

# Workplace spirituality and Employment Relations in the Banking Industry Port Harcourt Rivers State

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## ABSTRACT

Many have argue in the past that a well-run organization eliminate feeling, does not concern about an employee's inner life and also in a perfectly rational model but the contemporary studies have showed that employee's inner life cannot be separated from the organization. This study aims at investigating Workplace spirituality on Employment Relations in the Banking Industry Port Harcourt Rivers State (employers, employees and Government) in the employment relationship. The study adopted a cross sectional design, the study population is 113. Purposive, simple random, systematic and stratified sampling techniques were variously employed to select the respondents. And inferential statistics were employed, and Pearson Product Moment Correlation technique was used, at 0.01 level of significance, with the aid of SPSS Our findings revealed that there is a positive, strong and significant relationship between the Workplace spirituality and Employment Relations in the Banking Industry Port Harcourt Rivers State. The study specifically revealed that workplace spirituality correlate positively and significantly with the measures of Employment Relations in the area of study. The study arrives at the fact that, the effective conduciveness of Employment Relations in the Nigeria Banking industry is premised on effective implementation of workplace spirituality strategy or policy. Based on this, relevant recommendations were made.

**Keywords:** workplace spirituality, Employment Relations, Government, Banking Industry, organization

## INTRODUCTION

In response to the changing circumstances of business, Organizations over the years, have adopted different methods and strategies in dealing with the situation they find themselves. These responses include those that saw organizations as mechanical devices; those that recognized the need to identify the importance of informal relationships in formal organizations; those that saw the conflict between thesis and anti-thesis leading to a synthesis of theories; and those that recognized the formation of increasing political alignments in organizations. The business world of this era has consistently emphasized the replacement of traditional, bureaucratic human resources management practices and scientific management systems of work with dynamic, team oriented, flexible practices and spirituality in the workplace to enhance Employment Relations.

The Scholars are not also left out in looking for solution; those of them in organizational behavior have consistently research to enable structured and designed work in response to the changes that that is sweeping the business world. As the global forces continued to reshape the workplace, it caught the attention of organizations leaders to allow the employees to practice spirituality in the organization to enable good relationship in the system. This focus on spirituality in today's workplace can be enhanced by consistently connecting people's behavior in a constructive way, which may potentially engage and bind them with the organizational objective.

Spirituality in the workplace can be seen from two levels according to Giacalone and Jurkiewicz namely; "First, the individual level" Giacalone, and C.L. Jurkiewicz,2003) this level refers to a collection of individual values that encourage transcendent experiences through work processes, and facilitate feelings of connecting with others while providing a feeling of complete and happy. In other words, organization that promote a spiritual culture recognize that people have both a mind and a spirit, find meaning and purpose in their work and desire to connect with other human beings and be part of a community(Robbins and Judge 2009).

"Second, the organizational level", at this level refers to the framework of organizational cultural values that encourages employees' transcendent experiences through the work process, facilitating feelings of connecting with others while providing a feeling of complete and happy. When people experience spirituality at work, they feel more attached to their organizations and experience a sense of obligation/loyalty in other words having high organizational commitment Fanggidae R.E (2017).

Workplace spirituality is the recognition that employees have an inner life in an effort to find life goals, both in relationships with colleagues and have consistency or harmony between beliefs and values in the organization Fanggidae R.Eetal 2017).. This definition represents spirituality at the individual, group and organizational levels, where the individual level is indicated by the meaningful dimension of Work, at the group level it is indicated by the Sense of community dimension, at the organizational level it is indicated by the Alignment dimension with organizational values.

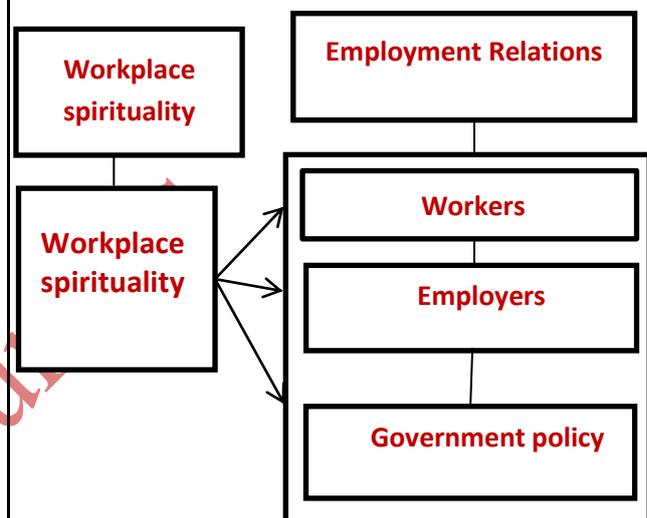
Although many have argue in the past that a well-run organization eliminate feeling, does not concern about an employee's inner life and also in a perfectly rational model. But the study of emotions improves our understanding of organizational behavior, an awareness of spirituality can help us to better understand employee behavior it is based on this that the researcher have decided to empirically examined

the relationship between Workplace spirituality and Employment Relations in the Banking Industry Port Harcourt Rivers State.

### 1.1 Conceptual Framework

The two key variables are workplace spirituality and employment Relations (predictor variable, and the criterion variable), and how they relate, gave rise to the conceptual framework of this study. That is to say, Employment Relations are a function of Workplace spirituality. These variables and the relationships implied in this paper therefore constitute the operational framework below:

**Figure (I) showing the relationship between Workplace Spirituality and the parties in Employment Relations**



Source; desk research 2021

### 1.2 The purpose of the study

The purpose of this study therefore is to determine the following

1. To determine the effect of workplace spirituality on workers
2. To determine the effect of workplace spirituality on employers
3. To determine the effect of workplace spirituality on Government policy

### 1.3 RESEARCH QUESTIONS

This study will be guided by the following research questions:

1. To what extent does effect of workplace spirituality affect workers?
2. To what extent does effect of workplace spirituality affect employers?
3. To what extent does effect of workplace spirituality affect Government policy?

#### 1.4 RESEARCH HYPOTHESIS

From the research questions raised for the study, we further hypothesize as follows:

**H<sub>01</sub>:** There is no significant relationship between workplace spirituality affect workers

**H<sub>02</sub>:** There is no significant relationship between workplace spirituality affect employers

**H<sub>03</sub>:** There is no significant relationship between workplace spirituality affect Government policy

#### 1.5 LITERATURE REVIEW

Our action plan here is toward the establishment of a theoretical under lay that supports the identification of gap in literature

#### 1.6 workplace spirituality

Workplace spirituality: Workplace spirituality is a state or experience that can provide individuals with direction or meaning, or provide feelings of understanding, support, inner wholeness or connectedness (Smith and Rayment, 2007). According to Ashmos and Duchon (2000), it is the conditions for community, meaning at work, inner life, blocks to Spirituality, personal responsibility, positive connection with other individuals, contemplation, work unit community, positive work unit values, organizational values, individual and organization. It is recognition that employees have an inner life which nourishes and is nourished by meaningful work, taking place in the context of a community (Ashmos and Duchon, 2000). Mitroff and

Denton (1999) indicates that employees of spiritual organizations have basic beliefs and values in the workplace.

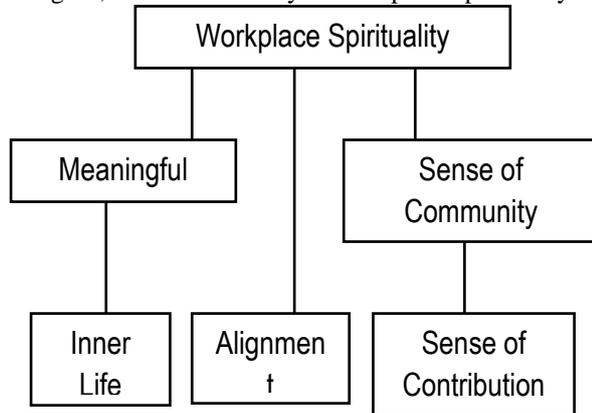
Meaningful work, sense of community, alignment between organizational and individual values, sense of contribution to the community, and inner life are five dimensions of the workplace spirituality. Meaningful work refers to sense of enjoyment of work, comprises items related to the sense of joy and pleasure at work (Milliman et al., 2003), (Ashmos and Duchon, 2000). Sense of community refers to team spirit, mutual care between members, sense of community and sense of common purpose (Milliman et al. 2003). Alignment between organizational and individual values, refers to the congruence between organizational values and the individual value and inner life of individuals (Milliman et al., 2003; Ashmos and Duchon, 2000). Sense of contribution to the community refers to aggregates items meaning that work done by the individual is congruent with his/her personal life values and is helpful for the community (Rego Cunha, 2008). Likewise, opportunities for inner life, includes descriptors concerning the way the organization respects the spirituality and spiritual values of the individual (Ashmos and Duchon, 2000)

Workplace spirituality involves having a deep sense of meaning and purpose in one's work. Workplace spirituality represents how employees interact with their day-to-day work at the individual level. The expression of spirituality at work involves the assumptions that each person has his/her own inner motivations and truths and desires to be involved in activities that give greater meaning to his/her life and the lives of others (Ashmos and Duchon, 2000; Hawley, 1993).

The quest for work is not a new idea but, 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 (Ashmos and Duchon, 2000; Fox, 1994; Neal, 1998). Also, Moore (1992) opined that work is a vocation and a calling as a way to

create greater meaning and identity in the workplace. Workplace spirituality also involves having a deep connection to, or relationship with, others, which has been articulated as a sense of community (Ashmos and Duchon, 2000).

Figure 2: The connectivity of workplace spirituality



*Researcher's desk 2021*

This dimension of workplace spirituality occurs at the group level of human behavior and concerns interactions between employees and their co-workers. Community at work is based on the belief that people see themselves as connected to each other and that there is some type of relationship between one's inner self and the inner self of other people (Maynard, 1992; Miller, 1992). Neal and Bennett (2000) observed that this level of spirituality involves the mental, emotional, and spiritual connections among employees in teams or groups in organizations.

The essence of community is that it involves a deeper sense of connection among people, including support, freedom of expression, and genuine caring. There have been a few firms that appear to have developed strong organizational cultures that emphasize a sense of community among employees. For instance, at Southwest Airlines community includes a feeling among the employees that they are all part of a larger organizational family, that employees take care of each other as well as their customers, and that employee's families are also an important part of the firm (Freiberg and Freiberg, 1996; Milliman et al., 1999).

Another component of workplace spirituality is the interaction of employees with the larger

organizational purpose (Mitroff and Denton, 1999). Alignment with the organization's values is related to the premise that an individual's purpose is larger than one's self and should make a contribution to others or society. Alignment also means that individuals believe that managers and employees in their organization have appropriate values, have a strong conscience, and are concerned about the welfare of its employees and community (Ashmos and Duchon, 2000).

Similarly, Hawley (1993) observed that part of living by one's inner truth involves working in an organization with integrity and a purpose that is beneficial to others beyond simply making a profit. Alignment with organizational values involves the concept that employees desire to work in an organization whose goal is to not just be a good corporate citizen, but an organization that seeks to have a high sense of ethics or integrity and make a larger contribution than the typical company to the welfare of employees, customers, and society. Over the last decade, scholars report a steady increase of interest in spirituality at work issues

among management researchers and practitioners in North America (Cavanagh, 1999; Giacalone and Jurkiewicz, 2003b; Ashmos and Duchon, 2000; Tischler, 1999).

## 7 Employment Relations

According to Biriowu and Obibhunun (2021) A careful analysis of an Employment Relations System shows that it comprises of two major components (Employee or Labor Relations and Industrial Relations). Prior to the advent of Industrial Relations as a specialty, the workplace was governed by a direct contract entered into between an individual employee and an employer (employee Relations). With the emergence of Industrial Relations whose goal is to put mechanisms in place that will lead to giving workers a voice in the determination of their terms and conditions of employment, worker collectivities were formed which has given rise to this second component of employment relations. Industrial Relations is distinguished from Employee Relations in the sense that the former deals with collectivities or institutions of workers (unions) and employer(s) or employer's unions.

Employee relations on the other hand, deals with the gamut of relationships that exist between employees as individuals and their employers regarding terms of employment and conditions of service.

### **1.8 The Employees or Workers**

An employee is an individual who is employed by another person and is being paid certain amount of money for each hour worked.(obibhunun. Lucky 2021)a person hired by another or by a business firm to work for wages or salary. It is also an individual provides labour to a company or another person. The worker views his contract with his organization as that of an arrangement which will enable him to receive the best pay. Okene (2012) has however advocated the need to distinguish between the relationship between an employee and an employer (contract of service) and an independent contract and an employer (contract for service).

For Biriowu and Obibhunu (2021) quoting Okene (2012) that the Courts have formulated three types of tests in order to determine whether a person is a servant (employee or worker) or not. These tests are referred to as the control test; organization or integration test; and multiple or economic reality test. The control test emphasizes the right of control exercised by the employer over the worker. That is, a control on when and how a job is to be done. Due to some observed difficulties associated with the control test, the organization or integration test was developed to take care of likely injuries to third party employees which the control test excluded. Following the complex nature of the employment relationship, the Courts over the years found the control and integration tests to be inadequate in determining this relationship. The multiple test which takes care of the nature of the job, the skill types and sets are now used to determine the employment relationship.

### **1.9 The Employer**

An employer is an individual or organization that recruits people to work on their behalf. It can direct the work of its employees, including dictating where, when, and how work is completed. More

specifically, an employer is an organization, institution, government entity, agency, company, professional services firm, nonprofit association, small business, store, or individual who employs or puts to work individuals.

Biriowu and Obibhunun (2021) see an employer as a person or Organization that recruits men to work for him or it. Basically, the focus of this person or Organization is to improve the right to manage, ability to plan for the future, in order for the Organization or person to continue to be successful; to make profit for its shareholders, and to keep its employees retained, attracted and motivated. The Nigerian Trade Disputes Act (S.90 (3) defines an employer to be any person who has entered into a contract of employment to employ any other person as a worker either for himself or for the service of any other person and includes the agent, manager or factor of the first mentioned person or his personal representative”.

The need to avoid competition from causing a likely co-lateral damage in the face of heightened challenge to business survival arising from extensive integration of world markets; rampaging globalization with producers from abroad, and other social and political issues, led business leaders in the 21st century to become conscious of playing a competitive cooperative game, and not just a competitive game (Gbadegesin and Segun, 2009). Employers then found the need to ban together through the formation of a Strong representative employers association to pull together and strengthen their bargaining power. We have different types of employers’ organizations. Those directed at the protection of member companies in the manufacturing of products (for example, Manufacturers Association of Nigeria). Those directed at the promotion of trade (for example, the Chambers of Commerce). Those formed to protect the interest of all employers in the organized private sector in their common relationship with the unions, Government and other institutions (for example, the Nigeria Employers Consultative Association).

### **1.10 The ministry of Labour or the Government**

The role of government in industrial relations is so important that know nation can survive without

government intervention in the problem of labor led to concern shown by some persons who clamored for the role of Government in the management of employment relations. For Lewin, (2008) therefore, over the years, the change from the laissez-faire ideology to the interventionist ethic led not only to government protecting workers in the factories, but, also to some instances of complete control of Industrial Relations system which was not the original idea which led to the clamor for intervention. The involvement of Government in employment relations is argued to have been necessitated by its three major roles in the socio-economic/political life of a Country (Schwartz, 2009). Government is seen as the single largest employer of labor in most developing and advanced economies. Government is seen as the State Authority on whose shoulders lie the administration of the Country and protector of the economy. Government is also seen as peace maker, mediator and conciliator to disputing interest groups in the State

The involvement of Government in employment relations is very important because of the major roles she plays in national economy the socio political life of a Country (Schwartz, 2009). The argument is that Government is seen as the single largest employer of labor in most developing and advanced economies. Government is seen as the State Authority on whose shoulders lie the administration of the Country and protector of the economy. Government is also seen as peace maker, mediator and conciliator to disputing interest groups in the State.

### 1.11 METHODOLOGY

Research design forms the platform within which the researcher develops possible solutions to the problems identified in the study. The preferred research design in this study is the survey design. The researcher choice is based on its relative advantage over other research designs within the context of the nature of the matter (human being) under study (Biriowu and Obibhunun 2021). To explain its contrast with experimental design, Baridam (1990) distinguished between the experimental and quasi-experimental designs. For

Baridam therefore, the quasi-experimental design is sometimes called “survey”. As a result, the basis of distinction lies with the extent to which the subject variables could be put under control or be manipulated for the purpose of generating primary data. Where the manipulations of the variables are possible, then the study is experimental. Where the manipulations of the variables are not possible, then, the study becomes a “survey”. Since our subjects and variables have already occurred or are on-going, we have appropriately elected to use the survey design here.

### 1.12 Population and Population Size

Our population consists of Management staff and Union leaders of the seven Banks under study in this paper in Port-Harcourt. This gives rise to a population size of One Hundred and Fifty-Seven (157) respondents as shown on tables 1.

### 1.13 Sample and Sample Size

Management Staff and Union leaders of the seven banks in Port-Harcourt selected from the One Hundred and sixty Respondents formed our population of One Hundred and Thirteen (113) Respondents, using the Krejcie and Morgan's (1990) table for sample size determination (as reflected on table 1).

**Table 1: Organizations and Sample Size Determination**

Organizations	No of Staff	Remarks
GT Bank	16	
UBA Bank	19	
ACCESS Bank	12	
Fidelity Bank	17	
Sternly Bank	16	
Zenith Bank	19	
FCMB	14	
<b>Total</b>	<b>113</b>	

**Source: Obibhunun, 2021**

A simple random sampling technique was used to pick the number used 16 from GT bank; 19 from

UBA; 12 ACCESS Bank; 17 from Fidelity bank; 16 from sternly bank, 19 zenith bank, Fcmb 14 each. This therefore made up the 113 respondents, which constituted our study population.

**1.14 RESEARCH DESIGN**

Since our subjects and variables have already occurred before now or currently on-going, the preferred research design in this study is the survey design. It will be appropriate to use the survey design. This position is supported by the works of Zebulun (1994), Cooper and Schindler (2001).

**1.13 METHOD OF DATA COLLECTION**

A total number of 113 copies of our research questionnaire were administered. 93 copies of the questionnaire we retrieved, 13 copies were rejected due to fundamental errors arising from wrong filling. On the whole, 93 copies were found fit for usage in the analysis (see below).

**Table 2: Questionnaire Administration, Usage and Response Rate**

Organizations	No of Copies of Questionnaire Distributed	No. Retrieved and used	Unusable Copies
GTB	16	14	3
UBA	19	17	3
ACCESS BANK	12	11	4
FIDELITY	17	14	3
SERNLY BANK	16	10	3
ZENITH	19	16	2
FCMB	14	11	2
<b>Total</b>	<b>113</b>	<b>93</b>	<b>20</b>

Source: Desk Research, 2017

**Table 3: Reliability Test Results**

S/No	Variables	No. of Items	Cronbach's Alpha Results
1.	Workplace spirituality	1	.773
2.	Employment Relations	3	.890

Source: Desk Research and SPSS Window Output, Version 20.0

Table 3.above revealed that results of the Cronbach's Alpha test of reliability, using SPSS software package version 20.0. The results showed coefficient that are higher than 0.70, which is the acceptable standards (Ahiauzu, 2006; Chikwe, 2012). As a result, it therefore indicates that there is a high level of reliability of our research instrument which is an early signal that we have high level of reliability and consequent correlation amongst the study variables.

**1.13 OPERATIONAL MEASURES OF VARIABLES**

The survey instrument used in this study to measure the variables was obtained from literature, in addition to related scales developed and adapted specifically for this study.

**1.14 DATA PRESENTATION AND ANALYSIS  
Presentation of Study Demographics**

The demographic variables of the present study include; years of company in operation, age, marital status, level of education and managerial level in the organization.

**Table 4: Years of Company's Operation**

Category	Frequenc y	Percentag e (%)	Cumulativ e (%)
1 - 9 years	4	4.3	4.3
10 - 19 years	12	12.9	17.2
20 - 29 years	17	18.3	35.5
30 - 39 years	44	47.3	82.8
40 and above	16	17.2	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

Source: Desk Research, 2021

As illustrated in table 4.2 above, 4(4.3%) of the respondents remarked that their company had been in operation for between 1-9 years, 12(12.9%) favored 10-19 years, 17(18.3%) favored 20-29 years, 44(47.3%) favored 30-39 years, while 16(17.2%) of the respondents opined that their company has been in operation for over 40 years.

**Table 5: Sex of Respondents**

Category	Frequency	Percentage (%)	Cumulative (%)
Male	69	74.2	74.2
Female	24	25.8	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

**Source:** Desk Research, 2021

The illustration in table 5 above reveals that the male respondent is 74.2%, female 25.8% of the total respondents. This shows that a greater number of men participated and made up the respondent's group for this study compared to their female counterparts.

**Table 6:** Age of Respondents

Category	Frequency	Percentage (%)	Cumulative (%)
Below 25 years	3	3.2	3.2
25 – 30 years	15	16.1	19.3
31 – 35 years	26	28.0	47.3
36 – 40 years	37	39.8	87.1
Above 40 years	12	12.9	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

**Source:** Desk Research, 2021.

The illustrations in the table 4.4 above reveals that, 36-40 years age category constituted the age category of most of the respondents accounting for 39.8% of the total respondents; this is followed by the 31-35 years category which accounted for 28.0%, and then the 25-30 years category which accounted for 16.1%, then the above 40 years category which accounted for 12.9% of total respondents. The respondents that constituted the below 25 years category accounted for only 3.2% of total responses.

**Table 6:** Marital Status

Category	Frequency	Percentage (%)	Cumulative (%)
Married	56	60.2	60.2
Single	19	20.4	80.6
Widowed	5	5.4	86.0

Separated	9	9.7	95.7
Divorced	4	4.3	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

**Source:** Desk Research, 2021

Table 6 above shows the marital status of the respondents in this study. This information reveals that majority of the respondents were married constituting a total percentage of 60.2%, this is followed by 20.4% of respondents that were single, 5.4% were widowed, while 9.7% were separated. Finally, only 4.3% of total respondents in this study were divorced

**Table 7:** Level of Education

Category	Frequency	Percentage (%)	Cumulative (%)
WASC/GCE	2	2.2	2.2
OND/NCE	6	6.4	8.6
BSc/HND	32	34.4	43.0
Masters	45	48.4	91.4
Ph.D	8	8.6	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

**Source:** Desk Research, 2021

Table 7 above shows the level of education of the respondents. Information on the table reveals that most of the respondents had (i.e 48.4%) had obtained a Master's degree. This was closely followed by 34.4% of respondents who had obtained a BSc/HND degree, then 8.6% of respondents had Ph.D degrees and 6.4% has OND/NCE certificates, while only 2.2% of the total respondents had WASC/GCE certificates.

**Table 8:** Respondents Level in Organization

Category	Frequency	Percentage (%)	Cumulative (%)
Top level manager	17	18.3	18.3
Middle level manager	57	61.3	79.6
Supervisory level manager	19	20.4	100
<b>Total</b>	<b>93</b>	<b>100.0</b>	

**Source:** Desk Research, 2021

The table above show that 61.3% of respondents a majority of total respondents were within the middle level managers, 20.4% of respondents fell within the supervisor level of manager, while 18.3% of the total respondents were in the top-level manager category.

**1.15 workplace spirituality as a Dimension**

This section reveals the position of respondents concerning the questions asked on workplace spirituality. The information on the table reveals that a range of 31 (33.3%) to 48(51.6%) indicated very high extent on the various research instrument items that there are practices of workplace spirituality which impacts on the Employment relationsof these organizations. The range of very high extent is followed by a range of 25(26.9%) to 44(47.3%) who indicated high extent that their organizations practice workplace spirituality. This is followed by a range of 8(8.6%) to 14(15.1%) who indicated moderate extent, and then by the range of 5(5.4%) to 7(7.5%), and range of 2(2.2%) to 5(5.4%) that indicated low extent and very low extent respectively.

**Table 9:** Weight of score evaluation of workplace spirituality

Description	workplace spirituality
Valid N (List wise)	93
Mean	3.5161
Standard deviation	1.12880
Variance	1.274

**Source:** Desk Research, 2021, and SPSS Window Output, Version 20.0

Table 9 above shows the mean score of workplace spiritualityas a dimension and also the standard deviation and variance values. The mean score for workplace spirituality is 3.52; with a standard deviation of 1.13 and a variance of 1.27 this reveals that workplace spirituality is a strong dimension.

**1.16 Employment Relations**

Based on the table, a range of 33(35.5%) to 55(59.1%) favored very high extent to the various

items in the instrument. A range of 5(5.4%) to 16(17.2%) favored moderate extent. Also, a range of 2(2.2%) to 9(9.7%) and 1(1.1%) to 7(7.5%) of the respondents indicated low extent and very low extent respectively. This information is buttressed in the bar chart below.

**Table 10:** Weight of score evaluation on employment Relations as a measure of employment relations

Description	Industrial harmony
Valid N (List wise)	93
Mean	3.0359
Standard deviation	1.1824
Variance	1.4000

**Source:** Desk Research, 2021, and SPSS Window Output, Version 20.0.

Table 10 above reveals the weight of scores of evaluation on industrial harmony as a measure. The information provided shows that the mean score is 3.04; the standard deviation is 1.18, while the variance is 1.40. This information thus reveals that employment Relations is a very strong measure.

**1.17 Results on workplace spirituality**

The responses on workplace spirituality components show that 33.3 - 51.6 percent favored the high-extent option; 8.6 - 15.1 percent indicated moderate extent on issues relating to the flexible work schedule items. Similarly, 5.4 - 7.5 percent and 2.2 - 5.4 percent indicated the low extent and very low extent options respectively. Also, the mean score for flexible work scheduleas dimension is 3.52 and the standard deviation is 1.13. The high response option on very high extent and high extent, and the mean scores reveals that there is a strong correlation between flexible work schedule and industrial harmony in banking industry in Nigeria.

From the outcome and results of the analysis, it is revealed that there is a relationship between flexible work schedule and industrial harmony in banking organizations in Nigeria. In effect, it is advisable to adopt these flexible work schedule components as valuable dimensions of flexible work schedule for the effective achievement of industrial harmony in the banking industry in Nigeria.

**1.18 Result on Employment Relations**

The univariate results on employment Relations as shown a range of 35.5 – 59.1 percent indicated very high extent to the various test instrument items, followed by 25.8 – 46.2 percent on the high extent option, 5.4 – 17.2 percent indicated the moderate extent option, followed by 2.2 – 9.7 percent and 1.1 – 7.5 percent of respondents who favored low extent and very low extent options respectively. The mean score of industrial harmony measure option is 3.04, and the standard deviation is 1.18.

**1.19 Finding of the Univariate Analysis**

Based on the descriptive analysis and responses, frequencies, scale of measurement options as well as the score evaluations outcome, the results of the univariate analysis of this study revealed strong positive correlations between the workplace spirituality dimensions and the industrial harmony measures of the banking industry in Nigeria as stated below.

**1.20 workplace spirituality**

The workplace spirituality dimension also revealed a high positive response rate that workplace spirituality can enhance the Employment Relation of the banking firms in Nigeria.

**1.21 Employment Relations**

The researcher also found out that Employment Relations measure has a strong correlation and is highly significant in measuring the strength of Employment relations. This as such implies that an Employment Relations is strongly associated with the work schedule strategy of achieving positive Employment Relations outcome.

**1.22 Hypotheses on workplace spirituality and Employment Relations Measures**

**Ho<sub>13</sub>:** There is no significant relationship between workplace spirituality and workers

**Ho<sub>14</sub>:** There is no significant relationship between workplace spirituality and employers

**Ho<sub>15</sub>:** There is no significant relationship between

workplace spirituality and Government.

**Table 20:** Results of hypotheses test on flexible work schedule and industrial harmony’ measures

Correlations		ICS	ER	ERR	GR
FWS	Pearson Correlation	1	.907*	.924**	.911**
	Sig. (2-tailed)		.000	.000	.000
	N	93	93	93	93
E	Pearson Correlation	.907*	1	.920**	.946**
	Sig. (2-tailed)	.000		.000	.000
	N	93	93	93	93
E	Pearson Correlation	.924*	.920*	1	.944**
	Sig. (2-tailed)	.000	.000		.000
	N	93	93	93	93
Gov	Pearson Correlation	.911*	.946*	.944**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	93	93	93	93

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

**Source:** Data Output, 2021` and SPSS Window Output, Version 20.0

**Key:**

\*\* = Correlation, at 0.01 significant level (2-tailed)  
i.e. p< 0.01

R = Pearson Product Moment Correlation Coefficient

EM = Employment Relations

E = Employer

E = Employee

GOV = Government

**Table 22**  
**Summary of Results of Hypotheses Tested**

Hypotheses	Results	Ho's status
Ho <sub>1</sub>	Workplace spirituality strongly correlates with the employers	Rejected
Ho <sub>2</sub>	Workplace spirituality has strong influence on the employees.	Rejected
Ho <sub>3</sub>	workplace has strong association with the Government	Rejected

### 1.22 Results on Workplace Spirituality and Employment Relations

The results of the statistical analysis on workplace and the measures of Employment Relations (i.e. employer and representative, employee and representative and government and representative) are as follows;

The relationship between workplace spirituality and Employment Relations was tested statistically at a 0.01 significant level, the test correlation value of 0.907 and the corresponding significant value of 0.000, showed that a strong positive and significant relationship exist between workplace spirituality and changes in the employers.

The relationship between workplace and employees was tested statistically at a 0.01 level of significance, the correlation value of 0.924 and the test significant value of 0.000, revealed that a strong positive and significant relationship exist between workplace spirituality and employees.

The relationship between workplace spirituality and changes in the structure of workplace unions was tested statistically at a 0.01 significant level, the correlation value of 0.911 and the test significance value of 0.000, showed that a strong positive and significant relationship exist between workplace spirituality and changes in the structure of workplace unions.

### 1.23 DISCUSSION OF FINDINGS

The essence of discussing the finding of a study is to enable and guide the researcher in drawing worthwhile conclusions.

### 2.24 Positive and Significant Relationship

**There is no significant relationship**

**between workplace spirituality and workers.**The finding relating to the association between workplace spirituality and Employment Relations revealed the existence of a positive and significant relationship. Evidence from extant literature Workplace spirituality involves having a deep sense of meaning and purpose in one's work.

Workplace spirituality represents how employees interact with their day-to-day work at the individual level. The expression of spirituality at work involves the assumptions that each person has his/her own inner motivations and desires to be involved in activities that give greater meaning to his/her life and the lives of others (Ashmos and Duchon, 2000; Hawley, 1993). When workers are allowed to practice spirituality in their organization, it will increase the level of relationships the will have with every members of the organizations.

Hawley (1993) observed that part of living by one's inner truth involves working in an organization with integrity and a purpose that is beneficial to others **beyond simply** making a profit. Alignment with organizational values involves the concept that employees desire to work in an organization whose goal is to not just be a good corporate citizen, but an organization that seeks to have a high sense of ethics or integrity and make a larger contribution than the typical company to the welfare of employees, customers, and society.

### 2.25 Positive and Significant Relationship

**There is no significant relationship between workplace spirituality and Employer.**

The finding relating to the association between workplace spirituality and Employers is such that when spirituality is practice in an organization, the employer will have employees that will be ready to give all and all to the organization Hawley (1993) observed that part of living by one's inner truth involves working in an organization with integrity and a purpose. That is why the researcher found out that workplace spirituality is positively and significantly associated with Employment Relations that is to saythe 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 (Ashmos and Duchon, 2000; Fox, 1994; Neal, 1998). Also, Moore (1992) opined that work is a vocation and a calling as a way to create greater meaning and identity in the workplace. Workplace spirituality also involves having a deep connection to, or relationship with, others, which has been articulated as a sense of community (Ashmos and Duchon, 2000).

### 1.26. CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

The essence of this correlational study was to empirically examine the nature and extent of relationship that exist between **workplace spirituality and Employment Relations** in the Banking Industry. The findings from the analyses showed that there exist, a relationship between the workplace spirituality and the measures of Employee Relations used in this study. Consequent upon these findings, the researcher thus, arrived at the following conclusions.

#### 1.27 workplace spirituality schedule and Employers

In the test of relationship between **workplace spirituality** and changes in the structure of workplace employers in the Banking Industry, the results of the univariate and bivariate analyses revealed that there is a strongly positive and significant relationship between **workplace spirituality** and employers. Thus, the researcher concludes that the structure of workplace employers in the Nigeria Banking industry is influenced by **workplace spirituality**.

#### 1.28 workplace spirituality and government

In the test of association between **workplace spirituality** and government in the Banking industry in Nigeria, the results of the univariate and bivariate analyses revealed that a strong positive and significant relationship exist between **workplace spirituality** and changes in the structure of workplace government. Therefore, the researcher concludes that, **workplace spirituality** seriously influenced the structure of Government in the Banking industry.

### 1.30 Implications of the Study

The perceived implication of this study is premised on two major perspectives; these are the theoretical implications, and the practical implications. These are presented below.

#### 1.31 Theoretical Implications

In this present study, the theoretical implication shows that the effectiveness of employment relations in the Banking industry in Nigeria depends to a great extent, on the ability of the organization to create the opportunity to practice spirituality in the organizations in the study area. The researcher therefore asserts that;

- (i) The cordial relationship expected of the various employment parties in the Banking industry depends on the effectiveness of **workplace spirituality** as practiced and applied by firms in the Banking industry.

#### 1.34 Practical Implications

The perceived practical implication of this extant study reveals that, for the Banking firms to enhance their employment relation they would have to improve and build on the value and quality of their workplace spirituality. The researcher therefore emphasizes that to;

- (i) Maintain cordial relations among the parties the firms operating in the Nigerian Banking Industry will need to ensure effectiveness relation in the Industrial system.

### 1.35 RECOMMENDATIONS

In view of our findings in this study as they relate to workplace spirituality and Employment Relations in Banking Industry in Nigeria, the following recommendations are made by the researcher;

- (i) Those organizations operating in the Banking industry in Nigeria, whose objectives include improving on the Employment Relations in their firms, should endeavor to sustain a standard workplace spirituality practice which will be instrumental in bringing about positive relationships between the employer(s) and employees in the workplace environment.
- (ii) There is an urgent need for firms in the Banking Industry in Nigeria to effectively standardize their spirituality procedures to

ensure that the desired Employment Relations between the employment parties is maintained

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