



WORKPLACE SPIRITUALITY AND ORGANIZATIONAL PERFORMANCE IN INDUSTRIAL TRAINING FUND (ITF) JOS, PLATEAU STATE

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ABSTRACT: *The concept of workplace spirituality has gained increasing attention in contemporary organizational studies, particularly regarding its impact on employee well-being, motivation, and overall organizational performance. This study investigated the impact of workplace spirituality on organizational performance in the Industrial Training Fund (ITF) in Jos, Plateau State. Using a survey research approach, the study explores key dimensions of workplace spirituality, including meaningful work, a sense of community, and alignment with organizational values. Drawing on the theoretical frameworks of Self-Determination Theory, this research examined how workplace spirituality influences employees' intrinsic motivation, commitment, and ethical behavior. The study population included 205 ITF employees in ten departments. A census sampling was employed where the population was adopted as the sample size. A multiple regression analysis was employed. The regression analysis revealed that meaningful work ($B = 0.773$, $P < 0.000$), sense of community ($B = 0.808$, $P < 0.000$), and alignment with organizational values ($B = 0.650$, $P < 0.000$) each contribute significantly to enhanced employee productivity, motivation, and job satisfaction. The findings suggest that organizations prioritizing workplace spirituality experience higher employee commitment, reduced turnover, and improved overall performance. The study concludes that workplace spirituality has a great positive impact on organizational performance. The study recommended that organizations create an atmosphere where employees feel a sense of belonging and meaning and set goals that align with employee career objectives.*

KEYWORDS: Workplace spirituality, Meaningful work, Sense of community, Alignment with organizational values, Organizational performance.



INTRODUCTION

In the contemporary Nigerian workplace, organizations grapple with challenges such as escalating costs, intense competition, job insecurity, and employee dissatisfaction. These issues often stem from psychological alienation, where employees feel disconnected from their work and the organization's objectives (Rathee & Rajain, 2020). This detachment can erode commitment and loyalty, leading individuals to prioritize personal gain over organizational contributions. Such scenarios underscore the necessity for strategies that foster a deeper connection between employees and their work.

Workplace spirituality has emerged as a pivotal approach to address these challenges. It emphasizes aligning employees' inner values with their professional roles, thereby enhancing commitment and job satisfaction. By cultivating a sense of community and shared purpose, workplace spirituality promotes trust and cooperation among employees, contributing to a positive organizational climate and improved performance. Studies have demonstrated a significant relationship between workplace spirituality and employee well-being, highlighting its role in enhancing job satisfaction and organizational commitment (Garg, 2017).

The Industrial Training Fund (ITF), located in Jos, Plateau State, operates as a core player in Nigeria's workforce improvement through its delivery of training programs that foster economic expansion across the nation. The organization maintains its strategic importance while struggling with workplace problems that include worker absence diversity and inclusion issues and employee detachment. Absenteeism disrupts workflow functioning and produces productivity decline, and limited inclusive workplace policies create obstacles to employee integration and satisfaction. Employees require a complete solution, merging workplace spirituality to enhance their commitment levels, job satisfaction, and organizational performance success rates.

Given ITF's mandate to train and develop Nigeria's workforce, integrating workplace spirituality can help address absenteeism, foster diversity and inclusion, and enhance employee engagement. This study explores the relationship between workplace spirituality and organizational performance in ITF, Plateau State, aiming to provide insights into how values-driven workplace practices can improve employee commitment and productivity.

Statement of Problem

Employee attitudes play a critical role in shaping organizational productivity, often influencing performance outcomes without the conscious awareness of employees themselves. While positive attitudes, such as job satisfaction, organizational commitment, and employee engagement, contribute to increased productivity, negative behaviors, including absenteeism, lateness, and theft, can significantly hinder operational efficiency (Isikwei et al., 2024). The Industrial Training Fund (ITF) in Plateau State, as a key player in Nigeria's workforce development, is not immune to these workplace challenges.

In recent years, Nigerian employees' work ethic has become a concern among academics and industry stakeholders. Many organizations, including ITF, struggle with workforce inefficiencies, disengagement, and counterproductive work behaviors, all of which negatively affect service delivery and institutional effectiveness. Employees frequently display a lackluster attitude towards assigned tasks, leading to poor operational capacity and reduced productivity (Ebitari, 2024). These challenges undermine ITF's ability to fulfill its mandate of



providing skill acquisition and industrial training to Nigerians, thereby limiting its overall impact.

Additionally, workplace psychological alienation and organizational disconnect further contribute to low employee commitment and disloyalty. The Nigerian workplace is plagued by rising operational costs, increased competition, and high turnover rates, which exacerbate employee dissatisfaction (Rathee & Rajain, 2020). This dissatisfaction often manifests in unwillingness to undertake voluntary extra roles, resistance to organizational change, and low engagement in teamwork initiatives. As ITF strives to maintain efficiency in its workforce training programs, developing strategies to enhance employee engagement and commitment remains a crucial priority.

This study seeks to investigate how workplace spirituality can be integrated as a strategic approach to improving employee attitudes, reducing absenteeism, and fostering organizational commitment at ITF, Plateau State. By examining the relationship between spiritual values, job satisfaction, and employee performance, the research aims to provide actionable insights for enhancing workforce engagement and ensuring sustainable organizational growth.

Objectives

The study aims to achieve the following objectives:

- i. To determine the impact of meaningful work on the organizational performance of ITF in Jos, Plateau State.
- ii. To examine the impact of sense of community on the organizational performance of ITF in Jos, Plateau State.
- iii. To determine the extent to which alignment with the organizational values impacts employee performance of ITF in Jos, Plateau State.

Research Questions

The following specific research questions were formulated:

- i. What is the impact of meaningful work on the organizational performance of ITF in Jos, Plateau State?
- ii. What is the impact of a sense of community on the organizational performance of ITF in Jos, Plateau State?
- iii. To what extent does alignment with the organizational values impact employee performance of ITF in Jos, Plateau State?

Research Hypotheses

The following hypotheses were tested to provide answers to the research question:

H01: There are no significant positive impacts of meaningful work on the organizational performance of ITF in Jos, Plateau State.



H02: There is no significant positive impact of sense of community on the organizational performance of ITF in Jos, Plateau State.

H03: There is no significant positive extent to which alignment with the organizational values impacts employee performance of ITF in Jos, Plateau State.

LITERATURE REVIEW

Conceptual Review

The Concept of Workplace Spirituality

Workplace spirituality has garnered significant attention in organizational studies, emphasizing the integration of employees' inner lives with their professional roles to foster a sense of purpose and interconnectedness. This concept encompasses meaningful work, a sense of community, and alignment between individual and organizational values, contributing to enhanced job satisfaction and overall well-being (Ajala, 2013).

According to Mohammad et al. (2023: p.9), workplace spirituality refers to “those aspects of the workplace (individual, group, or organization) that promote individual feelings of satisfaction through transcendence.” According to Nehra (2023), spiritual employees demonstrate better detachment from work because they can create jobs based on personal capabilities thus developing experience and intrinsic motivation for improved employee engagement.

In the Nigerian context, workplace spirituality is increasingly recognized for its potential to address prevalent challenges such as employee disengagement and absenteeism. Studies indicate that organizations nurturing a spiritual work environment experience higher levels of employee commitment and reduced turnover rates (Ebitari, 2024).

However, Nigerian workplaces often grapple with issues like low employee morale, lackluster attitudes towards assigned tasks, and counterproductive work behaviors, leading to diminished operational capacity and service delivery. These challenges underscore the need for strategies that enhance employee engagement and organizational performance. Employees derive a sense of purpose from their tasks, which enhances their commitment to the organization (Isikwei & Amadi, 2024).

Meaningful Work

This concept suggests that when individuals perceive their work as meaningful, they are more likely to experience higher job satisfaction, increased motivation, and a deeper commitment to organizational goals. Meaningful work involves tasks that align with an individual's values and contribute to a greater good, fostering a sense of fulfillment and self-worth (Bailey et al., 2019). This perspective highlights that meaningful work is not solely about the tasks performed but also about the broader impact and the sense of connection it fosters among employees.

Research indicates that organizations that cultivate an environment where meaningful work is prioritized tend to witness enhanced employee well-being and organizational commitment (Allan et al., 2019). This correlation suggests that when employees find their work meaningful,



they are more likely to trust their organization and feel satisfied with their roles, leading to improved performance and reduced turnover rates. Incorporating meaningful work into the organizational culture requires intentional efforts from leadership to design roles and responsibilities that resonate with employees' personal values and aspirations. By doing so, organizations can create a supportive environment that not only enhances individual fulfillment but also drives collective success.

Some scholars argue that it is difficult to achieve meaningful work in modern days. Douglas McGregor's Theory X of 1960 assumes that employees are inherently lazy, lack ambition, and need strict supervision. Theory X management creates a work environment that is highly controlled, rigid, and task-oriented, which often leads to work that lacks meaning. When employees are micromanaged, deprived of autonomy, and treated as mere resources rather than contributors, they may struggle to find purpose in their tasks.

Research on meaningful work suggests that individuals derive meaning from autonomy, purpose, and the ability to contribute to something larger than themselves (Bailey et al., 2019). The scholars argued further that organizations prioritize efficiency over personal fulfillment, which may lead to burnout and disengagement; therefore, achieving meaningful work or a sense of community at the expense of organizational efficiency will not be tenable. Deci and Ryan (2016) further contended that employees have little control over their work, reducing their sense of ownership and motivation.

Sense of Community

A workplace sense of community refers to a fundamental spiritual workplace element that addresses employee interconnectedness with each other. This dimension builds a supportive workplace structure, which results in improved employee happiness, a high level of commitment, and job contentment. Nowell and Boyd (2010: p.830) define sense of community as "a dynamic experience that emerges when individuals perceive that their involvement in a group contributes to their personal and collective well-being." Their research underscores the importance of shared goals and mutual support in creating a strong community. Studies show that a sense of community promotes greater productivity and keeps employees from leaving their jobs, especially for younger generations known as Millennials (Angin & Saghir, 2023). In a Nigerian workplace, a sense of community cannot be achieved at a glance. Some scholars argued that a sense of community can be achieved through a serial or repeated pattern of trust, self-belonging, mutual respect for each other, and the feeling that one is part of a larger, dependable, and stable structure (Kreijns et al., 2022).

Modern employees are increasingly characterized by individualism and social fragmentation, which can weaken community bonds. Twenge (2017) highlights that excessive self-reliance and digital communication have led to a decline in face-to-face interactions, making it harder for individuals to develop strong community ties. While digital technology facilitates global connectivity, it can also reduce meaningful in-person interactions, weakening traditional community bonds. According to Hampton and Wellman (2018), while social media can enhance weak ties, it often replaces deeper, more meaningful local relationships. Moreover, excessive screen time and online engagement have been linked to social isolation (Twenge, 2017), reducing individuals' participation in local community activities.



Organizational Values Alignment

Organizational values alignment occurs when employees' personal beliefs and behaviors align with the core principles of their organization, leading to higher engagement, motivation, and commitment (Edwards & Cable, 2009). When an organization clearly defines and consistently communicates its values, employees can internalize and integrate them into their daily work. This is achieved through leadership that models ethical behavior, recruitment processes that prioritize cultural fit, and reinforcement mechanisms such as training, mentorship, and recognition programs (Chatman & O'Reilly, 2016). When employees see values reflected in decision-making, policies, and workplace interactions, they feel a stronger connection to the organization and are more likely to remain committed to its mission (Gelfand et al., 2007).

However, organizational values alignment is not always achieved, particularly when there is inconsistency between stated values and actual practices. Leadership hypocrisy, where executives promote values publicly but fail to embody them in practice, can erode trust and disengage employees (Simons, 2002). Similarly, weak cultural reinforcement—where values are merely written statements with no real influence on workplace behaviors—leads to cynicism and detachment (Chatman & O'Reilly, 2016). Poor hiring decisions that prioritize technical skills over cultural fit can also introduce misalignment, as new employees may struggle to integrate into the organizational culture (Kristof-Brown et al., 2005). Furthermore, when businesses undergo rapid changes such as mergers, expansions, or shifts in leadership without proper communication or integration of core values, employees may feel disconnected or uncertain about the company's direction (Kotter, 1996).

A toxic work environment marked by unethical behavior, favoritism, or discrimination further disrupts values alignment by creating a culture that contradicts the organization's stated principles (Treviño et al., 2014). Employees who experience such contradictions may disengage, resist collaboration, or leave the organization altogether. Ultimately, values alignment is a continuous process that requires intentional efforts from leadership, HR policies, and a culture of accountability. Organizations that successfully embed values into their structure and daily operations promote loyalty, ethical decision-making, and long-term sustainability (Deci & Ryan, 2016).

Organizational Performance

Organizational performance serves as the crucial metric that evaluates how effectively a company delivers strategy-based objectives while maintaining operational effectiveness. Workplace spirituality has emerged as an influential factor for organizational performance because it creates alignment between employee values and company values and improves work ethics and holistic well-being (Sony & Mekoth, 2019). In profit-making organizations, organizational performance can be measured in terms of sales growth, market expansion, and increase in market share, among others. However, in the context of industrial training funds in Nigeria, organizational performance can be measured by the effectiveness of its training programs and their impact on workforce development. High performance requires the ITF to create training programs that match shifting market demands and technological development. Consistent industry analysis helps to drive curricula revisions while the implementation of contemporary training methods occurs as part of this process (Aroge, 2012). The ITF needs active engagement with industries along with stakeholders to deliver training programs that match present industrial market needs.



Research has demonstrated significant relationships between meaningful work, a sense of community, and alignment of organizational values with organizational performance. Safitri et al. (2022) examined the influence of meaningful work and organizational citizenship behavior on the job performance of employees in PT X Mojokerto and found that meaningful work positively influences job performance, highlighting the importance of employees finding purpose in their roles to enhance organizational outcomes.

Some scholars opined that employees who feel a sense of belonging in their workplace experience a better psychological state and higher behavioral commitment, which results in advanced job performance and organizational citizenship behavior (Sullivan et al., 2021). The authors established that organizational change benefits from value alignment between teams and their institutions because it fosters more seamless transitions that deliver potential operational enhancements.

Theoretical Framework

Social psychologists Deci and Ryan (1985, 2000) propounded the Self-Determination Theory (SDT) as a complete model for studying human motivation and psychological wellness. According to them, people possess three fundamental psychological needs (autonomy, competence, and relatedness), which enable them to achieve motivation alongside engagement and optimize their performance. SDT proves that workplace performance increases when workers find meaningful tasks and maintain shared relationships with colleagues together with task control. Organizations that create such conditions tend to observe better workforce output through increased creativity and enhanced employee dedication.

One of the key assumptions of SDT is that motivation exists on a continuum, ranging from amotivation (lack of motivation) to extrinsic motivation (driven by external rewards or pressures) and intrinsic motivation (engaging in work for inherent satisfaction). SDT emphasizes that when employees feel their work aligns with personal values and interests, they are more likely to be intrinsically motivated, leading to higher job satisfaction and better organizational performance (Deci & Ryan, 2016). Another assumption is that external rewards, such as monetary incentives, can undermine intrinsic motivation if they replace a sense of personal control and purpose in the work (Gagné & Deci, 2005).

Despite its strengths, SDT has been criticized for overemphasizing intrinsic motivation while downplaying the role of extrinsic rewards in organizational settings. Critics argue that in industries where financial incentives and promotions drive performance, intrinsic motivation alone may not be sufficient to sustain high productivity (Fernet et al., 2012). Another criticism is that cultural differences may affect how autonomy and motivation operate. Some studies suggest that in collectivist societies, relatedness may be more significant than autonomy in predicting work motivation, challenging SDT's universal applicability (King et al., 2024).

In the context of Workplace Spirituality and Organizational Performance in the Industrial Training Fund (ITF), Plateau State, SDT provides a relevant framework for understanding how meaningful work, autonomy, and relatedness influence employee performance. Workplace spirituality emphasizes purpose, interconnectedness, and alignment with organizational values, all of which align with SDT's psychological needs framework. Employees who feel that their work has a higher purpose, experience strong social bonds, and are empowered in decision-making are likely to be more engaged and committed to the organization's goals.



Empirical Review

A study by Zeglat and Janbeik (2019) examined the relationship between meaningful work and organizational outcomes, with individual work performance as a mediating factor in public Jordanian universities. Using a quantitative approach, data were collected from 442 administrative staff and analyzed through multiple statistical techniques, including regression and mediation analysis. Findings indicate that meaningful work positively influences organizational outcomes, and individual work performance partially mediates this relationship. Employees who find meaning in their work demonstrate higher motivation and commitment, which enhances overall performance. The study suggested that fostering meaningful work environments and improving individual performance mechanisms can maximize organizational success.

Tong (2018) examined the relationship between meaningful work and job performance among nurses in China, focusing on its impact on nursing care quality. Using a descriptive correlational design and multivariate regression analysis, the study found significant positive relationships between meaningful work, task performance, and contextual performance. Education level, work unit, and employment type influence meaningful work, while low work motivation negatively affects job performance. However, its findings are limited to Chinese hospitals. Future research should explore different healthcare contexts.

Lampinen et al. (2017) investigated how a sense of community in the workplace influences organizational commitment and service quality among frontline and middle managers in Finland's social and health care sector. The study emphasized the role of workplace relationships, trust, and communication in shaping managerial commitment and service delivery. Using a survey method, data were collected from 136 managers through a structured questionnaire, achieving a 56% response rate. The study employed descriptive statistics, exploratory factor analysis, Spearman's rank-order correlation, and multiple linear regressions to analyze relationships among key variables. Findings indicate that a strong sense of belonging, mutual trust, appreciation, and open interaction enhances organizational commitment among managers. Additionally, job meaningfulness, superior appreciation, and an open flow of information positively correlate with service quality.

Amah and Ahiauzu (2014) investigated the influence of shared values on organizational effectiveness in the Nigerian banking industry. The study explored how shared values impact profitability, productivity, and market share, emphasizing the role of coordination, integration, agreement, and core values in shaping organizational success. Using a correlational research design, data were collected from 388 managers across 24 banks in Nigeria through surveys and interviews. The study employed Spearman's rank correlation to analyze the relationship between shared values and organizational effectiveness. Findings indicate a significant positive relationship between shared values and profitability ($p=0.555$, $p<0.05$), employee involvement and productivity ($p=0.504$, $p<0.05$), and employee involvement and market share ($p=0.359$, $p<0.05$). These results suggest that fostering shared values among employees enhance organizational performance metrics. Despite its contributions, the study is limited to Nigeria's banking sector, which may affect its applicability to other industries and cultural contexts.



METHODOLOGY

This study adopts a survey research design. This is because the design enables the research to gather primary data from predefined sources or respondents without third-party interference. The population of this study is ITF employees, where 205 were used as the population. The study used a census sampling approach where the population of 205 was adopted as the sample size. The census sampling was used because of the small population of employees in the industrial training fund in Jos, Plateau State. According to Skinner (2018), a census sampling is most suitable for a study or an investigation requiring a small population. A structured questionnaire was used to collect respondents' data. The validity of this research instrument was determined by expert vetting, where the supervisor made invaluable contributions by correcting some aspects of the questionnaire that were perceived as irrelevant to the study. Meanwhile, the reliability was established through Cronbach's Alpha determination, where values of 0.70 and above thresholds are in line with the suggestion by Creswell and Creswell (2017).

The study used multiple regression analysis to analyze the inferential statistics about the impact of workplace spirituality on organizational performance conducted on Statistical Package for Social Sciences (SPSS) version 27. Meanwhile, descriptive statistics were analyzed using the mean and standard deviation and were presented in tabular form.

RESULT

Of 205 questionnaires administered, only 200 were returned. That means 5 of the questionnaires were not returned. However, of the 200 returned, only 185 were correctly filled. The remaining 5 were incorrectly filled and were deemed not appropriate for evaluation. Therefore, the analysis only captured 185 respondents, as presented below.

Table 1: Demographic Information of Respondents

Category	Subcategory	Frequency (n)	Percentage (%)
Gender	Male	100	54.1%
	Female	85	45.9%
Age Group	18 – 25 years	30	16.2%
	26 – 35 years	45	24.3%
	36 – 45 years	50	27.0%
	46 years and above	60	32.4%
Job Function	Research and Development	20	10.8%
	Curriculum Design and Development	18	9.7%
	Technical and Vocational Skills Development	22	11.9%
	Direct Training	25	13.5%
	Bespoke and Special Intervention Programmes	15	8.1%
	MSME Development and Support Services	20	10.8%
	ICT Training and Services	18	9.7%
	Training, Approval, Monitoring & Reimbursement	17	9.2%



	Advisory Services	15	8.1%
	SIWES Management	15	8.1%

Source: *Fieldwork*, 2025

The demographic results highlight ITF's workforce composition in Jos. Males (54.1%) slightly outnumbered females (45.9%), indicating a fairly balanced gender distribution. The largest age group is 46 years and above (32.4%), followed by employees aged 36–45 years (27.0%), indicating a workforce with substantial experience. Employees within 26–35 years (24.3%) form a significant portion, representing mid-career professionals. The smallest group, 18–25 years (16.2%), suggests a relatively lower proportion of young or entry-level employees. This distribution highlights an experienced workforce, with fewer younger employees who could serve as successors in the future. Job function distribution shows that Direct Training (13.5%), Technical and Vocational Skills Development (11.9%), and Research and MSME Development (both 10.8%) have the highest representation. Departments like Bespoke and Special Intervention Programmes, Advisory Services, and SIWES Management have the least (8.1%). This suggests a well-diversified workforce, with a strong focus on training and skills development. However, the lower numbers in advisory and intervention services indicate potential areas for workforce expansion.

Table 2: Descriptive Statistics of Respondents

Variable	Mean	Std. Deviation
Meaningful Work	3.50	0.34
Sense of Community	3.60	0.40
Alignment with Organizational Values	3.45	0.37
Organizational Performance	3.55	0.36

Source: *SPSS v.27 2025*

The collected data shows workers tend to view their workplace environment in a favorable light. The descriptive statistics of the respondents show employees experience high levels of meaningful work and this is backed by a response mean score of 3.50 with a response variation of 0.34. The Sense of Community subscale (3.60) demonstrates strong employee attachment intermeshed with some individual interpretation variation (SD = 0.40).

Employees generally feel their core values are compatible with the organizational values, according to a study measurement of Alignment with Organizational Values which produced a mean score of 3.45 (SD = 0.37). Employees view the organization with effectiveness in a positive light according to the Organizational Performance metric (3.55 with a standard deviation of 0.36). These findings show work environment meaningfulness together with community involvement and value congruence create successful organizations.

**Table 3: Regression Result on Workplace Spirituality and Organizational Performance**

Model	Unstandardized Coefficients		p-value	Collinearity Statistics	
	B	Std. Error		Tolerance	VIF
(Constant)	-.809	.279	.001		
Meaningful Work	.773	.032	.000	.878	1.043
Sense of community	.808	.023	.000	.890	1.325
Alignment with organizational values	.650	.030	.000	.845	1.058

a. Dependent Variable: Organizational Performance

b. Source: SPSS v27, 2025

Data from regression analysis shows that the three independent variables lead to a significant positive relationship with the dependent variable. The predictor variables demonstrate a vital role in influencing organizational outcomes because their baseline value without these factors was negative (-0.809, $p = 0.001$). The perception of meaningful work as a dimension of workplace spirituality shows considerable significance toward organizational effectiveness ($B = 0.773$, $p = 0.000$). A supportive work environment that prioritizes inclusiveness through employee sense of belonging proves significant since it produces better engagement outcomes ($B = 0.808$, $p = 0.000$). More so, employees who align their values with their organization's core values demonstrate higher levels of commitment and productivity ($B = 0.650$, $p = 0.000$).

The variance inflation factors (VIF) for all predictors are slightly above 1, confirming that multicollinearity is not present in the model. Meaningful Work (1.043) demonstrates similar behavior as Sense of Community (1.325) and Alignment with Organizational Values (1.058). The model's reliability is ensured because predictors demonstrate independence from excessive correlation between them. This research underscores that meaningful work, team cohesion or sense of community, and personal-organizational value alignment drive organizations to achieve better performance results.

Table 4: ANOVA on Workplace Spirituality & Organizational Performance

Model	Sum Squares	Df	Mean Square	F	Sig.
Regression	157.208	5	45.024	26.387	.000 ^b
Residual	33.802	97	.503		
Total	190.010	102			

a. Dependent Variable: Organizational performance

b. Predictor (Constant): Meaningful work, Sense of community, and Alignment with organizational value.



Statistical significance exists for the regression model, which explains dependent variable variance ($F = 26.387$, $p = 0.000$). The independent variables in the model explain 82.7% of the total variance because the regression sum of squares (157.208) surpasses the residual sum of squares (33.802), which totals 190.010. Significant evidence supports the model's strength because the regression means square value of 45.024 far exceeds the residual mean square value of 0.503. Multiple predictors impact the dependent variable according to the significant p-value (0.000).

This analysis shows that the independent variables demonstrate meaningful strength in explaining different levels of organizational performance and employee outcomes, thus strengthening their importance for meaningful work and organizational community alignment.

Table 5: Model Summary of Workplace Spirituality & Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.790	.781	.670	.30583	.781	125.352	5	97	.000	1.423

1. Predictor (Constant): Meaningful work, Sense of community, and Alignment with organizational value.

The model summary demonstrates that the independent variables generate a strong correlation with the dependent variable. Analysis reveals a high level of relationship between the outcome variable and its predictor variables through an R value measurement of 0.790. The independent variables account for 78.1% of the total dependent variable variation based on the calculated R-squared value (0.781). The Adjusted R Square value (0.670) supports strong model explanatory power because it considers the number of variables included in the prediction model.

The assessment error derived from the Standard Error of the Estimate (0.30583) shows how predictions differ from actual observations with minimal prediction deviations. The R Square Change value of 0.781 also supports model improvement along with the substantial F Change statistic of 125.352 ($p = 0.000$). The model shows no severe autocorrelation issue according to the Durbin-Watson statistic of 1.423.



DISCUSSION

The regression analysis demonstrates a strong positive relationship between workplace spirituality dimensions (Meaningful Work, Sense of Community, and Alignment with Organizational Values) and Organizational Performance. The high R-squared value (0.781) indicates that approximately 78.1% of the variance in Organizational Performance is explained by the independent variables, signifying their critical influence.

Each predictor variable — Meaningful Work ($B = 0.773$, $p = 0.000$), Sense of Community ($B = 0.808$, $p = 0.000$), and Alignment with Organizational Values ($B = 0.650$, $p = 0.000$)—shows a significant positive impact, implying that employees' perception of workplace spirituality enhances their commitment and productivity.

These findings align with Nwanzu and Babalola (2021), who found that workplace spirituality positively influences perceived organizational support and job performance, particularly when employees feel a strong sense of meaning in their work. Similarly, Zeglat and Janbeik (2019) highlighted that meaningful work positively correlates with organizational outcomes through improved individual work performance.

Moreover, the study's emphasis on a sense of community as a key driver of performance is supported by Lampinen et al. (2017), who found that workplace belongingness and mutual trust enhance organizational commitment and service quality. The significance of alignment with organizational values further supports Amah & Ahiauzu (2014), who demonstrated that shared values contribute significantly to employee involvement and overall organizational effectiveness. The study made the following recommendations:

1. Organizations should reinforce meaningful work through job enrichment.
2. Organizations should foster a strong sense of community through collaborative Culture.
3. Organizations should ensure employee values are aligned with organizational values through leadership and communication.

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