

INTERCONNECTEDNESS AND EMPLOYEES WORK ATTITUDE IN SOUTH-SOUTH UNIVERSITIES IN NIGERIA

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ABSTRACT

The study examined the relationship between Interconnectedness and Employee Work Attitude among the teaching staff of the universities in South-South, Nigeria. The research design is a survey cross-sectional. The population of study is made up of 11,285 teaching staff of 16 universities in south-south, Nigeria. The Krejcie and Morgan table was used to determine the sample size of 370 respondent at 95% confident level. Convenient sampling procedure was used to determine sampling size. Ten hypotheses were postulated and tested using the Pearson product moment correlation analysis with the aid of the statistical package for the social sciences version 22. The result of the hypotheses indicated a negative correlation among the variables. Deriving from the findings, the study conclude that interconnectedness has a very low correlation with employees work attitude in the universities in south-south, Nigeria. Finally, the study recommends that top-management must clearly communicate the organization's philosophy that workplace spirituality represents truth and is the right thing to do and must be embraced at all organizational levels and that top-management must put in place work environment that will make the staff of the university derive meaning in their work. This can be done by providing all the necessary tools required by the staff to meaningfully do their work. These would include adequate security , provision of accommodate within the campus, good offices for the staff, well-furnished canteen, very good recreation area and prompt payment of their salary.

Keywords: *Interconnectedness, Employee Work Attitude, Job Involvement, Employee commitment, Job Satisfaction*

INTRODUCTION

Workplaces in Nigeria are beset by a slew of issues, such as growing expenses, fierce rivalry and corruption, as well as job instability and unhappiness among workers due to their sense of psychological estrangement from their employers. As a result of these events, there is a decrease in employee dedication and loyalty, as well as a decrease in the organization's ability to achieve its objectives. As a result, people enter the workforce only in search of the benefits that the job may provide them, rather than the value that they can provide to the organization via their own efforts. Even though a person enjoys his or her job, they may not like the organization in which they work. Many individuals spend a large amount of time at work, yet they receive just a little amount of social identity from it (Cartwright & Cooper, 1997). Organizational change, longer hours, and higher job expectations have all been linked to a decline in employee engagement and a rise in stress and work-family conflict. These problems arise as a consequence of companies placing an excessive focus on their bottom line, leaving their employees dissatisfied at work and encouraging them to engage in immoral or otherwise abnormal conduct. As a result, organizations must enhance workers' long-term productivity by implementing a sustainable work system that emphasizes inner well-being, purposeful work, and a sense of community.

According to Van der Walt & de Klerk, 2014, the lack of spirituality in the workplace has resulted in a number of problems for businesses, including stress, absenteeism, and organizational politics. People who have a feeling of purpose in their job and a sense of belonging and contact with their coworkers contribute more to the company's success than those who don't (Gull & Doh, 2004).

Organizations that foster spirituality have also been proven to have an increase in creativity, contentment, team performance, and organizational commitment (Rego & Cunha, 2008; Sheep, 2006; Van der Walt & de Klerk, 2014). For this research, we are looking at the association between workplace spirituality and employee work attitude among the faculty and staff of institutions in the south-south area of Nigeria, taking into account Organizational Culture as a moderating variable.

Research Hypotheses

The following null hypotheses were formulated for the study.

H₀₁; there is no significant relationship between interconnectedness and job involvement among the employees of the universities in south-south region of Nigeria

H₀₂; there is no significant relationship between interconnectedness and employee commitment among the employees of the universities in south-south region of Nigeria.

H₀₃: there is no significant relationship interconnectedness and job satisfaction among the employees of the universities in south-south region of Nigeria

Concept of Interconnectedness

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

There is an intangible link between all things, and this is what is meant by the idea of interconnectedness. "Nothing exists in isolation" relates to the fundamental essence of reality, which states that "nothing exists apart from everything else." Companies can safely move data across these assets thanks to interconnection, which enables low latency and high availability connections. In order to improve network security and performance, dedicated or direct interconnect connects assets directly, however this also raises the overall cost.

Organizations must link their private clouds and data centers to their public cloud instances, or connect multiple public cloud instances together, as public cloud and hybrid cloud network architecture models take hold. Data and resources from many sources, including processing power, storage, and archive storage, may now be more efficiently shared throughout enterprises because to this interconnectivity. A low-latency, high-availability link between these assets is provided via interconnection.

Interconnecting assets physically using a dedicated or direct interconnect method increases security and performance of the network at the expense of increased cost.

Because it may mix many underlying network infrastructures, virtual interconnection is more cost-effective and quicker to implement. However, it often does not provide the same degree of speed and security.

Organizations have an excellent idea of the number of employees they need to support and which locations those employees will be working out of. It also knows where the bulk of the business activity and data generation will be taking place geographically, as well as who will need access to that data.

The word "interconnectedness" is used to describe a worldview that views all things as connected. Interdependence, a phrase with a similar meaning, but with somewhat different meanings, is occasionally used instead. "All things are of a single substance and reality, and there is no genuine separation deeper than appearances," these words are often used to describe. It has been suggested that concepts like "interconnectedness" and "universal oneness" are part of a modern mystical language.

The degree to which workers believe their company has a good purpose in connection to other stakeholders, such as employees, the community, and so on, is reflected in the concept of positive organizational purpose.

It is founded on the idea that companies must be ethical and work for the benefit of its workers, customers, and society at large. Spirituality is woven into the fabric of our daily interactions at work. Study by (Karakas, 2010) highlighted the essence of spirituality in workplaces using three perspectives: the human resource view, the philosophical perspective, and interpersonal perspective.

Change in the external environment may have an impact on the values held by organizations, which are governed by norms and standards recognized by all members (Gupta, Kumar, & Singh, 2013). Organizational values, according to Milliman et al. (2003), are the most important element in employee satisfaction. This dimension focuses on the connection between the value of the organization and the value of its peers, and this alignment shows the importance of the value of an individual's contribution to social aspirations (Milliman et al., 2003). Workplace contentment is directly correlated to an organization's worth.

In order for an employee to feel comfortable, their values must be matched with those of their employer. Emotional dissonance may result as a result of this. Employees, on the other hand, will be more motivated if their own beliefs coincide with those of the firm. (2000) defined alignment of values as the degree to which an individual's values align with those of an organization.

Employees Work Attitude

Behaviors may be predicted by attitudes, according to Newstorm and Davis (1993). They reveal a lot about a person's motivations and tendencies to behave in specific ways. Positive work attitudes may assist predict positive actions, whereas negative attitudes can predict bad behaviors. What happens when people are unsatisfied with their employment, lack job engagement, and are less committed to the company? There are several possible outcomes. In particular, if the emotions are both powerful and persistent, the likelihood of this outcome increases. For example, workers who are dissatisfied may engage in psychological or physical retreat (for example, daydreaming on the job), or even overacts of aggressiveness and revenge for perceived wrongdoing.

Attitudes The attitude of the workers is one of the most apparent characteristics of every company. Authors all across the world have attempted to describe attitudes in terms of how individuals act and respond. attitudes are described as "psychological tendencies that are reflected by the evaluation of a certain thing with some degree of favor or dislike" by E. & C. (1993). A person's attitude may be either positively or negatively judged, according to the authors' definition. Attitudes of certain workers aid the organization's smooth operation, while some with a negative psychological orientation take an unfavorable approach that is seen as an impediment to the achievement of the organization's objectives. "The idea of attitude is perhaps the most unique and fundamental term in current American social psychology," said Gordon Allport (1985), one of the pioneers of attitude research. With this description in mind, it's easy to see how someone's attitude might vary from theirs.

An attitude, according to Fishbein and Ajzen (1994), is a mental state of readiness, learnt and structured via experience which affects a person's behavior to people, things and circumstances. There are many theories on what constitutes an attitude, but one of the most common is that it is the way an employee reacts to both people and items in a given scenario that determines their attitude. A person's sentiments may be pleasant or negative, and they can either be learnt via experience or innate. There is a strong correlation between early childhood experiences and the development of one's values and attitudes, according to Gibson, Ivancevich and Donnelly (1991). According to their findings, attitudes may be established in people's late twenties/early thirties, but others appear to be able to maintain a certain amount of elasticity as they age. A person's personality is shaped by their upbringing, education, and different experiences they have had throughout their life, according to the writers. When individuals reach their late twenties, these views begin to take form, and they are difficult to shift. Some people's views on certain issues change during the course of their lives. Attitudes, according to Robbins (2003), are evaluative features that might be positive or negative towards things, people, or events. As a result, they are

a reflection of one's emotions. A person's overall opinion, response, or assessment of a situation or occurrence may all be categorized as having a "Attitude." Positive or negative conduct may also lead to beneficial or bad effects when interacting with others in an organization.

The attitudes we hold about various components of the workplace are referred to as "work attitudes." The way we act at work is often influenced by our feelings about being there. In other words, if you want to understand human behavior, you need to know how they approach their jobs. When we talk about having an attitude, we're talking about how we feel and what we think about the things around us. Every aspect of our lives, from the food we eat to the people we meet to the classes we take, has an attitude attached to it. In this study, we examine the work attitude of employees in three ways:

- 1). Job involvement,
- 2) Employee commitment and
- 3) job satisfaction.

Self Determination Theory

In the self-determination hypothesis, three basic and universal psychological requirements inspire humans to develop and evolve. To be self-determined, this theory claims, we must satisfy our demands for competence and connection as well as our desire to be free. Using the self-determination theory proposed by (Deci & Ryan, 2000) as a foundation, the notion of workplace spirituality is built on the three aspects that inspire individuals naturally and further nurture personal development and well-being, namely competence, autonomy, and connectivity. An approach to human motivation known as self-determination theory (SDT) examines people's fundamental development inclinations as well as their underlying psychological requirements. It focuses on how humans make decisions without the influence of external factors. SDT examines the extent to which human behavior is driven and determined by its own intrinsic motivations.

Intrinsic motivation was shown to be more important than extrinsic drive in human behavior, leading to an increase in study on SDT in the 1970s. Self-determination theory (SDT) was first explicitly established and acknowledged as an empirical theory in the mid-1980s when Edward L. Deci and Richard Ryan published "Self-Determination and Intrinsic Motivation in Human Behavior." Since the 2000s, the amount of SDT-based social psychology and education research has skyrocketed.

Research on intrinsic motivation was one of the most important studies that contributed to the development of SDT. In contrast to engaging in an activity just to achieve an external aim, those who are motivated solely by their own intrinsic interests and desires are said to be intrinsically motivated (extrinsic motivation). Motivations have been classified according to the degree to which they have been internalized in people's minds. When an extrinsic purpose is converted into a personal value, it is known as internalization. Self-determination theory was developed by Edward Deci and Richard Ryan, who built on their earlier work to identify the three key intrinsic motivations involved in self-determination. Deci and Ryan state that the self is motivated to commence conduct and to define necessary nutrients for the individual's psychological health and well-being by three primary psychological requirements. We all have an underlying craving for autonomy, competence, and relatedness. Workplace spirituality has been examined extensively in terms of connectivity, which is one of the aspects described above. According to Plowman, (2005), there are three main aspects of workplace spirituality: a person's inner life, the job they do, and their sense of community. Workplace spirituality was examined by Milliman, Czaplewski, and Ferguson (2003), who focused on "meaningful work, a feeling of community, and alignment with the organization's value."

METHODOLOGY

This research used a cross-sectional/correlational survey approach. The population is 11848 consists of all of Nigeria's university professors in the south-south area make up the study's

participants. There are 26 approved institutions in Nigeria's South-South area, according to the National University Commission (NUC). Only 16 of the nation's state and federal colleges were considered for this investigation. The sample size is 370 using Krejcie and Morgan Sample Determination Table. The questionnaire was the major instrument for data collection. Descriptive as well as inferential statistical methods were used in the course of this investigation. Mean distributions were also used to identify central tendencies in responses and distributions for variables at univariate level of analysis in order to describe the distribution of sample characteristics. Descriptive statistical tools such as simple frequency and percentage distributions were used. The partial correlation analysis was used to examine the moderating influence on the variables during the bivariate hypothesis testing using Pearson Product Moment Correlation (PPMC) in SPSS version 22.0. According to standard statistical practice in social and management research, the study's confidence interval for statistical significance was set at a level of 0.05.

Results

Hypothesis 1

H₀₁; there is no significant relationship between Interconnectedness and Job Involvement among the employees of the universities in south-south region of Nigeria

Table 1; Interconnectedness and Job Involvement

		INT5	J15
INT5	Pearson Correlation	1	.279**
	Sig. (2-tailed)		.000
	N	363	363
J15	Pearson Correlation	.279**	1
	Sig. (2-tailed)	.000	
	N	363	363

** . Correlation is significant at the 0.01 level (2-tailed).

Source: researcher's Desk, 2021

According to the table above, Pearson Correlation coefficient $r = .279^{**}$. To test the null hypothesis that there is no link between Interconnectedness and Job Involvement, a Pearson product moment correlation was used. It was assumed that the data were linear and normal. As a result of this study, we find that there is a very modest positive link between Interconnectedness and Job Involvement among university employees in the south-south area of Nigeria ($p=0.01$). The seventh research question has now been answered thanks to this discovery.

Hypothesis 2

H₀₂; there is no significant relationship between Interconnectedness and Employees commitment among the employees of the universities in south-south region of Nigeria.

Table 2; Interconnectedness and Employee commitment

		INT5	EC5
INT5	Pearson Correlation	1	-.213**
	Sig. (2-tailed)		.000
	N	363	363
EC5	Pearson Correlation	-.213**	1
	Sig. (2-tailed)	.000	
	N	363	363

** . Correlation is significant at the 0.01 level (2-tailed).

Source; Researcher's Desk, 2021

The Pearson Correlation coefficient r of $-.213^{**}$ is shown in the table above. Interconnectedness and employee commitment were examined using a Pearson product moment correlation as an alternative null hypothesis. The assumption of normality and linearity was made in the first study. If we reject the null hypothesis, we find that there is a very modest negative association between Interconnectedness and Employee Commitment among workers of universities in the south-south area of Nigeria ($r = -.213^{**}, p < 0.001$). The answer to the eighth research question has been found in this study..

Hypothesis 3

H₀₃: there is no significant relationship between Interconnectedness and job satisfaction among the employees of the universities in south-south region of Nigeria

Table 4.23; Interconnectedness and Job satisfaction

		INT5	JS5
INT5	Pearson Correlation	1	.144**
	Sig. (2-tailed)		.006
	N	363	363
JS5	Pearson Correlation	.144**	1
	Sig. (2-tailed)	.006	
	N	363	363

** . Correlation is significant at the 0.01 level (2-tailed).

Source; Researchers Desk, 2021

A Pearson Correlation coefficient of r of $.144^{**}$ is shown in the table above. The null hypothesis that there is no significant link between Interconnectedness and Job satisfaction was evaluated using a Pearson product moment correlation. It was assumed that the data were linear and normal. In the south-south area of Nigeria, there is strong evidence that the link between interconnectedness and job satisfaction among university personnel is relatively low ($r = 0.144^*, p < 0.01$). The ninth research question has now been answered thanks to this discovery.

Discussion of Findings

Relationship between Interconnectedness and Job Involvement

To test the null hypothesis that there is no significant link between Interconnectedness and Job Involvement, a Pearson product moment correlation was used. First impressions indicated that normalcy and linearity were assumed. Interconnectedness and Job Involvement among university personnel in Nigeria's south-south area have a very modest positive correlation ($r = 0.279^{**}, p < 0.01$), which supports the null hypothesis. The seventh research question has now been answered thanks to this discovery.

When it comes to employee negativity, most workplaces have their ups and downs. Even while many organizations strive to be more employee-friendly, a negative mindset may nevertheless cripple even the most employee-friendly environment. A cheerful environment might become a breeding ground for pessimism. To understand and manage, it's sneaky and hard to comprehend. Several studies (Zito, Emanuel, Molino, Cortese, Ghislieri, and Colombo, 2018; Prakash and Ghayas, 2019; Abbas and Iqbal, 2020) have researched turnover intention, one of the most commonly studied negative job outcomes. According to Husain and Hussain (2020), workplace spirituality has a detrimental impact on employee turnover intention. The influence of emotions in turnover intentions was also explored by (Cho, Rutherford, Friend, Hamwi, & Park, 2017). Emotions have an important role in the link between aspects of workplace spirituality and turnover intentions, according to the best of the researcher's knowledge. Authors all across the world have attempted to describe attitudes in terms of how individuals act and respond. According to Eagly and Chaiken (1993), "a psychological inclination indicated by judging a specific thing with some

degree of favor or dislike" is an attitude. An attitude is a mental disposition that may be either positive or negative, according to the writers. Workers with a positive psychological orientation will have a positive approach that is regarded favorably and assist the organization accomplish its objectives, whereas employees with a negative psychological orientation would have a negative approach. "The idea of attitude is perhaps the most unique and fundamental term in current American social psychology," said Gordon Allport (1985), one of the pioneers of attitude research. In light of this concept, it is clear that an individual's attitude varies.

Attitude, according to Fishbein and Ajzen (1994), is a good or negative mood or mental state of readiness that influences a person's reaction to people, things, and events. According to Shrestha and Jena (2020), workplace spirituality directly influences employee negativity—organizational cynicism, unproductive work behavior and turnover intents. Workplace spirituality and employee negativity were also explored in connection to psychological capital. Employees from commercial and public sector enterprises in Nepal were surveyed for the study's sample size of 138. Psychological capital was tested for its ability to act as a buffer in these interactions using moderated multiple regression analysis, which was utilized to assess the predicted direct links. According to the statistics, workers' cynicism and desire to leave the company are adversely influenced by workplace spirituality. Psychological capital was shown to have a protective impact on the association between workplace spirituality and the intention to leave the company. For enterprises to retain their workforce and lessen the feeling of cynicism among workers, they must establish an environment in the workplace where employees have a sense of greater workplace spirituality, and this may be done by creating a more spiritual atmosphere in the workplace. Workplace spirituality and psychological capital may be cultivated via a variety of methods.

g. Relationship between Interconnectedness and Employee Competence

We used a Pearson product moment correlation to test the null hypothesis that there is no significant association between Interconnectedness and Employee Competence. First impressions indicated that normalcy and linearity were assumed. There is enough evidence to reject the null hypothesis and come to the conclusion that the workers of Nigerian universities in the south-south area have a very low negative association between interconnectedness and employee competence ($r = -.213^{**}, p < 0.01$). Research question eight was answered by this discovery.

Innovation may be described as "the deliberate development, introduction and use of new ideas inside a work position, group or organization in order to boost role performance, the group or the organization." Individual inventive behavior (Janssen, 2004). According to a study, there are aspects in an organization's environment that might encourage employees to think beyond the box (Amabile, 1998; Mooney, 1963; Woodman, Sawyer, & Griffin, 1993). In the context of workplace community, it has been suggested that employee cooperation may contribute to the production of new ideas (Sethia, 1991). The ability to generate new ideas may be greatly enhanced by engaging in meaningful employment. According to Farr and Ford (1990), employment that are more important and enriching force employees to use their minds more, which may lead to new ideas. Building a work atmosphere that is conducive to creativity is vital, according to Townsend (2000). Having the independence, autonomy and ability to express yourself in the workplace is essential for people to be inventive. In Segal (2001), he looked at the factors that might inspire creativity in the workplace and how they can be improved. Some aspects of an organization's structure, in Segal's opinion, may aid in the production of new ideas in the workplace. When it comes to encouraging innovation, the workplace is one of the most important factors to consider. Only a few of theoretical publications have argued that WS encourages creative thinking. Workplace Spirituality fosters an atmosphere in which employees may develop their inventive behavior, according to the vast majority of respondents (Harman, 1992; Hawley, 1993). In the workplace, spirituality has been demonstrated to foster a spirit of innovation (Marques, 2007; Steele & Bullock, 2009). A study by Kinjerski and Skrypnek (2004) sought to better understand the role of spirituality at work. Afsar & Rehman, 2015; Oldham & Cumming, 1996) argue that the long-term viability of

a business depends on the ability of its employees to be creative in the workplace (Aravamudhan & Krishnaveni, 2014). Employers are more interested in the innovative work habits of their workers as a result of a rapidly changing economic climate, globalization, shifting client preferences, and quick market development (Akram, Lei & Haider, 2016; Tajeddini & Trueman, 2008). As to the work of Afsar and Rehman(2015), an individual's spirituality influences their ability to think creatively and innovatively, which in turn boosts productivity at work. Additionally, workplace spirituality promotes well-being by making workers happier and more content in their jobs, as well as creating a more purposeful working atmosphere (Milliman, Czaplewski & Ferguson, 2003). Employee stress, attrition, and absenteeism are reducing productivity in firms today because of a lack of spirituality in the workplace (Ashmos & Duchon, 2000; Hassan, Bin Nadeem, & Akhter, 2016). Studies have shown that workplace spirituality has a positive impact on employee attitudes, engagement, organizational citizenship behavior, intrinsic work satisfaction, trust and personal fulfillment, and job satisfaction (Neck & Milliman, 1994; Roof, 2015; Saks, 2011). (Lee, Lovelace, & Manz, 2014; Mydin, Kanesan, & Pitchay, 2018; Milliman, et al., 2003). Additionally, workplace spirituality increases productivity, staff innovation and creativity, and employee performance (Fry & Matherly, 2006). (Giacalone & Jurkiewicz, 2003; Jurkiewicz & Giacalone, 2004).

h. Relationship between Interconnectedness and Job Satisfaction

The null hypothesis that there is no significant link between Interconnectedness and Job satisfaction was evaluated using a Pearson product moment correlation. First impressions indicated that normalcy and linearity were assumed. In the south-south area of Nigeria, there is strong evidence that the two variables, interconnectedness and job satisfaction, have only a marginally positive connection ($r=0.144^*$, $p<0.01$). The ninth research question has now been answered thanks to this discovery. Job satisfaction, the most significant metric for assessing a company's level of dedication, may be measured by seeing whether an employee performs his or her duties with passion and interest. A number of studies have defined this concept by looking at the factors that contribute to employee happiness at work. Job satisfaction, according to McNamara (1999), is the degree to which an individual enjoys his or her employment because of the nature of the work itself. A number of variables may have an effect on this, including the quality of one's connection with one's supervisor, the atmosphere in which one works, the degree to which one's job is fulfilled, and so on. The connection between workers and their supervisors has been shown to be the most important element in determining job happiness. "Job satisfaction," according to Guimareas (1996), is when workers realize that they are contributing to the overall success of the organization's objectives. In order for workers to be content with their employment, they must be made aware that they are directly responsible for the organization's goals and objectives being met. Schwepker (2001) argued that the enjoyable emotional state that results from an individual believing that their work helps them achieve or facilitate their ideals is what is meant by "job satisfaction." It relates to people's sentiments about their work environment. It is possible for a person to feel content after they have been recognized for their efforts or for reaching a goal. Research done by (Leite, Rodrigues, & Albuquerque, 2014) evaluated two structural models to see whether work satisfaction had a direct or a mediation function in predicting commitment among the 10,052 Brazilian Military Police Organization's employees. According to this study, satisfaction with relationships is an important factor in the development of organizational commitment, as it serves as a mediator between other factors, such as job and personal traits, and has a direct influence on organizational commitment. Respect for coworkers at all levels was cited by 67% of respondents as being very essential, making it the leading factor to overall job satisfaction. It was observed that 77 percent of employees were satisfied with their connection with their coworkers, which was one of the most important requirements for employee engagement. They observed that the working environment is an essential factor in determining job satisfaction in their research of 210 workers in the education, banking and telecom sectors of Quetta in Pakistan. (Raziq & Maulabaksh 2015)

According to Fry (2003), workers who get their higher level demands met are more likely to be satisfied at work. Three components of work place spirituality were explored by Milliman et al. (2003): meaningful labor, a feeling of community, and alignment with company ideals. It was revealed that intrinsic job satisfaction was linked to meaningful work and a feeling of community among MBA students. Values were determined to be negligible, though. Judge, Locke, Durham, and Kluger (1998) investigated the connection between fundamental self-evaluations and work satisfaction. Job satisfaction was shown to be directly and indirectly influenced by ratings. Thus, there is a favorable correlation between the characteristics of workplace spirituality and employee contentment.

CONCLUSION

Interconnectedness has a very poor link with workers' work attitude in the universities in the south-south, Nigeria. Employees who work for companies that promote spirituality report higher levels of satisfaction with their jobs. The findings demonstrated a substantial and positive association between the two dimensions in terms of individual inventive behavior. This indicates that interconnectedness activities in the workplace may aid in the creation of an environment conducive to the expression, development, and implementation of ideas by workers. As an example, if workers have a profound sense of purpose and meaning in their job, and feel linked to other people, they are likely to be more fulfilled, behave innovatively, and dedicate themselves fully to their work and their employer.

RECOMMENDATIONS

Deriving from the findings of this study, the researcher recommends the following;

1. It is imperative that the university's administration take a proactive stance against employee negativity such as absenteeism, workers thinking about quitting the job because they are dissatisfied, and personnel speaking badly of the institution whenever possible. All of this may be accomplished by giving the workers with all of the necessities they need to grow their spirituality.
2. When workers develop spirituality in their job, they will be able to put up good work attitudes such as inventive thinking and the capacity to represent the institution appropriately and favorably when the need arises.
3. As a university, the university should have a good purpose in regard to its workers and society, and it should seek to improve both those people's lives as well as the society as a whole. The staff's inner self will be well-nourished as a result of this.
4. Creating a feeling of belonging among university employees who work in groups and promoting complete freedom of speech are two of the institution's most important goals.

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