggesting that employees who feel a strong sense of belonging and connection within their organization are more likely to remain committed. This finding aligns with the work of Milliman, Czaplewski, and Ferguson (2010), who emphasized that a supportive community environment fosters employee loyalty and reduces turnover intentions. Similarly, Ashmos and Duchon (2000) highlighted that a sense of community in the workplace enhances employee engagement, which strengthens organizational commitment. This implies that cultivating a sense of belonging among employees in service organizations is crucial for sustaining workforce stability.

The second hypothesis (H<sub>02</sub>) investigated the relationship between value alignment and continuance commitment. The results showed a positive and significant relationship ( $r = 0.612, p < 0.01$ ), indicating that employees whose personal values align with those of the organization exhibit stronger commitment. This is consistent with Fry et al. (2011), who found that alignment between individual and organizational values significantly predicts employee retention and satisfaction. Furthermore, Giacalone and Jurkiewicz (2003) argue that value congruence reduces cognitive dissonance in employees, thereby increasing their intention to remain with the organization. In the context of Rivers State service organizations, these findings underscore the importance of embedding organizational values into everyday practices to enhance continuance commitment. The third hypothesis (H<sub>03</sub>) explored the relationship between meaningful work and continuance commitment. The study found a moderately strong positive relationship ( $r = 0.622, p < 0.01$ ),

suggesting that employees who perceive their work as significant are more likely to stay with the organization. This finding corroborates earlier studies by Rosso, Dekas, and Wrzesniewski (2010), who reported that meaningful work is a key driver of employee commitment and motivation. Work that provides purpose and aligns with employees' personal goals enhances engagement, reduces turnover, and promotes long-term organizational stability.

Finally, the fourth hypothesis ( $H_{04}$ ) tested the moderating role of corporate culture on the relationship between workplace spirituality and continuance commitment. The results indicated a weak and non-significant moderation effect ( $r = 0.105$ ,  $p = 0.139$ ), suggesting that while corporate culture itself is positively associated with continuance commitment ( $r = 0.622$ ,  $p < 0.01$ ), it does not significantly strengthen the relationship between workplace spirituality and employee retention. This finding partially contrasts with earlier studies (Milliman et al., 2010; Fry, 2003), which suggested that a supportive corporate culture enhances the benefits of workplace spirituality. The difference may be attributed to contextual factors in Rivers State service organizations, where organizational culture might be more formal or bureaucratic, limiting its moderating influence. Nevertheless, the direct effects of sense of community, value alignment, and meaningful work remain significant, highlighting that workplace spirituality independently drives continuance commitment. In summary, this study confirms that workplace spirituality is a critical determinant of continuance commitment in service organizations. Employees who feel connected, aligned with organizational values, and find meaning in their work are more likely to remain committed, even when the moderating influence of corporate culture is limited. These findings contribute to the understanding of employee retention strategies in the Nigerian service sector and emphasize the practical importance of fostering a spiritually enriching work environment.

## CONCLUSION

The study examined the relationship between workplace spirituality comprising sense of community, value alignment, and meaningful work and continuance commitment among employees in service organizations in Rivers State, with a focus on the moderating role of corporate culture. The findings revealed that all three dimensions of workplace spirituality positively and significantly correlate with continuance commitment, indicating that employees who feel connected, aligned with organizational values, and perceive their work as meaningful are more likely to remain committed. However, corporate culture did not significantly moderate this relationship, suggesting that the direct influence of workplace spirituality is stronger than the contextual influence of organizational culture in this setting. Overall, the study underscores that cultivating a spiritually enriching workplace environment is a key strategy for enhancing employee retention and sustaining organizational performance in service sectors.

## RECOMMENDATIONS

1. Service organizations should implement team-building initiatives, mentorship programs, and collaborative work structures to strengthen interpersonal connections among employees. HR managers and organizational leaders can facilitate regular social and professional engagement sessions to enhance employees' sense of belonging.
2. Organizations should actively communicate their mission, vision, and core values to ensure employees understand and internalize them. Recruitment, training, and performance appraisal systems should reflect organizational values, and leaders should model behaviors that reinforce alignment. HR departments should conduct periodic surveys to assess alignment levels and adjust policies accordingly.
3. Managers should design roles that provide employees with autonomy, skill variety, and opportunities for personal growth. Job enrichment programs, recognition of employee contributions, and linking daily tasks to organizational impact can enhance perceived meaningfulness. Supervisors should ensure employees understand how their work contributes to organizational goals and societal impact.

4. Organizational leaders should actively demonstrate and reinforce behaviors that promote workplace spirituality. This includes recognizing and rewarding collaborative behavior, ethical decision-making, and contributions that enhance meaningful work. Leaders and managers should model value-aligned behavior, provide regular feedback, and maintain open communication channels. This ensures that workplace spirituality is embedded in daily practices, fostering sustained employee commitment and engagement.

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**Appendix I  
Questionnaire**

10-item questionnaire arranged in a tabular format with separate columns for each Likert response option (SA, A, MA, D, SD):

Variable	Item	SA	A	MA	D	SD
Sense of Community	I feel a strong sense of belonging with my colleagues in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sense of Community	I am comfortable collaborating with team members to achieve organizational goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Alignment	My personal values are consistent with the values promoted by my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value Alignment	I believe that the organization's goals and objectives reflect what I consider important in my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningful Work	The work I do has a positive impact on others and is meaningful to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meaningful Work	I find purpose in the tasks and responsibilities assigned to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuance Commitment	I stay in this organization because leaving would result in losing valuable benefits and opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuance Commitment	I feel obligated to continue working in this organization due to the investments I have made in my career here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Culture	The organization's culture supports and encourages teamwork, collaboration, and shared values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Culture	The culture of this organization strengthens my commitment and motivation to stay long-term.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Appendix II  
SPSS Output**

CORRELATIONS  
/VARIABLES=VAR00001 VAR00002  
/PRINT=TWOTAIL NOSIG  
/MISSING=PAIRWISE.

**Correlations**

		Notes
Output Created		20-MAR-2026 04:55:34
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	200
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.

Cases Used		Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS  /VARIABLES=VAR00001 VAR00002 /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.05

**Correlations**

		sense of community	continuance commitment
sense of community	Pearson Correlation	1	.623**
	Sig. (2-tailed)		.000
	N	200	200
continuance commitment	Pearson Correlation	.623**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

**CORRELATIONS**

/VARIABLES=VAR00001 VAR00002  
 /PRINT=TWOTAIL NOSIG  
 /MISSING=PAIRWISE.

**Correlations**

**Correlations**

		value alignment	continuance commitment
value alignment	Pearson Correlation	1	.612**
	Sig. (2-tailed)		.000
	N	200	200
continuance commitment	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

**Correlations**

**Correlations**

		meaningful work	continuance commitment
meaningful work	Pearson Correlation	1	.622**
	Sig. (2-tailed)		.000
	N	200	200
continuance commitment	Pearson Correlation	.622**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

**Partial Corr**

**Correlations**

Control Variables			continuance commitment	workplace spirituality	Corporate culture
-none <sup>a</sup>	continuance commitment	Correlation	1.000	.236	.622
		Significance (2-tailed)	.	.001	.000
		Df	0	198	198
	workplace spirituality	Correlation	.236	1.000	.252
		Significance (2-tailed)	.001	.	.000
		df	198	0	198
	Corporate culture	Correlation	.622	.252	1.000
		Significance (2-tailed)	.000	.000	.
		df	198	198	0
Corporate culture	continuance commitment	Correlation	1.000	.105	
		Significance (2-tailed)	.	.139	
		df	0	197	
	workplace spirituality	Correlation	.105	1.000	
		Significance (2-tailed)	.139	.	
		df	197	0	

a. Cells contain zero-order (Pearson) correlations.