

WORKPLACE SPIRITUALITY AND EMPLOYEE PRODUCTIVITY OF MANUFACTURING FIRMS IN ANAMBRA STATE

Njideka Phina Onyekwelu

*Department of Business Administration,
Nnamdi Azikiwe University Awka*

&

Obiageli Chinwe Nnabugwu

*Department of Entrepreneurship Studies,
Nnamdi Azikiwe University Awka*

Abstract

The study examined the relationship between workplace spirituality and employee productivity of manufacturing firms in Anambra State. Relevant literature was reviewed and the study was anchored on Spiritual leadership theory. Co relational research design was adopted. The study was carried out in Anambra State, Nigeria. The population of study comprised 386 employees of the manufacturing firms in Anambra State, Nigeria, Nigeria. The sample size consisted 386 using the entire as the sample size. The instrument that was employed for data collection was questionnaire designed by the researcher. Face and content validity was adopted in this study. Test re-test method was carried out to achieve reliability of the instrument. Cronbach Alpha was used to determine the reliability of the instrument by using Statistic Package for Social Sciences (SPSS). The Cronbach Alpa value coefficient size was coefficient of 0.88,. The study employed Pearson Product Correlation Moment to test hypotheses. The results from the tests reveal that there is a significant relationship between sense of community and employee productivity in manufacturing firms; there is a significant relationship between inner life and employee productivity in manufacturing firms and there is a significant relationship between meaningful work and employee productivity in manufacturing firms in Anambra State. The study concluded that workplace spirituality had a significant positive relationship with employee productivity in manufacturing firms in Anambra State The study recommended that Supportive systems and collaborative work should be encouraged through the development of work groups or teams within the workplace in order to increase sense of community and employee productivity, effort should also be made to offer support and encouragement towards employees with regards to their inner life and employee productivity work and role expectations and organizations should emphasize to make their respective organization spiritual and adopt spiritual environment, and also emphasize meaningful work and employee productivity

Keywords: Sense of Community; Opportunities for Inner Life; Meaningful Work; Employee Productivity

Introduction

Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Evans, Pucik & Barsoux 2002) and therefore prompting these organizations to address issues related to their employees as one of the ways to prepare them to adjust to the increases above and thus enhance their productivity. It is important to not ignore the prevailing evidence on growth of knowledge in the business corporate world in the last decade. This growth has not only been brought about by improvements in technology nor a combination of factors of production but increased efforts towards development of organizational human resources. The success of any organization is closely tied to the job productivity of its employees. The quality of the employees' workplace environment impacts on their motivation level and hence productivity (Heath, 2006). When employees have the desire, physically and emotionally to work, then their productivity shall be increased (Boles et al., 2004). Armstrong (2006) defines productivity as the development of quantified objectives. Productivity is not only matters of what people achieve but how they achieve. Productivity defined by Sultana et al. (2022) as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed.

High productivity is a step towards the achievement of organizational goals and tasks. Frese and Sonnentag (2001) opined that an individual productivity is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage. They also stated that having a proper workplace environment helps in reducing the number of absenteeism and as a result can increase the productivity in today's competitive and dynamic business world. Various authors have identified and pointed out that spiritual development can meet the challenge of distressing employees for various individual factors; (Benson & Roehlkertain, 2008; Flaxmana & Bonda, 2010; Locander & Weinberg, 2014).

Only in recent times have the values of workplace spirituality weighed in on the minds of managers, Sheng and Chen (2022) indicated that Spirituality in the workplace is a new field, and significantly related to individuals, organizations, and social physical and mental health, including organizational support, organizational commitment, and internal work satisfaction. Yogesh and Srishti (2020) concluded that Workplace spirituality plays a significant role in establishing a strong, well understood, and encouraging positive organizational culture by enhancing employee motivational level and in improving employee productivity, and organizational productivity.

Spirituality is defined by Myers, Sweeney and Witmer (2020) as personal and private beliefs that transcend the material aspects of life and give a deep sense of wholeness, connectedness, and openness to the infinite. In the work situation there is horizontal spirituality which is the desire to be of service to other people and is demonstrated by service orientation and a deep concern for one's fellow workers (Ajala, 2023). Consideration towards others (showing concern) and the existence of high quality interpersonal working relationships lead to high levels of job satisfaction, low staff turnover, and enhanced group cohesion, group productivity and group efficiency (Ajala, 2023). Ultimately, these circumstances increase productivity. Spirituality at the workplace, according to Petchsawange and Duchon (2022) has a positive effect on human activity and enhances personal development, compassion, meaningfulness and joy at work simultaneously promoting honesty, trust, job commitment, and wellbeing of employees. Spirituality in the workplace can be called spiritual work wellness and is often included as one of the dimensions of employee wellness programmes identified as spiritual wellness.

Many may take spirituality in the form of religious observance, prayer, meditation or a belief in a higher power and for others, it can be found in nature, music, art or a secular community. Workplace spirituality may have certain benefits; it can help a person in focusing on personal and later to organizational goals. Spirituality gives employees concern for that which is unseen and intangible, as opposed to physical or mundane. According to Albanese (2019), spirituality has to do with the human beings' awareness of details in existence and it revealed in-depth connections. Workplace spirituality may help employees to uncover what's most meaningful in their life. This Spirituality provides the realization of being connected to oneself and with the world; this will in turn lead to inner peace during difficult times. Moreover, spirituality helps in releasing control, expanding one's support network and above all lives a healthier life.

In recent times the business environment is a place where the society spends most of its time in the workplace, therefore an understanding of the connection between spirituality and work value could provide a better picture to prepare managers on how best to handle the relationship. And it could also provide educational institutions a better picture as to how best to prepare future managers. Biberman and Whitty (2017) in examining spirituality in workplace indicated that workers have to understand their role and how they can add-value to the organization rather than expecting the organization to provide a lifetime employment. Many years ago, Harari (2023) has already predicted that the future will be a period where workers who can add value to the organization will stand better chance/opportunities than those who cannot. This piece of research is spurred by the void left by previous research works on workplace spirituality in connection to employee productivity in the Nigerian context. And will contribute to efforts towards the pool of knowledge on the total business

environment. Mojinyinola (2022) discussed spirituality in the recovery of patients in health care sector, while (Mojinyinola & Ajala, 2022; Ajala & Mojinyinola, 2023) discussed the place of spirituality in the curriculum of Social Work Courses in Nigeria. Research has not been done on the impact of workplace spirituality on employee productivity in Nigeria. On this note, there exists a literature gap which our study tends to cover. Our point of departure therefore, is to empirically investigate the impact of workplace spirituality on employee productivity of manufacturing firms in Anambra state, Nigeria.

Statement of Problem

There are not many empirical research studies, which explicitly explore the connection between workplace spirituality and employee engagement. However, research has recognized the importance of spirituality at work for elevating engagement levels. There are strong theoretical propositions that both constructs at a conceptual level share numerous similarities suggesting a plausible connection between two. Organization are currently thus faced with numerous employee-related problems, with employees becoming increasingly dissatisfied (Barrett, 2004). This indicates that organization needs to create new systems to deal effectively with changes that are taking place, both internally and externally. Since employees expect more from their organization than merely a fair wage at the end of the month, organization need to consider introducing spirituality into the workplace (Van der Walt, 2007). The first challenge in researching workplace spirituality is the lack of a clear and widely accepted definition (Karakas, 2010a; Tischler, Biberman, & McKreage, 2002). As Laabs, (1995) states, it is much easier to explain what spirituality in business is not than it is to define what spirituality in business is. Much of the difficulty lies in the difficulty to explain and enunciate the spiritual experience at work because it is, by nature, intensely personal and occurs on a deeper level than most normal experiences (Konz & Ryan, 1999). Kinjerski and Skrypnik (2004) argue that the lack of a clear and accepted definition has delayed the development and widespread use of an accepted measure by researchers and practitioners which has resulted in delays in investigating how individuals develop spirituality at work and the factors that enhance or impede it. However, Dean, (2004) performed an interview with Mitroff Denton on the subject whereby Mitroff Denton cautions that an “obsession with finding a single correct, overarching definition of workplace spirituality does not respect the myriad traditions and belief systems embedded in the research arena. He argued that a guiding or working definition for the field is sufficient because if a complete, exact definition existed, there would be no point in studying the phenomenon (Dean, 2004).

The second challenge relates to the subjectivity of the experience of workplace spirituality. Lips-Wiersma, (2003) points out how the spiritual beliefs, values and attitudes of the

researcher and research participants can influence the nature and results of research on spirituality. She asserts that as researchers on spirituality, one has to be particularly aware of interpretations that one is not open to or questions not thought of asking as they are so obvious or irrelevant within one's own worldview. The third challenge is that workplace spirituality has not established itself as a legitimate discipline in organizational science. Giacalone et al, (2005) state that legitimizing workplace spirituality requires a demonstrable positive impact of spiritual variables on workplace-related functioning and the areas identified as shortcomings include lack of an accepted conceptual definition, inadequate measurement tools, limited theoretical development and legal concerns. Although workplace spirituality has recently received increased attention, much still remains unknown about this topic, particularly in the Nigeria context. For this reason, it is important to expand the body of knowledge with regard to workplace spirituality, in order to gain a clearer understanding of this phenomenon, and to understand how it influences workplace behavior and attitudes. Milliman, Czaplewski and Ferguson (2003) are of the opinion that the relationship between workplace spirituality and job-related attitudes is important, and that this is a legitimate area of inquiry. Van Tonder and Ramdass (2009) assert that often organizations invest in various costly interventions, with the aim of cultivating positive employee attitudes, but workplace spirituality appears to create positive employee attitudes without any fiscal contribution from the organization.

Objectives of the study

The broad objective of this study was to investigate the relationship between workplace spirituality and employee productivity in the manufacturing firms in Anambra State. Specific objectives of the study seek to:

1. Investigate the relationship between sense of community and employee productivity in the manufacturing firms in Anambra State.
2. Determine the relationship between opportunities for inner life and employee productivity in the manufacturing firms in Anambra State.
3. Examine the relationship between meaningful works with employee productivity in the manufacturing firms in Anambra State.

Research Questions

The under listed research questions will address the following research objectives:

1. To what extent does sense of community relate with employee productivity in the manufacturing firms in Anambra State.
2. To what degree does an opportunity for inner life relate with employee productivity in the manufacturing firms in Anambra state.

3. To what level does meaningful work relate with employee productivity in the manufacturing firms in Anambra State.

Hypotheses

The following null hypotheses were formulated to give direction to this study:

- Ho₁: There is no significant relationship between sense of community and employee productivity in the manufacturing firms in Anambra State.
- Ho₁: There is no significant relationship between opportunities for inner life and employee productivity in the manufacturing firms in Anambra State.
- Ho₁: There is no significant relationship between meaningful work and employee productivity in the manufacturing firms in Anambra State.

Review of Related Literature

Conceptual Review

Workplace Spirituality

Spirituality as explained by Shen and Chen (2023) is an abstract concept and not easily defined, thus, there were various definitions. Spirituality does not necessarily refer to religious doctrines. It could be some one's philosophy, values, or meaning of life, Farangai (2016) sees Spirituality as a force energy, motivation, inspiration, spirit and life the constant search for meaning, purpose, destiny, particular. Many researchers considered spirituality as a source of stability for the organization which can realize the productivity and the effectiveness of Divine help for different people depending on their attitude or worldview has several meanings. Here the spiritual life necessarily belongs to one of the established religions historically, it means having an attitude to the world and people to people peace, happiness and hope. Workplace spirituality can be defined as "the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community" (Charoensukmongkol et al., 2015). In line with Ashmos and Duchon (2020) workplace spirituality encompasses three dimensions: sense of community, meaningful work, and inner life. They noted that the first dimension is as regards the connection that the employee has with other human beings in the workplace, the second dimension is about conducting activities at work that give meaning to the person's life and the third one is concerning the understanding of one's power and its use in the workplace.

Workplace spirituality emerged as a crucial factor for organizational development and effectiveness in past few years. Although, the subject of workplace spirituality is relatively

new to organizational studies, interest in it has grown significantly over the past two decades and researchers, academicians, professional and psychologists has started to focus on it as an interesting phenomenon of study. Spirituality at workplace plays an important role for any organization's success in present scenario (Kumar and Kumar, 2015). In research, workplace spirituality has been found to contribute positively to some individual outcomes. Kolodinsky (2003) noted that this contribution can be understood as a person organization fit (P-O fit), which is defined as judgments of congruence between an employee's personal values and an organizational culture (Cable & DuRue, 2002, p. 875). Kolodinsky, (2008) stated that when a strong fit exists between the employee's values and the organization's values, a positive relationship with individual outcomes will be seen. Milliman et al. (2003) reported that workplace spirituality dimensions are not only positively related to organizational commitment but also negatively related to the intention to quit.

Contemporary evidence supports the statement that many employees in today's workplaces feel unappreciated, unconnected, lost and insecure in their jobs (Sparrow and Cooper, 2003; Meyer and Allen, 2017). Several researchers found that employees began to feel distanced, vulnerable, and cynical as a result of downsizing, restructuring, reengineering, delaying, layoffs, and other current changes in organizations (Biberman & Whitty, 2017). Research suggests that the development and expression of the spirit at work may indeed solve these problems of stress and burnout, as well as have beneficial consequences for the well-being of employees. Reave (2005) mentions the review of Emmons (1999) that summarizes seven studies that have reported "a significant correlation between spirituality and mental health indices of life satisfaction, happiness, self-esteem, hope and optimism, and meaning in life.

There is growing evidence in spirituality research that workplace spirituality programs result in positive individual level outcomes for employees such as increased joy, serenity, job satisfaction and commitment (Burack, 1999; Krishnakumar and Neck, 2002; Fry, 2003, 2005). There is also evidence that these programs improve organizational productivity and reduce absenteeism and turnover (Fry, 2003, 2005). Milliman, Czaplewski, and Ferguson (2003) found a positive correlation between workplace spirituality and employee attitudes such as commitment to the organization, intrinsic work satisfaction, and job involvement. Neck and Milliman (1994) claim spirituality values have positive effects on both personal well-being and job productivity.

Sense of Community

This refers to interpersonal and profound connections and relationships. In other words, the employees had in-depth interactions with others, which enhanced mutual inner feelings and even sympathy with others' inner selves. Brown (2003) indicated that in the workplace,

community development or work group consultations tends to result in workplace spirituality. However, this community relationship should be based on trust, support, communication, and sincere care. Thus, the employees in the organization would care for and support each other as families. Sense of community, could be considered a key factor that encourages employees to perform both OCBI and OCBO. As mentioned earlier, sense of community is about working in a place where employees can feel that there is a strong connection among the coworkers (Ashmos & Duchon, 2020). From this definition, employees with a high sense of community are more likely to demonstrate pro-social behavior, which is the willingness to help, protect, or promote the welfare of others (Schwartz & Bilsky, 2019). Therefore, this pro-social behavior that employees have in their workplace can motivate them to make discretionary contributions to help their co-worker and the organization beyond their regular responsibilities (Li et al., 2010). Also, Manion and Bartholomew (2004) noted that when a sense of community exists in a workplace, individuals and groups will be characterized by inclusivity, commitment of the members, the ability to form consensus, a sense of realism, a contemplative nature, and a sense of safety.

As a result of the failure of trust in institutions; employees are searching for a sense of community, high quality connections (Dutton and Heaphy, 2003) and compassion at work (Frost, 2006). Because of the decline of local communities and social groups that establish a sense of connectedness (Conger, 1994) and the dissolution of traditional support systems such as the church and family (Leigh, 2017); workplaces have replaced them as primary sources of community for many people. It is also known that employees are seeking ways and means to connect to each other and to be united in a common vision that goes beyond materialistic aims (Miller, 1998). According to them, these characteristics will help create the environment of mutual trust that encourages employees to devote themselves to help other employees and the organization.

Inner Life: Workplace spirituality is about finding an opportunity at work to express many aspects of one's being, not merely the ability to perform physical or intellectual tasks (Ashmos et al, 2000). Understanding spirituality at work begins with acknowledging that people have both an inner and outer life and that the nourishment of the inner life can lead to a more meaningful and productive outer life (Fox, 1994). Duchon & Plowman (2005) concur by adding that the existence of the inner life is related to the two organizational behaviour constructs of individual identity and social identity. Individual identity is part of a person's self-concept, or inner view of themselves, and the expression of that inner life is, in part, an expression of social identity. Conger (1994) elaborates on the inner life by stating that spirituality has to do with feelings, with the power that comes from within and knowing our deepest selves and what is sacred to us.

Meaningful Work: The second fundamental component of workplace spirituality embodies the notion that people seek a deep sense of meaning and purpose in their work. This dimension of workplace spirituality represents how employees interact with their day-to-day work at the individual level (Milliman, Czaplewski, & Ferguson, 2003). The expression of spirituality at work involves the assumptions that each person has their own inner motivations and truths, and desires to be involved in activities that give greater meaning to their life and the lives of others (Ashmos et al, 2000). The spirituality view is that work is not just meant to be interesting or challenging, but that it is about things such as searching for deeper meaning and purpose, living one's dream, expressing one's inner life needs by seeking meaningful work and contributing to others (Fox, 1994). Similarly, Moore (1992) observed that work is a vocation and a calling as a way to create greater meaning and identity in the workplace. Giacalone et al (2003) state that meaningful work is about performing cognitively meaningful tasks but it is also about work that creates a sense of joy which connects workers to a larger good and to things viewed by the worker as important in life.

Employees Productivity

Employees who have hope/faith in the organization's vision and who experience calling and membership will "Do what it takes" in pursuit of the vision to continuously improve and be more productive (Fry 2003). According to Nyhan (2000), productivity is the efficient production of results, benefits, or profits. The employees who experience calling and membership will do the right thing to achieve the organization's vision and to continuously improve and be more productive (Fry, 2003).

Theoretical framework

Spiritual Leadership Theory

Spiritual leadership theory is concerned with the creation of an intrinsically motivated, learning organization. The theory of spiritual leadership was developed within an intrinsic motivation model that incorporates vision, hope/faith, and altruistic love, theories of workplace spirituality, and spiritual survival/wellbeing. Having received increased attention in the organizational sciences, workplace spirituality is a fast-growing area of research and inquiry, with important implications for leadership theory, research, and practice (Hill, 2023). To date, the most developed and tested theory of workplace spirituality is the model of spiritual leadership proposed by Fry (2008), Fry and Nisiewicz (2023), and Fry, Matherly, and Ouimet (2010). Fry's (2003) initial model of spiritual leadership was developed within an intrinsic motivation framework that incorporated spiritual leadership (vision, hope/faith, and altruistic love) and spiritual well-being (i.e.,

calling and membership). The purpose of spiritual leadership is to create vision and value congruence across the strategic, empowered team and individual levels. Ultimately, it should foster higher levels of important individual and organizational outcomes such as organizational commitment and productivity, financial productivity, employee life satisfaction, and corporate social responsibility (Fry et al., 2010; Fry & Nisiewicz, 2023).

Essential to spiritual leadership are the key processes of creating a transcendent vision of service to others whereby one experiences a sense of calling so that one's life has purpose and meaning and makes a difference. Establishing or reinforcing an organizational culture based on the values of altruistic love whereby one has a sense of membership, feels understood and appreciated, and has genuine care, concern, and appreciation for both self and others.

Fry (2005) extended spiritual leadership theory by exploring developments in SRW, character ethics, positive psychology, and spiritual leadership. He argued that these areas provide a consensus on the values, attitudes, and behaviors necessary for health, psychological and ethical well-being, and, ultimately, corporate social responsibility. Fry (2008) further revised the spiritual leadership model to include inner life and life satisfaction. One's inner life, or spiritual practice, as a fundamental source of inspiration and insight, positively influences development of (a) hope/faith in a transcendent vision of service to key stakeholders and (b) the values of altruistic love. Inner life affects individuals' perceptions about who they are, what they are doing, and what they are contributing (Vail, 1998).

Relationship of workplace spirituality and productivity

There are numerous studies that show the relationship between the spiritual leadership, workplace spirituality and productivity. According to Fry (2003), Fry et al., (2005), Malone and Fry (2003), workplace spirituality leads to positive individual performance and also results in positive human health and psychological wellbeing, productivity. Reave (2005), also found the positive impact of spiritual values and practices to leadership effectiveness and subsequently to employee commitment, productivity, and customer satisfaction etc. Likewise, Garcia-Zamor (2003), Fairholm (1998), Fry (2003), Fry et al. (2005), Giacalone and Jurkiewicz (2003) and Millman et al. (2003), also found that spirituality is associated with the positive work-related attitudes, including productivity. Likewise, spiritual leadership fosters spiritual well-being, which then positively influences employee life satisfaction, corporate responsibility, organizational commitment and productivity, and financial performance (Fry & Slocum, 2008).

In a regional context, Bodla & Ali (2012) studied banking sector in Pakistan, founds leadership spirituality influence individual outcomes like performance, organization commitment and job satisfaction. In similar manner, Fry et. al. (2005) found spiritual leadership influence productivity. Zanganeh and Malekmohammadi (2015), Salehzadeh, Pool, Lashaki, Dolati & Jamkhaneh (2015) found that a significant relationship between the spiritual leadership of organizational learning and empowerment. Rego et al. (2007), Tevichapong (2009), Tevichapong et al. (2010), Amabile and Kramer (2011), found a significant relationship between workplace spirituality and self-reported individual performance.

Empirical Review

Neelesh (2021) examined the relationship between workplace spirituality and employees' perception of stakeholder relationships on a primary and secondary stakeholder level. The purpose of the research was to establish whether an employee with higher spiritual perspective, as manifested in the workplace, displays increased consideration for relationships with stakeholders. The quantitative research took the form of a cross-sectional survey design to answer three research questions. The electronic survey was administered to a sample of post-graduate business students. A positive correlation was found between workplace spirituality and employees' perception of secondary stakeholder relationships.

Ebikibina and Osuamkpe (2019) examined the relationship between workplace spirituality and employee performance of manufacturing firms in Rivers State. The study was carried adopted a cross-sectional survey and was obtained based on an estimated sample of 302 workers within the manufacturing firms. In this study, workplace spirituality was operationalized using sense of community while employee performance was operationalized using creativity and efficiency. The tests of hypothesis were carried out using the Spearman Rank order correlation coefficient at a 0.05 level of significance. The reliability of the instrument was achieved using the Crombach Alpha Coefficient with all the items being above 0.7. The results from the tests reveal that there is a significant relationship between workplace spirituality and employee performance. We therefore recommended that supportive systems and collaborative work should be encouraged through the development of work groups or teams within the workplace. Employees should be allowed to contribute and partake as a significant member within the groups and the organization as a whole. Effort should also be made to offer support and encouragement towards employees with regards to their work and role expectations.

Manju (2019) analyzed the impact of workplace spirituality on organizational commitment, teaching satisfaction, job involvement, and organizational citizenship behavior among secondary school teachers of government educational institutions in the southern region of

India. Additionally, employee engagement, which is another construct of recent origin, is introduced as a mediator between the workplace spirituality-outcome relationships. The conceptual model proposed indicated positive relationships between workplace spirituality and all the work outcomes with job and organizational engagement as mediators. A total of 853 secondary school teachers from state-run schools were surveyed for the research. PLS based SEM was adopted for testing the structural model. The results were generally supportive for proposed model. Workplace spirituality was found to be positively related to both forms of employee engagement. In the mediated model, mediation of job engagement was stronger for commitment, satisfaction and involvement, mediation of organizational engagement was stronger for citizenship behavior. The one way through which workplace spirituality benefits are manifested in the organizations is through the enhancement of the engagement levels of people, which in turn is reflected in their attitudes and behavior. The study holds important implications for the institutions functioning in the social sector. State-run schools are considered as the backbone of the educational system in the region. These are institutions at the grass root level and could exert long-term influence on the progression of the society. Hence, it is vital that the individuals associated with these institutions are able to replenish their selves, and become more dynamic, creative, and optimistic thus creating a new learning experience for the students.

Gangaram (2018) analyzed the relationship between creating workplace spirituality, and how it influences the employee productivity in Nepalese hospitality organization. A sample of 150 employees from hospitality organizations was selected for the study with convenience sampling method. The study concluded that there is a positive relationship between workplace spirituality and productivity and workplace spirituality positively predict employee productivity in hospitality organization. This suggests that the workplace spirituality plays an important role to make the employee productive and satisfied. Employee thus become more productive over the long run compared with employees in organizations where spirituality is ignored or disrespected. Therefore, hospitality organizations should emphasize to make their respective organization spiritual and adopt spiritual environment, and also emphasize spiritual leadership.

Methodology

Correlational research design was adopted. This method was chosen because it is designed to scientifically describe phenomena and their relationships in the actual environment after a given time, given that a survey must depend instead on samples of respondents drawn from the population and considered a representative of the population. The study was carried out in Anambra State, Nigeria, Nigeria. The population of study comprised 386 employees of the manufacturing firms in Anambra State, Nigeria, Nigeria. The sample

size consisted 386 using the entire as the sample size. The instrument that was employed for data collection was questionnaire designed by the researcher. Face and content validity was adopted in this study. Test re-test method was carried out to achieve reliability of the instrument. Cronbach Alpha was used to determine the reliability of the instrument by using Statistic Package for Social Sciences (SPSS). The Cronbach Alpha value respectively for related organizational politics and employee performance are shown in appendix II. According to the rule of thumb about Cronbach Alpha coefficient size, the higher the Cronbachs Alpha, the higher the reliability coefficient of, 0.88. The study employed Pearson Product Correlation Moment to test hypotheses by evaluate the relationship between workplace spirituality and employee productivity in the manufacturing firms.

Analysis and Interpretation of Data

In this section, the data generated from the sampled local government in Anambra Central Senatorial were presented, analyzed and interpreted. A total of three hundred and eighty-six copies of questionnaire were distributed to the respondents. Three hundred and eighty-six of questionnaires were returned. Out of three hundred eighty-six copies of return questionnaires three hundred and fifty copies of questionnaire were returned properly filled and found relevant to the study. Thirty copies of questionnaire were not properly filled and eight get missing. Therefore, the analysis was based on three hundred and fifty copies of questionnaire copies (350) properly filled copies.

Testing of Hypotheses

Hypotheses testing is necessary in order to ascertain the authenticity or negativity of the assumption or claims made by the researcher before the actual investigation was carried out. As earlier stated in chapter three, the statistical tool adopted for testing the hypothesis formulated for the study is Pearson Product Correlation Method.

Hypotheses one

H_0 : There is no significant relationship between sense of community and employee productivity in the manufacturing firms in Anambra State.

H_{01} : There is a significant relationship between sense of community and employee productivity in the manufacturing firms in Anambra State.

Table 1: Result of Pearson product-moment correlation analysis between sense of community and employee productivity

Correlations			
		Sense of Community	Employee Productivity
Sense of Community	Pearson Correlation Sig (2-tailed)		..847** .000
	N		300
Employee productivity	Pearson Correlation Sig (2-tailed)	-.847** .000	1
	N	300	300

***. Correlation is significant at the 0.05 level (2-tailed).*

Source: Field Survey, 2024

Interpretations

The correlation in Table 1 shows that there is a significant relationship between sense of community and employee productivity in the manufacturing firms in Anambra State. The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between sense of community and employee productivity in the manufacturing firms in Anambra State. ($r = 0.847$, 000 at $p < 0.05$). This implies that an increase in sense of community will increase employee productivity of manufacturing firms in Anambra State. Based on this result, the null hypothesis one (H_{01}) which states that there is a significant relationship between sense of community and employee productivity in the manufacturing firms in Anambra State.

4.4.2 Hypothesis Two

H_0 : There is no significant relationship between opportunities for the inner life and employee productivity in the manufacturing firms in Anambra State.

H_{01} : There is a significant relationship between opportunities for the inner life and employee productivity in the manufacturing firms in Anambra State.

Table 2: Result of Pearson product-moment correlation analysis between opportunities for inner life and employee productivity

Correlations		Employee Involuntary Turnover	Employee Productivity
Opportunities For Inner Life	Pearson Correlation Sig (2-tailed)		.813** .000
	N		300
Employee productivity	Pearson Correlation Sig (2-tailed)	.813** .000	1
	N	300	300

** Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2024

Interpretations

The correlation in Table 2 shows that there is a significant relationship between opportunities for inner life and employee productivity in manufacturing firms in Anambra State. In Anambra state. The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between inner life and employee (r = 0.813, 000 at p<0.05). This implies that an increase in opportunities for inner life will increase employee productivity in manufacturing firms. Based on the findings, the study therefore rejects the null hypothesis two (H_0) which states that there is a significant relationship between opportunities for the inner life and employee productivity in the manufacturing firms in Anambra State.

4.4.3 Hypothesis Three

H_0 : There is no significant relationship between meaningful work and employee productivity in the manufacturing firms in Anambra State.

H_1 : There is a significant relationship between meaningful work and employee productivity in the manufacturing firms in Anambra State.

Table 3: Result of Pearson product-moment correlation analysis between meaningful work and employee productivity

Correlations			
		Meaningful work	Employee productivity
Employee productivity	Pearson Correlation Sig (2-tailed)		..769** .000
	N		300
Meaningful work	Pearson Correlation Sig (2-tailed)	.769** .000	1
	N	300	300

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Survey, 2024

Interpretations

Table 3 presents result of Pearson Product Moment Correlation (PPMC) test on the relationship between meaningful work and employee productivity. The correlation table revealed that there is a significant relationship between meaningful work and employee productivity in the manufacturing firms in Anambra State. ($r = 0.769$, $000 p < 0.05$). This implies that meaningful work increases employee productivity. Therefore, the finding indicates that there is a significant relationship between meaningful work and employee productivity in the manufacturing firms in Anambra State. Based on this result, the null hypothesis one (H_0) which states that there is a significant relationship between meaningful work and employee productivity in the manufacturing firms in Anambra State. is hereby rejected.

Summary of Findings

There is a significant relationship between sense of community and employee productivity in manufacturing firms in Anambra State. ($r = 0.847$, 000 at $p < 0.05$).

There is a significant relationship between inner life and employee productivity in manufacturing firms in Anambra State ($r = 0.813$, 000 at $p < 0.05$).

There is a significant relationship between meaningful work and employee productivity in manufacturing firms in Anambra State. ($r = 0.769$, $000 p < 0.05$).

Conclusion

This work examines the relationship between workplace spirituality and employee productivity in the manufacturing firms. Data were sourced from primary sources and were

analyzed using Pearson Moment Correlation Analysis, The result showed that there is a significant relationship between sense of community and employee productivity. There is a significant relationship between meaningful work and employee productivity and there is a significant relationship between meaningful work and employee productivity in manufacturing firms in Anambra State. The study, therefore, concluded that workplace spirituality had a significant positive relationship with employee productivity in manufacturing firms in Anambra State

Recommendation

Based on the findings obtained from summary of discussion and empirical findings the following

Recommendations are made:

1. Supportive systems and collaborative work should be encouraged through the development of work groups or teams within the workplace in order to increase sense of community and employee productivity
2. Effort should also be made to offer support and encouragement towards employees with regards to their inner life and employee productivity work and role expectations.
3. Organizations should emphasize to make their respective organization spiritual and adopt spiritual environment, and also emphasize meaningful work and employee productivity

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