

Effect Of Workplace Spirituality On Employee's Performance, A Study Of Akwa Ibom State University, Nigeria.

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Abstract

This research is carried out on the topic effect of workplace spirituality on employee's performance, a study of Akwa Ibom State University. The overall objective of this study was to examine the effect of workplace spirituality on employee's performance. A cross – sectional research design was adopted for this study. The data for this study were obtained mainly from the primary source through the use of structured closed-ended questionnaire with a five-point Likert scale ranging from Strongly Agreed (SA=5) to Disagreed (D=1). The population of the study was made up of 1491 employees of the University. Taro Yamane formula was used in determining the sample size which was made up of 315 participants while 256 copies of the questionnaires distributed where returned and therefore formed the bases of analysis. The simple random sampling technique was adopted for this study. Regression analysis method was used in testing the research hypotheses through the help of Statistical Package for the Social Sciences. The finding of the study showed that there is significant effect of inner life on employee performance, there is significant effect of meaningful work on employee's performance and that there is significant effect of sense of community on employee's performance. Therefore, it was concluded that workplace spirituality and all it dimensions have a significant effect on employee's performance in Akwa Ibom State University. It was recommended among others that management should study employees, understand the differences in their behavioural pattern and then build up core belief system which aligns with positive spirituality virtues into the organization's culture.

Keywords: *workplace spirituality, religion, employee performance, inner life, meaningful work, sense of community and self-actualization*

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I. Introduction

The business environment faces high competitions both locally and globally. Organizations need to develop a sense of dedication and commitment among its workforce if it must succeed. In this economic turbulence period, organization needs to react positively to the ever changing business environment (Uwa & Johnson, 2017). One of such changes will involve regenerating organization which have respect for employee's spiritual needs. Spirituality is a phenomenal term which emanate from the exploration of the sacred one where the term sacred refers to divine being and ultimate reality perceived by an individual (Gugnani & Chauhan, 2022). They further viewed spirituality as an internal element such as belief system, values, attitude and emotional orientation which controls individual behaviours. Ebitari and Adedeji (2024) opined that workplace spirituality promotes connectivity among workers prompting them towards achieving the goals of the organization through their work. Workplace spiritual improves employee's mental health and contributes positively to their physical, psychological as well as their spiritual well-being (Mohammed et al, 2023).

Workplace spirituality advocates for a work atmosphere where the organizations values align with spiritual need of employees leading to cooperative relationship with colleagues and better work performance. Workplace spirituality which are positively embedded in the organizational culture triggers a sense of long-term attachment by employees. Hence, employees experience a sense of loyalty and obligation towards the organization which is positively reflected in their commitment to their task within the organization (Rego & Cunha, 2008).

In organization where workplace spirituality is held in high esteem, employees experience sense of joy and the also feel a sense of connection between their job and a larger social good of the community. The researcher further stated that workplace spirituality makes people to feel good about their future with the organization and employees also show a high sense of care and support for each other.

Employee performance is defined as employee total action in meeting the anticipated worth and achievement of task according to the organization specification and time frame (Lee & Wu, 2011). Employees

can be encouraged to put in their best performance in achieving the organizational goals when the organization put in effort in building a conducive work environment characterized with meaningful work and positive values. Workplace spirituality which focuses on how to align employee personal values to that of the organization and creates a conducive interrelationship among employees and has a way of influencing individual outcomes and their performance. Workplace spirituality will ensure that employees exert the right effort which will lead to the achievement as the right goals and in extension result in higher employee performance.

Statement of the Problem

Most organizations are already facing diverse challenges with employees. Most employees venture into their workplace without having the zeal and passion for the work in which they are doing. Hence, they tend not to be committed to their task and they show lackadaisical attitude towards their work. Suffice it to say that this negative attitude rubs off on other staff as co-worker's commitment is a strong indicator of employee's commitment.

It is also worthy to note that the quality of the relationship with co-workers can influence employee's performance at work. Poor relationship among the workforce leads to resentment, lack of care and support for one another and eventually lowers employee's performance.

Despite the code of conduct embedded in the organizational culture, most employees are found wanting as they engage in unethical behavior. This hinders the performance of the organization and thereby stall the growth of such organization.

This research paper seeks to proffer solution to these problems and ensure that the goals of the organization is achieved accordingly. For this purpose, the research aims at examining the effect of workplace spirituality on employee's performance in Akwa Ibom State University.

Objectives of the Study

The overall objective of this study was to examine the effect of workplace spirituality on employee's performance, a study of Akwa Ibom State University. Other specific objectives include to:

- i. Ascertain the effect of inner life on employee's performance in Akwa Ibom State University.
- ii. Determine the effect of meaningful work on employee's performance in Akwa Ibom State University.
- iii. Examine the effect of sense of community on employee's performance in Akwa Ibom State University.

II. Review Of Literature

Workplace Spirituality

Workplace spirituality explains that employees see themselves as a spirit being and their spirit create the connection which energized them at work. (Marschke, Preziosi & Harrington. 2009). Syahir et. al. (2025) stipulated that workplace spirituality is a concept that create a purposeful life and encourages connectivity in the work setting. Pribadi, Effendi and Suryani (2020) defined workplace spirituality as a mental attribute that enables employees to develop enthusiasm towards their job, encourages a collectivism attitude which enables employees to complete work on time with a sense of responsibility toward assigned task. Hassan, Nadeem and Akhter, (2016) stipulated that workplace spirituality gives employees the opportunity to add value at work and it is characterized by kindness, empathy, support for one another, truth and trust among workers.

Workplace spirituality is based on values held by employees. It is connected to the concept of trust, values and meaningfulness in life. When employee perceives that their work is useful to the organization and them also, they become more committed to their task and canvas for better ways of handling their misunderstandings (Salem, et. al., 2023). Spirituality creates an atmosphere where employees develop mutual trust and dependability on each other while also building a strong team spirit focused on achieving predetermined goals of the organization.

Workplace spirituality and religion connote different meanings (Asfar & Rehman, 2015; Milliman, Czaplewski & Ferguson, 2003). Workplace spirituality concentrates on the development of certain virtues such as meekness, empathy, tolerance, genuine care for others and self-realization within the organization. Religion focuses it belief system in a supreme being and certain rituals or practices associated with such belief. Mukherjee, Bhattacharjee and Singa, (2016) described workplace spirituality in three angles. Firstly, it can be established as a concept linked to religion. Here it is presumed that our actions are determined God's commandment. This also builds moral and values that guides our behavior at work. Secondly, workplace spirituality is linked to the concept of self-awareness or self-actualization. This enables employees to realize their potentials. Hence, they can become the best in their field when they are ready to work towards it. Thirdly, workplace spirituality is linked to ethical code of conducts which stipulates what is right or wrong within our environment. Compliance with ethical conducts is regarded as an important phenomenon for all organizations (Uwa, Akpaetor & Johnson, 2018). It is basically a core of inner and social values of the ethical. Ethical behaviors are greatly influenced by the prevailing organizational culture.

Dimensions of Workplace spirituality

Ashmos and Duchon (2000) identified three components of workplace spirituality. This includes employee's inner life, sense of community and meaningful work. For this study, the dimensions of workplace spirituality are:

Inner Life

Inner life turns its attention into understanding the employee as a person. The personality and identity of employees also overflow into their work life. The study of inner life arises from the fact that human life is made up of many facets such as physical, mental, emotional and spiritual and these are further related to the human body, mind, heart and soul (NandanPrabhu, *et. al.*, 2016). While at work, employees usually express the different facet of their lives into their work. Behaviours which were developed outside the work settings do have a spillover effect into the organization. This is due to the fact that employees report to the workplace with their whole self (Duchon & Plowman, 2005). Employees seek for a workplace where their inner life align with the organizational climate. Ashmos and Duchon (2000) opined that inner life creates an understanding that individuals are with divine power which helps them to live a satisfactory life both inwardly and outwardly and their spiritual beliefs influences their everyday decisions in life. The quality of life of an employee will affect so many things around him/her. Employees inner life builds up their resilience which enables their capacity to adapt to any circumstances while remaining committed to the established goals (Ekutu *et. al.*, 2020).

Azeez and Genty (2018) asserted that employees can draw inspiration from their occupation were the work itself harmonize with the worker's inner life and values. Hence, employees who feel a sense of association between their inner life and working environment performs better even beyond the discretionary task assigned to them (Charoensukmongkol, Daniel & Chatelain – Jarden, 2015).

Sheep (2006) argues that for this self-work integration to be achievable, there have to be person-organizational fit which in return determines the organizational outcomes. There is need for the integration of employee's inner life to the spiritual values domiciled within the organization. Employee's inner life and personality have a significant effect on the organization. Therefore, managers should ensure that they study to understand each employee's behaviours while aligning same with acceptable standards within the organization.

Meaningful Work

The work life of an employee plays a very significant role in their life. Greater percentage of the working age spend more hours at work and thereby having a meaningful work has become very necessary. A meaningful work is defined as a work which has positive impact and also contributes outcomes that employees affirm as being valuable (Rosso *et. al.*, 2010). A meaningful work is a work that makes employees feel fulfilled and also contribute to the general good of others. For a job to be considered as being meaningful, the values and beliefs of that organization must also align positively with that of the employee.

Albercht, Green and Marthy (2021) defined meaningful work as a positive psychological state which gives employees a sense of belonging to create positive and useful contributions which is considered as being worthwhile through the execution of their work. Employee's usually place great value on job which has significant impact to their well-being. However, due to individual differences, employees tend to define differently what type of work is considered meaningful and vice versa. A meaningful work offers many benefits not just to the individual, it also flows to the organization. It leads to high level of employee's commitment, satisfaction and involvement (Milliman, Czaplewski & Ferguson, 2003; Allan, Bat-Barbarich, Sterling and Tay, 2019). A meaningful work strengthens employees self-worth and motivates them to make great contribution to the organization.

A meaningful wok also has a far-reaching impact into the private lives of employees as it has an impact on their well-being and happiness (Bakker & Demerouti, 2008). Steger, Dik and Duffy (2012) developed three constructs upon which a meaningful job can be examined. Firstly, a job must have a psychological meaningfulness (PM) that is subject to job characteristic model (Hackman & Oldham, 1976). This implies that employee's interpretation of the meaningfulness of a job is personal. Therefore, job which are seen to have a personal significance is considered to be meaningful (Rosso, Dekas & Wizesniewski, 2010). Secondly, a meaningful work is one which helps the employees to make meaning (MM) through work. This means that one's work must contributes positively to their lives. Work provides people with social identity, categorizing people to different classes within the society. Wealth gotten from work life also helps individual to improve their standard of living and enhances personal growth. Thirdly, a meaningful work must have a greater good (GG) motivation. This stipulates that meaningful work has a broader impact on the lives of others (Steger, Dik & Duffy, 2012). A meaningful work is reflected by its positive effect on the lives of others. For example, a doctor may experience meaning at work where his/her contributions lead to the improvement in the health of his/her patient.

Sense of Community

Ashmos and Duchon (2000) stipulated that the condition for community arises when employees working within a particular establishment experience positive strong bond amongst themselves. Employees spend greater percentage of their day in the workplace. The quality of the relationship with coworkers can influence employee's performance at the work. Positive interpersonal relationships which all employees should be treated with dignity and respect must be encouraged (Johnson, Okebaram and Emerole, 2024). They further stated that superiors must treat their subordinate right without discrimination. Managers are encouraged to continually create a conducive organizational culture and climate (Soha, Osman, Abdullah & Ramlex (2016). Sense of community blossoms in a culture where there is trust, care as well as mutual support. This way, employees feel loved and accepted by others.

Sense of community builds team spirit among employees. It enables them to go beyond the discretionary task assigned to them. Sense of community fosters organizational harmony, encourages learning and creative thinking. It also elevates the commitment of employees where they put in their best. This leads to lesser turnover, exceptional organizational performance and a competitive advantage for the organization (Chalofsky & Griffin, 2005).

Employees Performance

One of the most difficult challenges faced by an organization is how to get its workforce working effectively (Pribadi, Effendi & Suryani, 2020). Poor work attitude contributes to decrease in employee's performance. Employees' performance is the mutual result of their effort, ability and awareness (Silva & Silva, 2020). This means that employee's performance is determined by the effort in which they are ready to put in achieving their task. However, this effort must be matched with the employee's ability and skill level. To achieve assigned task, such task must be communicated clearly and employers must guard against role ambiguity and role conflict. Most importantly, job performance measures the degree to which tasks are accurately achieved in line with predetermined goals and other parameters such as cost and timeframe.

Hermira and Yosepha (2019) noted that employee's performance is influenced by the level of employee's job satisfaction, the reward system and individual abilities/skills. To enhance performance, employers should provide its workforce with the appropriate working conditions and tools to ease employee's performance (Bushiri, 2014). Also, effective reward system which is commensurate with employee's input should be assigned to performance.

Thomas and Feldman (2008) noted that employee's performance can be categorized into three. First is the core task performance category which involves the role in which employees are expected to play, their level of creativity and safety procedures. Next is the citizenship performance which looks at specific targets and the degree to which employees can go beyond their specific assigned task to support others. Lastly, we have the counterproductive performance which consists of the general counterproductive work behaviours such as workplace aggression, substance abuse, tardiness and absenteeism. Knowledge of these counterproductive attitudes will help the management in developing principles and code of conduct aimed at addressing this attitude such that employees will desist from such negative attitude to ensure effective performance.

Theoretical Framework

Self-Actualization Theory (Goldstein 1934)

The word self-actualization was propounded by Goldstein (1934) and was later developed by Maslow (1943) in his hierarchy of needs motivational theory. Goldstein (1939) viewed self-actualization as the utmost desire of every organism be it man, animal or plant. According to him, self-actualization looked at a man's desire for self-fulfillment and the tendency of individual to become soar high in his potentials not just in the nearest future but at any moment under a given circumstance (Goldstein, 1939, 1940).

Maslow (1970) stated that self-actualization basically involves inner exploration and actions. This means that individuals must be willing to explore and discover their capabilities and also take active part in implementing these potentials. According to Kapur (2019), individuals with high self-actualization tendency are characterized by acceptance of self and others, problem solving, independence, creative and a notable interpersonal relationship.

Workplace spirituality has a great link to self-actualization which focuses on helping individuals in developing potentials which help them in achieving both their professional and personal goals in life. Maslow (1971) stipulated that human development within a societal context is characterized by spirituality which is a probable consequence of a satisfied materialism. Basically, self-actualization possesses a formidable force which helps individuals to accept and express the inner self, experience minimum ill health such as neurosis and loss of basic human and personal capabilities as well as motivate individuals to imbibe the value they strive for and are loyal to (Maslow, 1971, 1968, 1954).

Self-actualization has an impact on spirituality in that it involves engaging with and internalizing with certain teaching to determine what you can do. It is pertinent to stay that each individual employee's spiritual state is different, hence it is the duty of the management of an organization it develops a workplace spirituality model which is encompassing and followed by all in the workplace. Self-actualized individuals have certain characteristics which is similar to all of them. Talevich (2020) opined that self-actualization creates acceptance for others, spirit of tolerance and the likelihood to be true to one self rather than pretending to impress others. Self-actualization leads to self-realization which makes employees to be able to connect to themselves, collaborate to achieve organizational goal, discover purpose and define meaning that their work adds to their life.

III. Methodology

A cross – sectional research design was adopted for this study. The data for this study were obtained mainly from the primary source through the use of structured closed-ended questionnaire. The population of the study was made up of the individual level analysis using the entire staff of Akwa Ibom State University. The population of the study was made of a total of 1491 employees of the University as obtained from the Human Resource Unit of the University. Taro Yamane formula was used in determining the sample size which was made up of 315 employees. The simple random sampling technique was adopted for this study. The choice of technique was to allow for equal opportunity for the respondents to be chosen as a respondent. This research made use of a closed ended structured questionnaire. It was constructed based on a five-point Likert scale ranging from Strongly Agreed (SA=5), Agreed (A=4), Undecided (UN=3), Strongly Disagreed (SD=2) and Disagreed (D=1). Regression analysis method was used in testing the research hypotheses through the help of Statistical Package for the Social Sciences.

Data Presentation

Table 1 Copies of Questionnaire Administered and the Response Rate

S/N		Copies of questionnaire distributed	Copies of questionnaire retrieved useable	Copies of questionnaire Not retrieved	Percentage (%)
1.	Akwa Ibom State University	315	256	59	95.0
	Total	315	256	59	81.3

The total copies of questionnaire that were accurately filled, returned and used as the bases of the analysis were 256 out of the 315 that were allocated and distributed. This constitutes 81.3% of the total copies of questionnaire that were found relevant for use. Despite efforts by the researcher to ensure adequate and correct completion of the questionnaire by self-administering, 59 copies of questionnaire were not retrieved. The responses were then analyzed using the Statistical Package for Social Sciences (SPSS).

Analysis of Research Questions and Responses

The covers the analysis of the research search questions as presented in the questionnaire as well as hypotheses.

Table 2 Research questions on Inner life

Inner life	Strongly Agree Freq and (%)	Agree Freq and (%)	Undecided (%)	Disagree Freq and (%)	Strongly disagree (%)	Total (n) (%)
My personal beliefs affect my everyday decision at work.	93(36)	113(44)	5(2)	19(7)	26(10)	256 (100)
I am hopeful about life	132(52)	121(47)	0	2(0.6)	1(0.4)	256 (100)
Different facets of my life (such as emotional, mental, physical and spiritual capacities) influence my work performance.	54(21)	178(70)	3(0.7)	12(5)	9(4)	256 (100)
My values align so well with the operating organizational culture in my workplace.	92(36)	85(33)	8(3)	24(9)	47(19)	256 (100)

Table 3 Research questions on Meaningful work

Meaningful work	Strongly Agree Freq and (%)	Agree Freq and (%)	Undecided (%)	Disagree Freq and (%)	Strongly disagree (%)	Total (n) (%)
I experience joy in my job.	132(52)	123(48)	0	0	1(0.7)	256 (100)

I can affirm that my personal growth can be linked to my job.	166(65)	83(32.4)	2(0.7)	5(1.9)	0	256 (100)
My job has a far reaching impact into my private life, well-being and happiness.	94(37)	102(40)	10(3.9)	18(7)	32(12.1)	256 (100)
My job has a positive impact on the lives of the people that are around me.	82(32)	106(41)	6(2)	43(17)	19(7)	256 (100)

Table 4 Research questions on Sense of community

Service Sense of community	Strongly Agreed Freq and (%)	Agreed Freq and (%)	Undecided (%)	Disagreed Freq and (%)	Strongly disagreed (%)	Total (n) (%)
There is sense of co-operation among co-workers in my workplace.	71(28)	132(52)	3(0)	28(0)	22(0)	256 (100)
The quality of relationship with other co-workers influences my performance at work.	64(26)	101(39)	0	50(19)	41(16)	256 (100)
As co-workers, we offer mutual care and support for one another.	90(35)	146(57)	0	14(5)	6(2)	256 (100)
Building a sense of belonging where employees feel accepted builds team spirit among employees.	178(70)	75(29)	1(0.3)	0	2(0.07)	256 (100)

Table 5 Research questions on Employee Performance

Employee Performance	Strongly Agreed Freq and (%)	Agreed Freq and (%)	Undecided (%)	Disagreed Freq and (%)	Strongly disagreed (%)	Total (n) (%)
I achieve task assigned to me in line with predetermined standard for that job.	99(39)	155(61)	0	1(0.3)	1(0.3)	256 (100)
I have the right skills and abilities to handle my responsibilities.	112(44)	144(56)	0	0	0	256 (100)
My organization has provided appropriate working condition and tools to aid my performance.	71(28)	117(46)	5(2)	42(16)	21(8)	256 (100)
I am ever willing to exert effort towards the accomplishment of any task assigned to me.	134(52)	119(46)	0	3(1)	0	256 (100)

Testing of Hypotheses

H₀₁: H₀₁: Inner life does not have a significant effect on employee performance in Akwa Ibom State University.

Table 6 Regression analysis on Inner life and employee performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.639	.637	.30171

a. Predictors: (Constant), Inner life

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.659	1	28.659	314.834	.000 ^b
	Residual	16.203	255	.091		
	Total	44.862	256			

a. Dependent Variable: employee performance
b. Predictors: (Constant), Inner life

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.466	.153		3.055	.003
	Inner life	.884	.050	.799	17.744	.000

a. Dependent Variable: employee performance

Table 6 shows an R- value of 0.799. This indicate that inner life has positive effect on employee performance in Akwa Ibom State University. The R square- value of 0.639 shows that 63.9% variation in inner life was can be caused by variations in employee performance. The ANOVA table indicates that the regression

model significantly predicts the dependents variable given the F- value of 314.834 and its corresponding P- value of 0.00. This implies that there is significant effect of inner life on employee performance. Also, the B-coefficient of 0.466 implies that holding every other thing constant, the model predicts 0.884 unit increase in inner life given a unit increase in employee performance.

H02: Meaningful work does not have a significant effect on employee's performance of employees in Akwa Ibom State University.

Table 7 Regression analysis on meaningful work and employee's performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.681	.679	.28363

a. Predictors: (Constant), Meaningful work

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.542	1	30.542	379.666	.000 ^b
	Residual	14.319	255	.080		
	Total	44.862	256			

a. Dependent Variable: employee's performance
b. Predictors: (Constant), Meaningful work

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.210	.152		1.382	.169
	Meaningful work	.962	.049	.825	19.485	.000

a. Dependent Variable: employee's performance

Table 7 shows an R- value of 0.825. This indicate that meaningful work has positive effect on employee performance in Akwa Ibom State University. The R square- value of 0. 681 shows that 68.1% variation in meaningful work can be caused for by variations in employee's performance. The ANOVA table indicates that the regression model significantly predicts the dependents variable given the F- value of 379.666 and its corresponding P- value of 0.00. This implies that there is significant effect of meaningful work on employee's performance. Also, the B-coefficient of 0.210 implies that holding every other thing constant, the model predicts 0.962 unit increase in meaningful work given a unit increase in employee's performance.

H03: Sense of community does not have a significant effect on employee's performance in Akwa Ibom State University.

Table 8 Regression analysis on Sense of community and employee's performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.725 ^a	.526	.523	.34567

a. Predictors: (Constant), Sense of community

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.593	1	23.593	197.456	.000 ^b
	Residual	21.269	255	.119		
	Total	44.862	256			

a. Dependent Variable: employee's performance
b. Predictors: (Constant), Sense of community

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.009	.225		.039	.969
	Sense of community	1.015	.072	.725	14.052	.000

a. Dependent Variable: employee's performance

Table 8 shows an R- value of 0.725. This indicate that sense of community has positive effect on employee performance in Akwa Ibom State University. The R square- value of 0. 526 shows that 68.1% variation

in Sense of community can be caused by variations in employee's performance. The ANOVA table indicates that the regression model significantly predicts the dependents variable given the F- value of 197.456 and its corresponding P- value of 0.00. This implies that there is significant effect of Sense of community on employee's performance. Also, the B-coefficient of 0.009 implies that holding every other thing constant, the model predict 1.015 unit increase in Sense of community given a unit increase in employee's performance.

IV. Discussion Of Finding

Table 6 shows an R- value of 0.799. The ANOVA table showed F- value of 314.834 and its corresponding P- value of 0.00. This implies that there is significant effect of inner life on employee performance. Employees report to work with their whole self therefore they tend to perform better in organizations where the work itself harmonizes with their personal values and also give them the opportunity to display various aspect of their lives while at work. However, the findings of this study was different from that of Novitasari, Kartini and Pontoh (2018). They carried out research on the topic "The relationship between workplace spirituality and organizational performance". The result of the findings showed that workplace spirituality measured by inner life did not have effect on organizational performance.

Table 7 shows an R- value of 0.825. The ANOVA table showed F- value of 379.666 and its corresponding P- value of 0.00. This implies that there is significant effect of meaningful work on employee's performance. Employees perform better where the feel that the job contributes positively to their lives and also have significant impact on the lives of people around them. This work was intendent with the work of Mishra and Kumar (2022). They conducted a research work on the topic "workplace spirituality and job satisfaction in the power companies in India". The findings showed that meaningful work and meaningful life is positively associated with job satisfaction.

Table 8 shows an R- value of 0.725. The ANOVA table showed F- value of 197.456 and its corresponding P- value of 0.00. This implies that there is significant effect of Sense of community on employee's performance. Positive interpersonal relationship among workers builds mutual care and support thereby enhancing collaboration in achievement of task and employee citizenship behaviour. This finding aligns with the work of Novitasari, Kartini and Pontoh (2018). They carried out research on the topic "The relationship between workplace spirituality and organizational performance". The result of the findings showed that workplace spirituality measured by aspect of sense of community and meaningful work has a positive effect on organizational performance.

V. Conclusion

This paper studied the effect of workplace spirituality on employee's performance in Akwa Ibom State University. Workplace spirituality is a factor which helps employees to discover meaning in life, discover themselves the more and also build positive bond and connectivity with others in the work setting. The dimensions of workplace spirituality used in this study was made up of employee inner life, meaningful work and sense of community while employee's performance being the dependent variable was held constant. The finding of the study showed that there is significant effect of inner life on employee performance, there is significant effect of meaningful work on employee's performance and that there is significant effect of sense of community on employee's performance. Therefore, it was concluded that workplace spirituality and all it dimensions have a significant effect on employee's performance in Akwa Ibom State University.

VI. Recommendations

- i.* Management of the Institution should study employees, understand the differences in their behavioural pattern and then build up core belief system which aligns with positive spirituality virtues into the organization's culture.
- ii.* Management should build job activities in such a way that the outcome is beneficiary to both the organization and the employees. Employees must feel a positive impact of their jobs in the lives and in the lives of people around them.
- iii.* Management should create a harmonious work environment where employees feel a strong sense of connectivity with others. Employees must be treated with dignity and respect both by their superiors and their co-workers.

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