

WORKPLACE SPIRITUALITY AND EMPLOYEES WORK ATTITUDE: A MODERATING ROLE OF ORGANISATIONAL CULTURE IN NIGERIA UNIVERSITIES

Chukwudifu Francis Fidelis
Department of Management, Faculty of Management Sciences
Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Rivers State,
Nigeria

francischukwudifu@gmail.com

ABSTRACT

The study examined the influence between Workplace Spirituality and Employee Work Attitude among the teaching staff of the universities in Nigeria. The study indicated that organizational culture moderates the relationship between the two variables. The study conclude that workplace spirituality has influence with employees work attitude in the universities in Nigeria. Finally, the study recommends that top-management must clearly communicate the organization's philosophy that workplace spirituality represents truth and is the right thing to do and must be embraced at all organizational levels and that top-management must put in place work environment that will make the staff of the university derive meaning in their work. This can be done by providing all the necessary tools required by the staff to meaningfully do their work. These would include adequate security , provision of accommodate within the campus, good offices for the staff, well-furnished canteen, very good recreation area and prompt payment of their salary.

Keywords: Workplace Spirituality, Employee Work Attitude, Organizational Culture

INTRODUCTION

There are several ways in which an employee's attitude influences their productivity, frequently without their knowledge. Workers who are satisfied with their jobs are more likely to be productive. However, bad attitudes such as tardiness and stealing might have the reverse impact. Scholars and other interested parties have recently criticized the attitude of Nigerian workers toward their jobs. Unaffected by geographic divides, rural or urban habitation, religious affiliation, gender or age, Nigerian workers' nonchalant attitude about labor remains constant. Workplace morale is low among the majority of Nigerians. Although this country's work ethic may be a generalization, it does not necessarily reflect the reality of the situation. For management, the knowledge that attitudes are a stable and predispositional condition of willingness to behave and respond in a specific manner is critical in the performance of their tasks and the creation of policies.

Workplaces in Nigeria are beset by a slew of issues, such as growing expenses, fierce rivalry and corruption, as well as job instability and unhappiness among workers due to their sense of psychological estrangement from their employers. As a result of these events, there is a decrease in employee dedication and loyalty, as well as a decrease in the organization's ability to achieve its objectives. As a result, people enter the workforce only in search of the benefits that the job may provide them, rather than the value that they can provide to the organization via their own efforts. Even though a person enjoys his or her job, they may not like the organization in which they work.

Many individuals spend a large amount of time at work, yet they receive just a little amount of social identity from it (Cartwright & Cooper, 1997). Organizational change, longer hours, and higher job expectations have all been linked to a decline in employee engagement and a rise in stress and work-family conflict. These problems arise as a consequence of companies placing an excessive focus on their bottom line, leaving their employees dissatisfied at work and encouraging them to engage in immoral or otherwise abnormal conduct. As a result, organizations must enhance workers' long-term productivity by implementing a sustainable work system that emphasizes inner well-being, purposeful work, and a sense of community.

According to Van der Walt & de Klerk, 2014, the lack of spirituality in the workplace has resulted in a number of problems for businesses, including stress, absenteeism, and organizational politics. People who have a feeling of purpose in their job and a sense of belonging and contact with their coworkers contribute more to the company's success than those who don't (Gull & Doh, 2004). Organizations that foster spirituality have also been proven to have an increase in creativity, contentment, team performance, and organizational commitment (Rego & Cunha, 2008; Sheep, 2006; Van der Walt & de Klerk, 2014). For this research, we are looking at the association between workplace spirituality and employee work attitude among the faculty and staff of institutions in the south-south area of Nigeria, taking into account Organizational Culture as a moderating variable.

Conceptual Framework

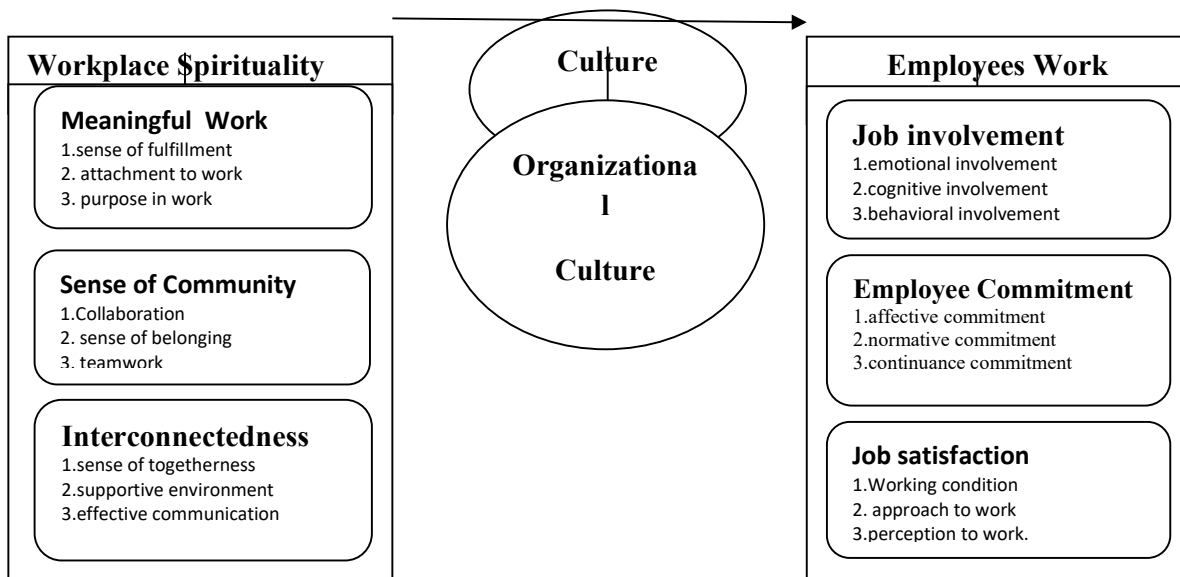


Fig1; Conceptual framework on workplace spirituality and employee work attitude
Source: Dimensions and Measures were adopted from Malik et al, (2017)

Aim and Objectives of the Study

The aim of the study is to examine the extent of the relationship between workplace spirituality and employees work attitude in the universities in the south-south region of Nigeria. The specific objectives are as follows:

1. For the purpose of determining the degree to which meaningful work and university workers' work attitudes are linked.
2. To find out how much a sense of belonging affects a person's work attitude at Nigerian colleges in the south-south.
3. Determine the degree to which interconnection and the work attitude of university personnel in Nigeria's south-central area are linked
4. To investigate the role of organizational culture in influencing the link between workplace spirituality and university workers' work attitude.

Significance of the Study;

The study's relevance is twofold: Firstly, it reaffirms the need for greater study into the relevance of spirituality in the workplace to improve our understanding of organizational behavior. To management, it highlights the relevance of a link between increased spirituality in the workplace and improved employee behavior, which might lead to higher organizational performance. It is

possible that the findings of this study may aid human resource managers in developing strategies to promote or enhance spirituality at work.

Theoretical Review

The concept of workplace spirituality leans on so many contemporary theories of organizational behavior. For the purpose of this study, very few will be mentioned with relevant explanations to this study.

a. The Theory of Planned Behavior

According to Ajzen's notion of deliberate conduct (1991). When a person has an attitude (spirituality) that allows them to go above and beyond what is required by the regulations and perceives a duty to the organization, this method recognizes that this is the linkage. To forecast an individual's intention to participate in an action at a certain time and place, the Theory of Reasoned Action (TRA) was developed in 1980 as the Theory of Planned Behavior (TPB). The hypothesis was designed to explain all behaviors that can be controlled by the individual. To put it another way, the theory of planned behavior examines the interrelationships between self-efficacy beliefs and attitudes, intentions, and conduct in general. It is possible that the support of family, friends and peers will impact a person's attitude toward a given conduct, reinforcing his goal of seeing the specific action through to completion.

Extending the notion of reasoned action (Ajzen & Fishbein, 1980), the theory of planned behavior was essential since the previous model couldn't handle activities over which individuals had limited control. As in the original theory of rational action, the individual's desire to carry out a certain action is important to the notion of planned conduct. Motivational elements influencing action are considered to be captured by intentions, which indicate how hard individuals are willing to work and how much effort they intend to put in, in order to carry out the activity. If you have a strong desire to do something, it is more probable that you will really do it. However, it should be apparent that only conduct that is under volitional control, i.e., may be decided to do or not be performed, can communicate a behavioral purpose. Non-motivational elements, such as the availability of needed opportunities and resources, play an important role in the execution of most actions, even if they fulfill this condition. These elements describe the extent to which individuals may influence their own actions. As long as the individual has the means and the opportunity to carry out the conduct, they should be able to.

As opposed to the notion of rational action, the theory of planned conduct has a component of self-determination. It's helpful to look at how perceived behavioral control stacks up against other types of control before diving into that topic. There are important differences between behavioral control and the idea of a person's actual location of control. With a focus on elements directly connected to a specific conduct, perceived behavioral control refers to people's assessment of how easy or difficult it would be to accomplish the behavior of interest. However, the belief in one's own ability to exert control over one's own behaviors may and often does differ from one scenario to another. As a result, a person may feel that her actions affect her outcomes in general (internal locus of control), yet she may also believe that her prospects of becoming a commercial airline pilot are limited (low perceived behavioral control).

It is possible to anticipate behavioral outcomes directly using the idea of planned behavior, which states that perceived behavioral control and behavioral intention may be employed together. This idea has at least two possible explanations. In the first place, the amount of effort required to successfully complete a course of action is likely to grow as a function of perceived behavioral control. In other words, even if two people have the same burning desire to learn how to skip, just one of them is more likely to stick with it than the other if he or she has faith in their own abilities. Perceived behavioral control may frequently be utilized as a replacement for real control, therefore it seems sense to assume a direct relationship between it and behavioral performance. However, the accuracy of perceptions will determine whether a measure of perceived behavioral control may be substituted for a measure of real control.

Rather than relying on a common social exchange theory, this study relied on a theory of planned behavior that posits that when an individual evaluates an object as good or bad (attitude), these attitudes are transformed into behaviors that eventually affect the performance of individuals, teams, and organizations.

Workplace Spirituality

'Spirituality in the workplace' is founded on the idea that individuals need to have their brains, bodies, and souls fed in meaningful ways via the job they perform, according to Ashmos and Duchon (2000). People look for meaning in their work that extends beyond monetary gain and the requirements of their job description (Ashmos & Duchon, 2000). Employees have an inner life that thrives and is nurtured by meaningful work done in the context of community, according to the definition of workplace spirituality. Working in a spiritually oriented workplace helps employees to connect with one other and to feel connected to their coworkers, which leads to a more positive work environment and a higher level of productivity for the organization (2015). While there are some similarities between the two, they are diametrically opposed (Afsar&Rehman, 2015; Milliman et al., 2003). In contrast to religion, workplace spirituality focuses more on tolerance, patience, the sense of interconnection, purpose, and acceptance of one's mind to organizational standards that are integrated together to form one's own values (Afsar &Rehman, 2015).

While some research on workplace spirituality has been conducted, it's also been put into practice. Researchers Afsar and Rehman (2015) pioneered workplace spirituality's impacts on organizational commitment and job participation in dimensions such as community sense, matching ideals, and meaningfulness of work.

In recent investigations, researchers have returned to Afsar and Rehman's (2015) measurements since they've been thoroughly vetted and confirmed by other researchers. For example, these measures deal with aspects of spirituality that affect an individual's life outside of the workplace, such as their attitudes and actions toward work and their employment results.

Most researchers believe that one of the significant ways in which one might practice the divine in the cosmos is via the experience of spirituality, and this perspective is shared by many of the researchers themselves (Neck &Milliman, 1994). Only a few studies have examined the spiritual dimensions of the work environment (Neck &Milliman, 1994). When it comes to the workplace, Neck and Milliman (1994) found that individuals are more spiritually oriented than ever before. Szekely (1973) had a distinct point of view since he said that labor should be seen as a servant rather than a master. The way a job is done is less significant than one's attitude and conduct toward it. The ultimate goal of workplace spirituality is to achieve one's full potential and engage in constructive relationships with the cosmos. In Maslow's view, self-actualization is linked to a spiritual feeling of well-being (Neck &Milliman, 1994). More chances for personal growth and development exist in organizations whose goals are founded on spiritual ideals. Employees' motivation and excitement will rise as a result of this sense of progress (Neck & Milliman, 1994). Spirituality in the workplace permeates the culture, allowing employees to learn from one another and develop empathy for their coworkers (Giacalone & Jurkiewicz, 2003). A spiritual journey in the workplace may be a great opportunity to progress and contribute to the greater good. To be kind, empathic, and supportive to others, as well as truthful and trustworthy to oneself and others around them, are all part of this. Both the individuals inside an organization and the company as a whole may benefit from a greater understanding of and adherence to its core principles. Integration between vertical and horizontal spiritual aspects may aid companies in developing interconnected motives and actions, though. According to Marques (2005), WPS has various advantages for the company, including higher trust among employees, increased interconnection, and the creation of a more motivated culture that would lead to better organizational performance. He said that it will ultimately lead to the company's success. There are several studies that provide light on the WPS, such as: organizations recognise and nurture the individual viewpoint of spirit;

(Thompson, 2000). Thompson (2000) argues that since organizations are made up of people, their spiritual needs must be met on an individual level rather than at the level of the organization.

a. Meaningful Work.

According to Ashmos and Duchon (2000), "a feeling of what is significant, invigorating, and enjoyable about work" is reflected in the concept of meaning in the workplace.

Based on the idea that work should be a source of pleasure and energizing people's lives, this approach assumes that individuals are intrinsically motivated and desirous of making a positive contribution to the world via their job. Job embeddedness has been shown to be strongly linked to meaningful work because of the close relationship between the two (Rajappan, Nair, Priyadarshini M., & Sivakumar, 2017).

A person's job is meaningful when he or she is able to connect with his or her work in a way that is unique to him or her, he or she is motivated, aware of the facts of life, and aspires to be involved in activities that will offer meaning to his or her life and the lives of others (Overell, 2008). Satisfaction with one's job improves when one's employment is fulfilling. The degree to which an employee enjoys the duties that are allocated to him or her or that he or she is forced to do on a regular basis at work is known as "meaning at work" (Ashmos & Duchon, 2000).

b. Sense of Community

A feeling of belonging at work, according to Ashmos and Duchon (2000), refers to the degree to which workers are able to "enjoy personal development, be respected for who they are as people, and have a sense of working together" within their workplace community.

Employees who work together in a team or in a group where they have complete freedom of expression, loving, and supporting colleagues are referred to as "fellowship members." In order to have a strong sense of community, one must be able to communicate and relate well with others (Duchon & Plowman, 2005). There is a favorable correlation between job contentment and a sense of belonging at work as well. Employee well-being may be enhanced by cultivating a strong feeling of belonging to one's work team. In the workplace, the term "team sense of community" refers to a feeling of belonging to one's coworkers, which is based on a strong bond between individuals (Ashmos & Duchon, 2000).

c. Interconnectedness

Understanding and working in an increasingly multicultural, transnational, and linked world is referred to as Global Interconnectivity. It encourages people to grow into capable professionals, civic leaders, and well-informed members of a culturally and racially diverse society at home and throughout the world. There is a relationship between distinct components or items. One of history's most engrossing themes is the interconnectivity of individuals and events.

There is an intangible link between all things, and this is what is meant by the idea of interconnectedness. "Nothing exists in isolation" relates to the fundamental essence of reality, which states that "nothing exists apart from everything else." Companies can safely move data across these assets thanks to interconnection, which enables low latency and high availability connections. In order to improve network security and performance, dedicated or direct interconnect connects assets directly, however this also raises the overall cost. Organizations must link their private clouds and data centers to their public cloud instances, or connect multiple public cloud instances together, as public cloud and hybrid cloud network architecture models take hold. Data and resources from many sources, including processing power, storage, and archive storage, may now be more efficiently shared throughout enterprises because to this interconnectivity. A low-latency, high-availability link between these assets is provided via interconnection.

Employees Work Attitude

A person's attitude may be communicated in two ways: by showing favoritism or disfavor towards a specific thing (Eagly & Chaiken 1998). An employee's attitude is a reflection of how they feel on the inside. When it comes to his employer, coworkers and position in the company, these are the

sentiments of an employee. Every employee has opinions on the workplace. When an employee is proud of the job he or she performs and believes that it is respected, he or she is more likely to work hard and finish projects on time. Employees that are dissatisfied, disengaged, and disengaged from their job might develop bad habits including tardiness, absenteeism, and theft, all of which reduce productivity. Employees' unfavorable attitudes might be shown in various ways, such as poor performance, absenteeism and theft, as well as a lack of punctuality and bad business ethics. Employees who are treated with respect by you and their coworkers, as well as those who have a positive attitude, are more likely to act appropriately in the workplace. It is imperative that companies discover strategies to regulate their workers' attitudes so that they display good attitudes in order to boost production. An attitude is a declaration of one's feelings towards an item, a person, or an event. They express one's thoughts and feelings regarding a subject (Robbins, 2003). Predisposition to make particular sorts of judgements about other people, topics, and events in certain circumstances is what we mean by an attitude. Personal values are reflected in an individual's attitudes. Personal beliefs and biases are formed as a result of one's attitudes, which also aid in the exercise of sound judgment. Some beliefs are ingrained in people's minds and are unlikely to be altered over their lifetimes. Others are held looser and may be altered if the person thinks it's necessary (Cole, 1996). A person's reaction to other people, things, and circumstances is shaped in part by their attitude, which may be either good or negative. Attitudes are formed and refined through time by exposure to various stimuli (Fishbein and Ajzen, 1994). Behaviors may be predicted by attitudes, according to Newstorm and Davis (1993). They reveal a lot about a person's motivations and tendencies to behave in specific ways. Positive work attitudes may assist predict positive actions, whereas negative attitudes can predict bad behaviors. What happens when people are unsatisfied with their employment, lack job engagement, and are less committed to the company? There are several possible outcomes. In particular, if the emotions are both powerful and persistent, the likelihood of this outcome increases. For example, workers who are dissatisfied may engage in psychological or physical retreat (for example, daydreaming on the job), or even overacts of aggressiveness and revenge for perceived wrongdoing.

Organizational Culture as a Moderating Variable

Employees who are determined to be enthusiastic and engaged in their work may be deemed to be committed to their employer, and this is the most essential factor in determining their level of commitment. It has been hypothesized by a number of researchers based on studies into employee perceptions of job satisfaction. "Any combination of psychological, physiological, and environmental conditions that lead a person truly to state, 'I am content with my employment,'" says Hoppock (1995). Rather of focusing on just one aspect of psychology, the author emphasized that it is a mix of psychological, physiological, and environmental factors that lead a person to express satisfaction with the work they are doing. An employee's function in the workplace is a key factor in job satisfaction, according to Vroom (1994). Individuals' emotional orientations toward the work positions they are now performing are a key component of their level of job satisfaction. People might declare they are content with their jobs when their feelings are taken into consideration. The part that one plays at work gives them a sense of belonging and makes them believe that they are doing honor to the responsibilities bestowed upon them. Workplace contentment has been defined by McNamara (1999) as a mood or mental state that a person experiences as a result of the work they do. A number of variables may have an effect on this, including the quality of one's connection with one's supervisor, the atmosphere in which one works, the degree to which one's job is fulfilled, and so on. The connection between workers and their supervisors has been shown to be the most important element in determining job happiness. An employee feels satisfied in their work when they can see how their efforts are making a difference to the organization's mission. People are happier in their work when they know that they are directly accountable for helping the company accomplish its goals and objectives. Employment satisfaction, according to Schwepker (2001), is a pleasant emotional state that results from the

evaluation of one's job as accomplishing or supporting one's ideals. To put it another way, it relates to the sentiments that individuals have about their work. Appreciation of one's efforts or the achievement of a significant milestone might bring to a sense of fulfillment in a person. It was shown that among the 10,052 members of the Brazilian Military Police Organization (Leite, Rodrigues, & Albuquerque, 2014) that work satisfaction had a direct or mediating influence in predicting loyalty. Relationship satisfaction is an antecedent of commitment, which mediates its relationships with other variables, such as work and personal characteristics; however, it played a small role in mediation of the individual variable investigated, which had a direct impact on the organizational commitment. Respect for coworkers at all levels was cited by 67% of respondents as being very essential, making it the leading factor to overall job satisfaction. It was observed that 77 percent of employees were satisfied with their connection with their coworkers, which was one of the most important requirements for employee engagement. They concluded that the working environment is an essential factor in determining job satisfaction in their research on job satisfaction among 210 workers in the banking and telecom industry of Quetta in Pakistan (Raziq & Maulabaksh 2015).

CONCLUSION

Workplace spirituality has a very poor link with workers' work attitude in the universities in the south-south, Nigeria, according to existing research on three elements of workplace spirituality. There is a strong correlation between workplace spirituality and job happiness, according to the findings of this research. Employees who work for companies that promote spirituality report higher levels of satisfaction with their jobs.

RECOMMENDATIONS

The researcher recommends the following;

1. In the south-south area of Nigeria, there is a substantial positive correlation between Meaning in work and job participation among university personnel. There must be a clear message to all employees that meaningful work and job participation are essential to the success of the firm.
2. The university's top administration must create an atmosphere where university employees may find significance in their job. This may be accomplished by making sure that employees have access to all of the resources they need to conduct their jobs effectively. The campus should include enough security, adequate housing, well-equipped offices for personnel, a well-furnished cafeteria, and a well-equipped leisure space.
3. An atmosphere where employees and members of the host community may mingle and exchange pleasantries should be fostered by senior leadership. Personnel members, students, and other university non-teaching staff need an atmosphere that fosters mutual respect and relationships, in order to foster the institution's spirit and foster a spiritual workplace.
4. It is imperative that the university's administration take a proactive stance against employee negativity such as absenteeism, workers thinking about quitting the job because they are dissatisfied, and personnel speaking badly of the institution whenever possible. All of this may be accomplished by giving the workers with all of the necessities they need to grow their spirituality.
5. When workers develop spirituality in their job, they will be able to put up good work attitudes such as inventive thinking and the capacity to represent the institution appropriately and favorably when the need arises.
6. As a university, the university should have a good purpose in regard to its workers and society, and it should seek to improve both those people's lives as well as the society as a whole. The staff's inner self will be well-nourished as a result of this.

7. Creating a feeling of belonging among university employees who work in groups and promoting complete freedom of speech are two of the institution's most important goals.

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