
Workplace Spirituality as a Precursor to Employees' Commitment to Work in Manufacturing Firms in South-South, Nigeria

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ABSTRACT: *The study addresses workplace spirituality as a precursor to employees' commitment to work in selected manufacturing firms in South-South, Nigeria with specific focus on the following dimensions of workplace spirituality; meaningful work, value orientation and interconnectedness. The study adopted a cross sectional survey design. The population of the study comprises 4838 employees from 24 selected firms in south south, Nigeria. The sample size for the study consists of 370 employees drawn from the population of the study using Taro Yamane formula. The instrument for data collection was a structured questionnaire. The validity of the instrument was done using construct validity and for the reliability, cronbach alpha and composite reliability were used. In analyzing the data for the hypotheses, Structural Equation Model (SEM) was adopted with the aid of Smart-PLSv3. The study revealed that meaningful work, value orientation and interconnectedness have significant effect on employees' commitment to work in manufacturing firms in South-South, Nigeria. The study recommended that emphasis should be placed on meaningful work, value orientation and interconnectedness for an improve employees' commitment for a better organizational productivity.*

KEYWORDS: workplace spirituality, meaningful work, value orientation, interconnectedness, employee commitment

INTRODUCTION

Amid the swiftly evolving landscape of global business, organizations are progressively acknowledging the imperative of constructing a resilient workplace ecosystem that synergizes all organizational resources to propel the realization of objectives and goals. This reality is evidential in the competitive nature of today's business environment, where profit margins and market strategies often take the spotlight, there exists a powerful yet often overlooked force that can

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redefine the very essence of work. Imagine a workplace where more than tasks and targets, employees find purpose; where compassion flows between colleagues, igniting bonds of support; where individual values resonate harmoniously with an organization's mission, fostering a shared sense of belonging. This is the realm of workplace spirituality, an emerging concept that challenges conventional notions of the employee-organization relationship.

Workplace spirituality entails acknowledging the spiritual dimensions of employees' work experiences and integrating values that resonate with a bond that build commitment and workplace harmony (Lata & Chaudhary, 2020). This approach transcends the conventional view of employees as mere workers, instead focusing on their holistic well-being and deeper connection to their roles. A spiritually sensitive work environment is believed to foster positive attitudes, enhancing job satisfaction, motivation, and commitment (Pirkola, Rantakokko & Suhonen, 2016; González-González, 2018). It seeks to enhance employees' inner fulfillment and well being by recognizing the deeper dimensions of human nature within the organizational context and acknowledges that work is not merely a means of financial sustenance but an avenue for personal growth, self-expression, and a search for purpose (Ranasinghe & Samarasinghe, 2019; Mydin, Abdullah & Pitchay, 2018).

Workplace spirituality, in this light, encourages attitudes characterized by commitment, empathy, and a shared responsibility for the organization's success and it emphasizes the importance of aligning organizational values with personal values to create a shared sense of purpose and belonging among employees (Amen & Raziq, 2019). At the core of workplace spirituality is Meaningful work, value orientation and interconnectedness, which encompass various facets of the employees' experiences. Meaningful work underscores the quest for purpose and significance in job roles (Johnson & Jiang, 2017). This dimension resonates with the notion that employees who perceive their contributions as aligned with personal values and larger societal goals tend to exhibit heightened commitment and job satisfaction. Value orientation highlights the alignment of personal values with organizational principles and when employees perceive congruence between their individual principles and the organization's values, their attitudes lean toward positive realms (Shevchuk, Strebkov & Davis, 2016). Interconnectedness emphasizes the understanding of how individual tasks contribute to broader organizational goals (Halamová, Kanovský & Naništová, 2018). This viewpoint underscores the understanding that each employee's work is connected to a broader organizational or societal purpose. When employees recognize their contribution's significance, their attitudes towards work align positively which brings about employees commitment to an organization. Employees' commitment to work is associated with how those employees feel and the reward attached to those work to be done.

The market dynamics and manufacturing sector task-output nature demands that ideal organizational setting integrates a harmonious work environment and this is why globally, forward-thinking organizations are recognizing the significance of acknowledging employees' spiritual and emotional needs, fostering their sense of purpose and interconnectedness within the

Publication of the European Centre for Research Training and Development-UK workplace. This approach has been associated with improved staff commitment towards the business. However, it is not the circumstance at hand. For several manufacturing firms in developing economies, especially, in South-South region of Nigeria, grappling with a prevalent problem of unfavourable employee attitudes towards work. This is evident with the lack of proactive engagement in idea generation and implementation, which currently stifles creativity, constrains product and process advancements, and dampens the manufacturing firm's ability to respond effectively to changing customer demands. This problem has been reported to contribute to a cascade of other challenges as exemplified with the weak market expansion, declining profitability, high employee turnover rates, and the rising cases of outright collapse of manufacturing firms (Suleiman, 2013; Shin & Jeung, 2019). The persistent nature of this problem inspire the researcher to conduct a research on the effect of workplace spirituality as a precursor to employees' commitment to work in selected manufacturing firms in South-South, Nigerian.

LITERATURE REVIEW AND HYPOTHESES

Workplace spirituality

Mohammed and Shouvik (2021) opined that the term "spirituality" is an old notion that has been researched in the past and is still being studied at present. Workplace spirituality can be defined as the means by which companies are set up to support the mystical development of workers (Mukherjee & Singha, 2019). Workplace spirituality, when utilised accurately, is capable of resulting in a huge surge in the proficiency as well as effectiveness of the company (Mohammed & Shouvik, 2021). Afsar and Rehman (2015) are of the opinion that workplace spirituality helps to form shared trust among workers while boosting affiliation in such a way that it results in improved productivity and accomplishment for the workers and the company as a whole. Saxena and Saxena (2011) added that employees who have workplace spirituality are able to triumph over issues like hopelessness, anxiety issues, drunkenness, drug abuse, ineptitude, and other behavioural vices. Also, the three facets of workplace spirituality, namely: inner life, sensible and decisive effort, and a feeling of communal and relatedness, can elucidate and boost five job behaviours such as sentimental devotion to the company, job participation, company-based confidence, and inherent (inner) job gratification (Fourie 2014).

According to Piryaei and Zare (2013), the existence of workplace spirituality (WPS) fosters a climate of optimism and well-being within organizations. Furthermore, it has been suggested that in situations where organizations face difficulties, WPS might potentially enhance employees' dedication and loyalty to the organization. According to Fry (2015), the establishment of spiritual satisfaction, which is associated with a sense of community and meaning inside the workplace, plays a significant role in cultivating a favorable level of employee engagement towards the firm. Moreover, Milliman, Ferguson, Trickett, & Condemi (2013) have seen a positive correlation between the spiritual values of firms, which encompass the goal of the organization, and the work behavior exhibited by employees.

Dimensions of Workplace Spirituality

Meaningful Work

Meaningful work, as a dimension of WPS, encompasses the profound notion that work goes beyond mere tasks and responsibilities (Johnson & Jiang, 2017). Meaningful work is rooted in the fundamental human need for a deeper connection to the tasks they perform daily. It transcends the pursuit of monetary rewards and positions work as a conduit for personal development, self-expression, and the fulfillment of one's values and aspirations (Tommasi, Ceschi, & Sartori, 2020). When individuals perceive their work as meaningful, they are more likely to engage passionately, invest discretionary effort, and maintain a strong commitment to their roles. One of the key aspects of meaningful work is the alignment between an individual's personal values and the values embedded within their work. When the tasks they undertake resonate with their core beliefs, individuals experience a sense of authenticity and integrity (Johnson & Jiang, 2017).

Engaging in meaningful work can contribute to psychological well being and resilience. Individuals who find their work meaningful is more likely to experience higher levels of job satisfaction, lower levels of stress, and increased emotional well being (Amen & Raziq, 2019; You, Kim, Kim, Cho, & Chang, 2020). Organizations that prioritize meaningful work are more likely to attract and retain top talent, foster a positive work culture, and create a sense of shared purpose that aligns with broader organizational goals.

Meaningful work thrives in environments where employees are empowered to participate in decision-making processes, offer insights, and co-create solutions. This empowerment enhances a sense of ownership and accountability (Steger, Dik, & Duffy, 2012). A distinguishing aspect of meaningful work is the delicate balance between pursuing one's passions and leveraging professional proficiency. This balance fosters a state of "flow," where individuals are fully engaged, immersed in their tasks, and experiencing a deep sense of satisfaction. This state of flow amplifies productivity and well being. In essence, meaningful work transforms workspaces into environments where individuals thrive as whole beings—integrating their personal values, aspirations, and skills into their professional endeavors.

H1: Meaningful work has a significant effect on employees' commitment to work in manufacturing firm in South-South, Nigeria

Value Orientation

Value orientation acts as an ethical compass that guides decision-making and behavior (Gupta, Kumar, & Singh, 2014). It involves consistently aligning actions with deeply held values, fostering a culture of integrity and responsibility. Value orientation encompasses the organization's commitment to adhering to a set of ethical standards, both internally and externally. It involves being true to the stated values and demonstrating them in every facet of operations (Bhattacharya, 2015). Beyond individual actions, value orientation encompasses the broader impact of organizational decisions on stakeholders, the community, and society at large. It seeks to create positive change and uphold societal well being. Value orientation aligns with a purpose-driven

Publication of the European Centre for Research Training and Development-UK approach, emphasizing the importance of contributing to a higher cause beyond profit generation (González-González, 2018).

Organizations with a strong value orientation are more likely to prioritize sustainable practices. This includes ethical sourcing, environmentally responsible operations, and a focus on long-term success over short-term gains (González-González, 2018). Employees who share the organization's values are more likely to align their personal goals with the organization's mission (Corso, Carlo, Carluccio, Colledani, & Falco, 2020). This alignment enhances motivation, productivity, and a sense of fulfillment. Value orientation influences leadership styles. Value orientation compels organizations to contribute positively to societal well-being (Corso *et al.*, 2020). By aligning actions with values, organizations can address social and environmental challenges, making a lasting impact. As organizations embrace value orientation, they contribute not only to their own success but also to the betterment of society as a whole.

H2: There is a positive and significant effect of value orientation on employees' commitment to work in manufacturing firm in South-South, Nigeria

Interconnectedness

The concept of interconnectedness entails the understanding that the welfare of employees, the prosperity of the business, and the advancement of society are interconnected (Fanggidae, 2018). This dimension is grounded in the notion that each person's contribution, regardless of its magnitude, adds value to the broader entity. By highlighting the interdependence among individuals, it fosters a sense of unity among employees, centered on a collective objective that transcends individual responsibilities. The aforementioned common objective fosters a feeling of cohesion and collaborative endeavor (Dubey & Bedi, 2023). Organizations that place a high value on interconnection and social responsibility tend to cultivate a favorable environment. The aforementioned advantages involve engaging in more effort in order to guarantee change's success, working as publicity advocates throughout the adjustment, and performing beyond what's usual to help the company work efficiently. reputation, to attracting individuals, customers, and partners who share similar values and beliefs. The principle of interconnectedness pertains to the abstract connection that exists between various things. This concept asserts that nothing exists in a state of complete isolation, as confirmed by Bhagwan (2014). According to Bhagwan (2014), interconnection offers connections with low latency and high availability, facilitating the reliable movement of data for companies.

H3: there is a positive and significant effect of Interconnectedness on employees' commitment to work in manufacturing firm in South-South, Nigeria

Employees' Commitment to Work

Employee commitment refers to the connection formed with the staff member and the company in which the staff wishes to keep supporting the company and assisting the organization in accomplishing the objectives it sets. A dedicated worker tends to be more creative and effective,

Publication of the European Centre for Research Training and Development-UK with higher levels of contentment, devotion, and accountability. Park, Christie, and Sype. (2014) take into account that dedicated staff members are more willing to participate in civic behaviors, which means engaging in extra-role activities including initiative or creation, which are frequently essential to keep the firms relevant. Other scholars, such as Lambert and Hogan (2009), assert that worker devotion minimizes staff turnover. According to Lambert and Hogan (2009), devoted personnel are dedicated to their company, respect its beliefs, and agree to the organization's objectives. Hence, there is little drive for departing. Visagie and Steyn (2011) found a link between staff dedication and tolerance for organizational adjustments. Parnini (2011) describes organizational evolution to be a scientific assessment of changes in form, excellence, or condition as time passes in an organized institution following the intentional adoption of novel methods of conceiving, doing, and functioning. According to Visagie and Steyn (2011), workforce devotion to the corporation is essential once a company embarks on reform activities, as committed personnel give numerous advantages to the business. The aforementioned advantages involve engaging in more effort in order to guarantee change's success, working as publicity advocates throughout the adjustment, and performing beyond what's usual to help the company work efficiently.

THEORETICAL FOUNDATION

Self Determination Theory

Deci and Ryan 2018 postulated Self-determination theory. It holds that individuals are driven to develop and grow through three fundamental psychological needs that are inherent and universal. That individuals experience self-determination when their needs for competence, connection, and autonomy are satisfied. Self-determination theory is a comprehensive theory of human motivation and personality that focuses on people's inherent tendencies for growth and their intrinsic psychological needs (Vansteenkiste & Soenens, 2020). The theory proposed three core intrinsic needs that underlie self-determination. According to Deci and Ryan, these needs—autonomy, competence, and relatedness—are universally present and innate, driving individuals to initiate behaviour and providing essential psychological nourishment for their well being (Deci & Ryan, 2020).

The application of this theory to the study is hinged on the assumption that the theory is a psychological framework that focuses on intrinsic motivation and the satisfaction of basic psychological needs. It suggests that when individuals have autonomy, competence, and relatedness in their work environment, they are more likely to experience higher levels of motivation, engagement and performance

Empirical review

Shrestha and Jena (2020) examined the interactive influence of WPS on negative employee attitudes, namely organizational cynicism, counterproductive work behaviour, and turnover intentions. The study further explored the moderating role of psychological capital in this relationship. The sample comprised 138 employees from diverse independent and government

Publication of the European Centre for Research Training and Development-UK entities in Nepal. Linear regression analysis was used for scrutinizing causal associations, while mixed multiple regression analyses assessed psychological capital's buffering effect. The findings revealed that WPS negatively influences cynicism and turnover intentions. While it didn't directly affect counterproductive work behaviour, psychological capital emerged as a buffer between WPS and turnover intentions. The study underscores the importance of cultivating a workplace environment conducive to higher levels of spirituality to reduce cynicism and turnover intentions, emphasizing the significance of spirituality and psychological capital in organizational contexts. Shubhangi and Tariq (2020) researched on spiritual workplaces and its effect on performance. The study employed survey design. Data was obtained from primary and secondary sources, while the data was analyzed via structural equation modeling and process macro. Findings from the research revealed that there exist a favourable association between WPS and workers performance, however, gender was seen as an unsubstantial mediator. They encouraged companies to comprehend and incorporate the art of revolutionize a debased work environment into an environment that encouraged WPS so as to increase completeness, divine morals, affiliation, seeking meaning, as well as drive among employees which will lead to performance and gains to the company.

Hassan, Nadeern and Akhter. (2016) explored the interplay between WPS dimensions and work satisfaction, employing a five-point Likert scale questionnaire administered to manufacturing sector employees. Out of 200 distributed questionnaires, 174 responses were collected. The study employed multiple regression analysis, revealing a significant connection between WPS and trust. Additionally, trust emerged as a mediator in the relationship between WPS and job satisfaction. Also, Van der Walt and De Klerk (2014) study was on WPS and job satisfaction and using a cross-sectional investigation the study aimed to establish the correlation between WPS and job satisfaction among 600 white-collar workers in South Africa. Structural equation model was used for analysis and the research revealed a link between WPS and job satisfaction.

Amen and Raziq (2019) assessed the impact of WPS on organizational commitment, with job satisfaction as a mediating factor. Their survey covered 1,655 employees in a Pakistani manufacturing firm, resulting in a valid sample of 600. Partial least squares structural equation modelling substantiated a statistically significant impact of WPS on organizational commitment. Notably, job satisfaction was the most influential predictor of WPS. However, the study found no mediating effect of job satisfaction on the relationship between WPS and organizational commitment. The study of Piryaei and Zare (2013) examined a connection regarding the WPS facets and work fulfillment and organizational commitment, while considering the potential moderating role of individual spirituality. Utilizing the WPS scale (JIGS) and the affective commitment scale, they surveyed 300 full-time employees in an Iranian industrial company using stratified random sampling. Hierarchical regression analysis unveiled a link between WPS aspects (meaning in work, community at work, and organizational purpose) and job satisfaction and organizational commitment. Furthermore, the study highlighted the moderating potential of individual spirituality.

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Tantua and Ernest (2020) explored the relationship between WPS and employee performance within manufacturing firms in Rivers State. Employing a cross-sectional survey, the study involved 302 workers in manufacturing firms. WPS was operationalized through a sense of community, while employee performance was operationalized through creativity and efficiency. The study established a significant relationship between WPS and employee performance, suggesting the importance of encouraging supportive systems and collaborative work environments. Anupama and Varaprasad (2015) conducted a study aimed at comprehending the significance of spirituality within the workplace. The primary objective was to explore the meaning of spirituality from a humanistic perspective and its application in organizational contexts. The paper served as an overview of various dimensions of WPS, along with presenting outcomes of spirituality at the workplace as presented by different authors. The study also sought to understand the impact of WPS on employee well-being, organizational commitment, and work performance.

METHODOLOGY

This study adopted a cross-sectional research design to investigate workplace spirituality as a precursor to employees' commitment to work in selected manufacturing firms in South-South, Nigeria. This design is a non-experimental approach that involves collecting data from across a sample of participants at a single point in time. Primary data was used for providing information for analysis on the effect of workplace spirituality of manufacturing firms in South-South, Nigeria. The area of the study is South-South region encompasses states such as Akwa Ibom, Cross River, Bayelsa, Rivers, Delta, and Edo. The populations of the study are 4838 employees from the 24 selected manufacturing firms in South-South, Nigeria with a sample size of 370 employees using Taro Yamane formula. The study used a probability sampling technique with a stratified random sampling as one of sampling techniques. Questionnaire was employed as a research instrument to gather data, and the reliability and validity were presented in table 1 and table 2 respectively. In terms of quantitative analysis, a descriptive statistic was employed. Descriptive statistic, namely mean and standard deviation, was utilized to examine the responses to the survey questions. Additionally, for hypothesis testing, a Structural Equation Model (SEM) path modeling approach was employed. This involves the application of Smart PLS (v3.2) software. The decision to opt for a structural equation model is grounded in the necessity to validate the hypothesized connections among the various constructs in the model. The use of the PLS-SEM approach is motivated by several factors. It accommodates prediction and exploration aspects, a crucial aspect in this study. In reaching a conclusion, the t-value was employed. The hypothesis was considered rejected if it fell below 1.96, and conversely accepted if it exceeded this threshold. This approach aligned with the recommendations of Cohen (1988) and Lind, Marchal, and Wathen (2013), who advocated utilizing the t-value to gauge the significance level of variables.

Table 1: Measurement Index for Effect of Workplace Spirituality on Employees' commitment to Work in Manufacturing Firms in South-South, Nigeria..

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	VIF
Employees' commitment to work	0.724	0.729	0.820	0.577	
Interconnectedness	0.769	0.822	0.790	0.553	1.211
Meaningful work	0.754	0.709	0.795	0.543	1.286
Value orientation	0.714	0.799	0.739	0.580	1.653

Source: Fieldwork, 2023

The measurement model covers an assessment of reliability and validity of the study scale, which holds significant importance within the context of a Structural Equation Modeling (SEM) framework. In SEM, these psychometric analyses play a pivotal role in ensuring the robustness and credibility of the model's results and findings. First, the items factor loadings were assessed and the study followed the rule of thumb of retaining values > 0.60 and removing values lower (Hair *et al.*, 2019; Magnoet *et al.*, 2022).

Reliability assessments of the scales were carried out as shown in **Table 1**, Cronbach alpha, Rho and composite reliability were measures used to assess the reliability of the scales (Ringle *et al.*, 2023). The Cronbach alpha test results show the scale is reliable, as the coefficient index values were above the threshold of 0.70, which is supported in literature (Henseler *et al.*, 2015). Furthermore, the Rho coefficients also, which measures reliability exceeded the threshold of 0.60, signifying a commendable level of reliability (**See Table 1**). Additionally, the composite reliability for the study's scales consistently yielded values above 0.60, providing further substantiation for the overall reliability of the measurement instruments employed (**See Table 1**). Consequently, these findings affirm the fulfilment of established reliability criteria, underscoring the trustworthiness of the research data and instruments.

The presence of second-order factors supported the need to assess for the presence of multicollinearity using the variance inflation factor (VIF) (Latan & Noonan, 2017). The findings demonstrate the absence of any problematic collinearity issues. It is worth noting that the VIF values, being well within the prescribed threshold of 5, are indicative of the fulfilment of the underlying assumption, thereby affirming the robustness of the study analysis (**See Table 1**). Next, the validity of the scales was assessed and convergent and discriminant validity was assessed. The construct validity was assessed using the average variance explained (AVE) and as a rule of thumb, values > 0.50 indicates construct validity criteria has been satisfied (Ali *et al.*, 2018; Henseler *et al.*, 2015). The result in **Table 1** indicates that for all the scales the AVE coefficients were > 0.50 , which indicates the convergent validity of the scale has been established.

Table 2: Heterotrait-Monotrait Ratio (HTMT) Result for Discriminant Validity

	Employee Attitude to Work	Interconnecte dness	Meaningful Work	Value Orientation
Employees’ commmitment to work	0.691			
Interconnectedness	0.360	0.673		
Meaningful work	0.415	0.299	0.586	
Value orientation	0.503	0.277	0.446	0.616

Source: Fieldwork, 2023

Additionally, an examination of discriminant validity was undertaken by employing the heterotrait-monotrait (HTMT) method, as depicted in **Table 2** presented above. Franke and Sarstedt (2019) have underscored the robustness of the heterotrait-monotrait approach for assessing discriminant validity. In accordance with established scholarly recommendations, the criteria for confirming discriminant validity were set as follows: none of the HTMT values should deviate significantly from 1, and none of the values should surpass the threshold of 0.85, as advocated by Henseler et al. (2015). The outcome of this rigorous analysis firmly validates the presence of discriminant validity within the scope of our study, thereby affirming the distinctiveness of the latent constructs under examination. Given the confirmation of satisfactory measurement model, the current model is found suitable for further analysis.

RESULTS AND DISCUSSION

The hypotheses were tested using structural equation model (SEM) with the aid of Smart-PLSv3 as the statistical software and decision on statistical significance was determined using the T-value, and the rule holds that a hypothesis is accepted when T-value is greater than 1.96, and rejected otherwise. In reaching a conclusion, the t-value was employed. The hypothesis was considered rejected if it fell below 1.96, and conversely accepted if it exceeded this threshold. This approach aligned with the recommendations of Cohen (1988) and Lind, Marchal, and Wathen (2013), who advocated utilizing the t-value to gauge the significance level of variables.

Table 3: Respondents' Opinions on Meaningful Work

Meaningful Work	SA	A	UD	D	SD	Mean	STD
I find my work to be personally fulfilling and meaningful	93 (30%)	143 (46%)	35 (11%)	27 (9%)	14 (4%)	3.875	1.0701
My work allows me to make a positive impact on the lives of others.	111 (36%)	103 (33%)	41 (13%)	42 (13%)	15 (5%)	3.817	1.1848
I feel a strong sense of purpose and connection to the goals of my organization.	117 (38%)	128 (41%)	28 (9%)	25 (8%)	14 (4%)	3.990	1.0922
I believe that my skills and contributions are valued and recognized in my workplace.	117 (38%)	80 (26%)	51 (16%)	48 (15%)	16 (5%)	3.750	1.2481
I would continue to do my current job even if I were not paid for it.	102 (33%)	129 (41%)	32 (10%)	31 (10%)	18 (6%)	3.853	1.1527

Source: Field work, 2023

Table 4: Respondents' Opinions on Value Orientation

Value Orientation	SA	A	UD	D	SD	Mean	STD
I prioritize honesty and integrity in all my personal and professional interactions.	111 (36%)	102 (33%)	41 (13%)	42 (13%)	16 (5%)	3.801	1.2051
I believe in the importance of giving back to the community and helping others in need.	140 (45%)	103 (33%)	27 (9%)	25 (8%)	17 (5%)	4.038	1.1615
I think it's essential to respect and promote diversity and inclusion in all aspects of life.	115 (37%)	71 (23%)	51 (16%)	57 (18%)	18 (6%)	3.667	1.2947
I value environmental sustainability and try to make eco-friendly choices in my daily life.	111 (36%)	118 (38%)	35 (11%)	34 (11%)	14 (4%)	3.891	1.1402
I prioritize personal growth and self-improvement in both my career and personal life.	113 (36%)	100 (32%)	43 (14%)	43 (14%)	13 (4%)	3.824	1.1885

Source: Fieldwork, 2023

Table 5: Respondents' opinions on Interconnectedness

Interconnectedness	SA	A	UD	D	SD	Mean	STD
I believe that the work I do is interconnected with the success and well-being of my colleagues.	106 (34%)	81 (26%)	51 (16%)	53 (17%)	21 (7%)	3.638	1.2832
I often collaborate with co-workers from different departments or teams to achieve common goals.	90 (29%)	146 (47%)	32 (10%)	29 (9%)	15 (5%)	3.853	1.0896
I feel a strong sense of unity and shared purpose with my colleagues at work.	114 (37%)	93 (30%)	45 (14%)	45 (14%)	15 (5%)	3.792	1.2181
I believe that my organization values and promotes a culture of interconnectedness and mutual support.	100 (32%)	137 (44%)	27 (9%)	33 (10%)	15 (5%)	3.888	1.1069
In the workplace, I see the ripple effects of our collective efforts and how they contribute to our organization's success.	137 (44%)	68 (22%)	44 (14%)	48 (15%)	15 (5%)	3.853	1.2619

Source: Fieldwork, 2023

Table 6: Respondents' opinions on Employees' commitment to Work

Employees' commitment to Work	SA	A	UD	D	SD	Mean	STD
I approach my work with a sense of purpose and dedication.	76 (24%)	96 (31%)	62 (20%)	52 (17%)	26 (8%)	3.59	1.0612
I am proactive in taking on tasks and responsibilities at work.	70 (22%)	84 (27%)	68 (22%)	58 (19%)	32 (10%)	3.620	0.9810
I take pride in the quality of work I deliver.	75 (24%)	90 (29%)	66 (21%)	60 (19%)	21 (7%)	3.692	1.0211
I am committed to achieving my best in my role.	83 (27%)	92 (29%)	64 (21%)	56 (18%)	17 (5%)	3.751	1.0410
I consistently seek opportunities for improvement in my work.	74 (24%)	88 (28%)	70 (22%)	62 (20%)	18 (6%)	3.723	1.0021

Source: Field work, 2023

Testing of hypotheses

The structural model presents the robust path analysis between the independent and dependent variable. In this structural model, the path analysis was first carried out before the significance of the path was assessed. For the path analysis, the PLS algorithm converged at iteration five. Next, the test of the significance of the structural model followed the outlined criteria of: bootstrapping resamples – 500; test type – 2-tailed; significance level – 0.05; confidence interval level – Bias-Corrected Accelerated (BCa) Bootstrap; amount of results – complete bootstrapping.

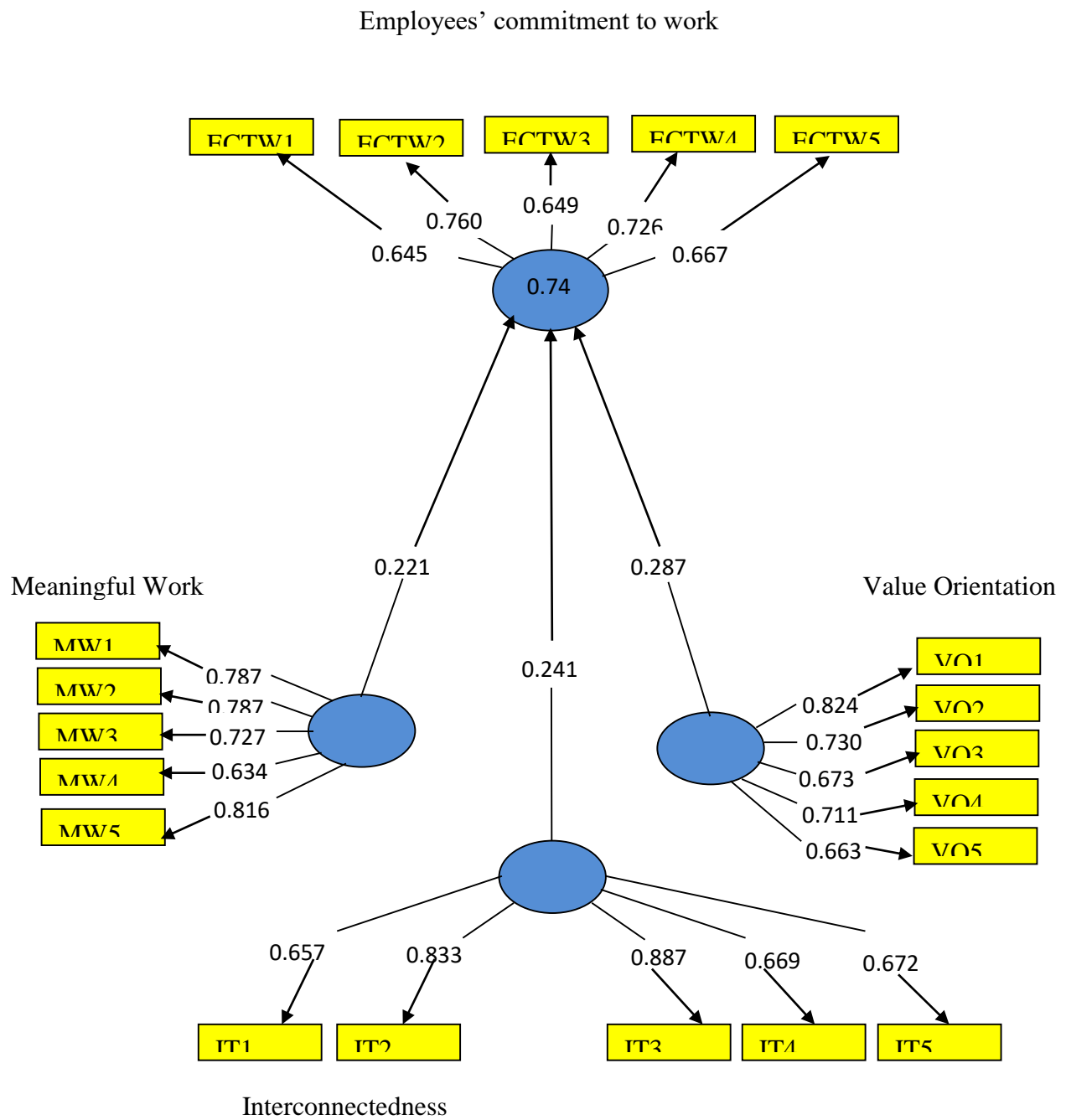


Figure 1: Workplace spirituality and Employees' commitment to work

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The **Figure 1** shows the effect between the study constructs, while also accounting for the second order factor model. The result shows meaningful work has a positive shared relationship with employees' commitment to work in manufacturing firms ($\beta = 0.199$). The relationship between value orientation and employees' commitment to work in manufacturing firms was confirmed to be positive ($\beta = 0.287$). Interconnectedness and employees' commitment to work in manufacturing firms was also found to be positive ($\beta = 0.241$).

The **Figure 1** also shows the coefficient of determination (R^2), which accounts for the extent that changes in the dependent variable is accounted for by changes in the independent variable. Henseler et al. (2020) suggests that for interpreting R^2 values, values of 0.75, 0.50 or 0.25 for the latent variables can be explained as substantial, moderate or weak respectively. Following the result obtained from the PLS analysis as contained in **Figure 1**, the R^2 values for employees' commitment to work in manufacturing firms was 0.716. This implies that the dimensions of workplace spirituality (meaningful work, value orientation and interconnectedness) explain 71.6% of changes in employees' commitment to work in manufacturing firms in South-South Nigeria. Based on the recommendations by Henseler et al. (2020), the endogenous latent variables showed acceptable levels of R^2 values.

Next, the effect size was assessed and this was because the researcher can identify any of the variable that would have the most impact in the event of been omitted from the model. Guidelines for assessing f^2 are that values of 0.02, 0.15 and 0.35, respectively, represent small, medium and large effects (Cohen, 1988; Hair et al., 2019) of the exogenous latent variables. The result showed that none of the variables had a large effect size, except for value orientation that was medium given the f^2 as 0.19, all other were between 0.02 to 0.09, which implies small effect.

The predictive relevance of the model was assessed using the Stone-Geisser's Q^2 value. The implication of the Stone-Geisser's Q^2 value is to indicate whether the PLS path model accurately predicts data not used in the model estimation. Q^2 values > 0 for a specific reflective endogenous latent construct indicate the path model's predictive relevance. As the result shows, the Q^2 values of all the six endogenous latent constructs are considerably above zero (Hair et al., 2019). Specifically, Q^2 value for **employees' commitment to work** was 0.341. These results provide clear support for the model's predictive relevance regarding the endogenous latent variables.

The structural model significance was assessed next and standard bootstrapping using 5000 bootstrapped samples to assess the significance of path coefficient were employed as suggested by (Ringle et al., 2023; Hair et al., 2019). Figure 1 shows that the indicators of the construct all had significance with the constructs

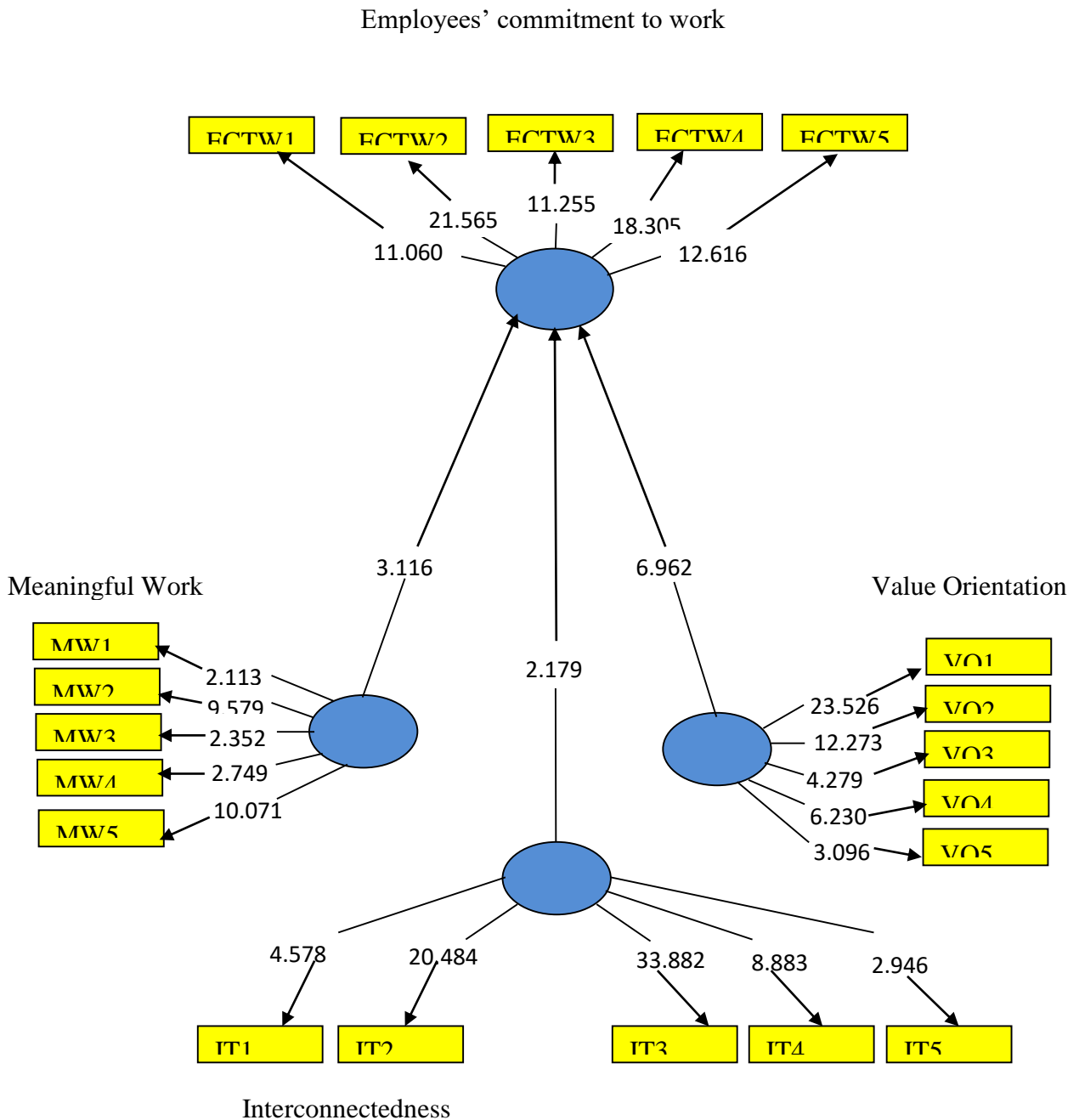


Figure 2: Significance of Path Model showing the link between workplace spirituality Employees' commitment to work.
 Source: SmartPLSv3 Output, 2023

Table 7: Summary of SEM Results and Findings

Hypothesis	Variable	Path	Path Coefficient	t-value	p-value	Decision
H ₀₁	Meaningful work Employees' commitment to work	->	0.199	2.192	0.001	Reject
H ₀₂	Value orientation Employees' commitment to work	->	0.287	6.962	0.000	Reject
H ₀₃	Interconnectedness Employees' commitment to work	->	0.241	2.179	0.00	Reject

Source: SmartPLS, Output, 2023

As showed in the **Figure 2** and shown in **Table 7**, the result shows that workplace spirituality has significant effect on employees' commitment to work in manufacturing firms in South-South, Nigeria. Specifically, assessing each of the variables, the first hypothesis shows the effect of meaningful work on employees' commitment to work in manufacturing firms. This hypothesis was confirmed to be significant. The significance of the path between the constructs showed the structural link assessed and the coefficient as ($\beta = 0.199$; $t\text{-value} = 2.192$; $p < 0.05$), given the t -value is greater than 1.96 and the p -value was less than 0.05. This supports the rejection of the null hypothesis, therefore, confirming that meaningful work has significant effect on employees' commitment to work in manufacturing firms. Hence, we reject the null hypothesis and accept the alternate hypothesis, which means hypothesis one is rejected.

The result as shown in **Table 7** and **Figure 2** above shows the structural path linking value orientation and employees' commitment to work in manufacturing firms. The result supports that there is a positive relationship between value orientation and employees' commitment to work in manufacturing firms ($\beta = 0.287$). The significance of the path was further tested, as shown in **Figure 2** and as indicated in **Table 7**. The result supports that the relationship is significant, as ($t\text{-value} = 3.453$, $p < 0.05$), which indicates the null hypothesis should be rejected and the alternate accepted, which implies that value orientation has a significant effect on employees' commitment to work in manufacturing firms. Hence, hypothesis two is rejected.

The result for hypothesis three is also shown above. The **Figure 2** shows the path coefficient for the model, which explains the effect of interconnectedness on employees' commitment to work in manufacturing firms. The result confirms a direct and positive relationship between interconnectedness and employees' commitment to work in manufacturing firms given the path coefficient as ($\beta = 0.241$). **Figure 2** and **Table 7** also shows the significance of the path which explains the effect of interconnectedness on employees' commitment to work in manufacturing firms. The outcome from the analysis confirms that the path is significant as the ($t\text{-value} = 2.179$,

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 $p < 0.05$), given the t-value is greater than 1.96. This confirms that interconnectedness has significant effect on employees' commitment to work in manufacturing firms. Hence, we reject the null hypothesis and accept the alternate, which means hypothesis three is rejected.

Table 8: Summary of Model Fit

	Saturated Model	Estimated Model
SRMR	0.026	0.026
d_ ULS	4.113	4.113
d_ G	3.876	3.876
Chi-Square	187.134	187.134
NFI	0.221	0.221

Source: SmartPLS, Output, 2023

Furthermore, **Table 8** shows the result for the fit of the study model, using the standardised root mean squared residual (SRMR). The choice of the standardised root mean squared residual is because scholars have recommended it as the most appropriate for a variance based structural equation model (Hair *et al.*, 2019; Ringle *et al.*, 2023). Scholarly recommendation holds that values less than 0.08 indicate a good model fit (Hair *et al.*, 2019; Nitzl, Roldan & Cepeda, 2016). From **Table 7**, an SRMR value of 0.026 was obtained, which is less than the threshold of 0.08. Therefore, we can conclude that the study model has a good fit.

CONCLUSION

This study concluded that workplace spirituality (meaningful work, value orientation and interconnectedness) do have significant impact on employees' commitment in manufacturing firms in South-South, Nigeria. The study revealed that meaningful work has significant effect on employees' commitment in manufacturing firms in South-South, Nigeria. The study revealed that value orientation has significant effect on employees' commitment in manufacturing firms in South-South, Nigeria. The study also revealed that interconnectedness has significant effect on employees' commitment in manufacturing firms in South-South, Nigeria. Finally, more attention should be giving to these elements: meaningful work, value orientation and interconnectedness since they enhances employees' commitment in an organization which in turn brings productivity in the organization,. The study recommended that organization should give attention to meaningful work, value orientation and interconnectedness as it has significant effect on employees' commitment in manufacturing firms in South-South, Nigeria.

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