

# Sense of Community and Employees Work Attitude: A Moderating Role of Organizational Culture in South-South Universities in Nigeria

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**Abstract:** *The study examined the relationship between sense of community and Employee Work Attitude: A moderating role of Organizational Culture among the teaching staff of the universities in South-South, Nigeria. The study conclude that sense of community has a very low relationship 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 sense of community 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:** *Sense of Community, Employee Work Attitude, Job Involvement, Organizational Culture Job Satisfaction*

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## **INTRODUCTION**

A feeling of belonging at work, according to Ashmos and Duchon (2000), refers to the degree to which workers are able to "enjoy personal development, be respected for who they are as people, and have a sense of working together" within their workplace community.

Employees who work together in a team or in a group where they have complete freedom of expression, loving, and supporting colleagues are referred to as "fellowship members." In order to have a strong sense of community, one must be able to communicate and relate well with others (Duchon & Plowman, 2005). There is a favorable correlation between job contentment and a sense of belonging at

work as well. Employee well-being may be enhanced by cultivating a strong feeling of belonging to one's work team. In the workplace, the term "team sense of community" refers to a feeling of belonging to one's coworkers, which is based on a strong bond between individuals (Ashmos & Duchon, 2000).

Scholars and other interested parties have recently criticized the attitude of Nigerian workers toward their jobs. Unaffected by geographic divides, rural or urban habitation, religious affiliation, gender or age, Nigerian workers' nonchalant attitude about labor remains constant. Workplace morale is low among the majority of Nigerians. Although this country's work ethic may be a

generalization, it does not necessarily reflect the reality of the situation. For management, the knowledge that attitudes are a stable and predispositional condition of willingness to behave and respond in a specific manner is critical in the performance of their tasks and the creation of policies.

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. A person's attitude may be communicated in two ways: by showing favoritism or disfavor towards a specific thing (Eagly & Chaiken 1998). An employee's attitude is a reflection of how they feel on the inside. When it comes to his employer, coworkers

and position in the company, these are the sentiments of an employee. Every employee has opinions on the workplace.

When an employee is proud of the job he or she performs and believes that it is respected, he or she is more likely to work hard and finish projects on time. Employees that are dissatisfied, disengaged, and disengaged from their job might develop bad habits including tardiness, absenteeism, and theft, all of which reduce productivity. Employees' unfavorable attitudes might be shown in various ways, such as poor performance, absenteeism and theft, as well as a lack of punctuality and bad business ethics. Employees who are treated with respect by you and their coworkers, as well as those who have a positive attitude, are more likely to act appropriately in the workplace. It is imperative that companies discover strategies to regulate their workers' attitudes so that they display good attitudes in order to boost production.

An attitude is a declaration of one's feelings towards an item, a person, or an event. They express one's thoughts and feelings regarding a subject (Robbins, 2003). Predisposition to make particular sorts of judgements about other people, topics, and events in certain circumstances is what we mean by an attitude. Personal values are reflected in an individual's attitudes. Personal beliefs and biases are formed as a result of one's attitudes, which also aid in the exercise of sound judgment. Some beliefs are ingrained in people's minds and are unlikely to be altered over their lifetimes. Others are held looser and may be altered if the person thinks it's necessary (Cole, 1996). A person's reaction to other people, things, and circumstances is shaped in part by their attitude, which may be either good or negative. Attitudes are formed and refined through time by exposure to various stimuli (Fishbein and Ajzen, 1994).

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

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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.

### **Organizational Culture as a Moderating Variable**

Employees who are determined to be enthusiastic and engaged in their work may be deemed to be committed to their employer, and this is the most essential

factor in determining their level of commitment. It has been hypothesized by a number of researchers based on studies into employee perceptions of job satisfaction. "Any combination of psychological, physiological, and environmental conditions that lead a person truly to state, 'I am content with my employment,'" says Hoppock (1995). Rather of focusing on just one aspect of psychology, the author emphasized that it is a mix of psychological, physiological, and environmental factors that lead a person to express satisfaction with the work they are doing. An employee's function in the workplace is a key factor in job satisfaction, according to Vroom (1994). Individuals' emotional orientations toward the work positions they are now performing are a key component of their level of job satisfaction. People might declare they are content with their jobs when their feelings are taken into consideration. The part that one plays at work gives them a sense of belonging and makes them believe that they are doing honor to the responsibilities bestowed upon them. Workplace contentment has been defined by McNamara (1999) as a mood or mental state that a person experiences as a result of the work they do. 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. An employee feels satisfied in their work when they can see how their efforts are making a difference to the organization's mission. People are happier in their work when they know that they are directly accountable for helping the company accomplish its goals and objectives. Employment satisfaction, according to Schwegker (2001), is a

pleasant emotional state that results from the evaluation of one's job as accomplishing or supporting one's ideals. To put it another

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one's efforts or the achievement of a significant milestone might bring to a sense of fulfillment in a person. It was shown that among the 10,052 members of the Brazilian Military Police Organization (Leite, Rodrigues, & Albuquerque, 2014) that work satisfaction had a direct or mediating influence in predicting loyalty. Relationship satisfaction is an antecedent of commitment, which mediates its relationships with other variables, such as work and personal characteristics; however, it played a small role in mediation of the individual variable investigated, which had a direct impact on the 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 concluded that the working environment is an essential factor in determining job satisfaction in their research on job satisfaction among 210 workers in the banking and telecom industry of Quetta in Pakistan (Raziq & Maulabaksh 2015).

In the eyes of many academics, job satisfaction is one of the most influential attitudes that affects how people behave in the workplace. Most of the study in Organizational Behaviour focuses on measuring the degree of job satisfaction of workers and understanding its ramifications for individuals at work, so that the ultimate goal of the organizations in accomplishing their goals is met.

Job satisfaction is commonly referred to as an employee's global attitude or emotional reaction to their work and is one of the most frequently assessed variables in organizations. Individuals' thoughts and feelings regarding their diverse work

way, it relates to the sentiments that individuals have about their work. Appreciation of

experience are referred to as job satisfaction by Mankajee et al (2006). When Loui (1995) evaluated the connection between job satisfaction and organizational commitment among 109 employees, he found that the two were linked in a positive way. Job satisfaction was shown to be associated with both emotional and normative commitment, according to Coleman & Cooper (1997). According to Rajendran and Raduan (2005), occupational contentment has a favorable impact on both emotional and normative commitment in employees.

Jobs that make us happy are those that allow us to engage with and influence our surroundings, according to Dalai Lama and Cutler (2003). Researchers have discovered a link between employee job happiness and factors including a feeling of belonging, purpose in one's work, and one's own personal life (Friedlander & Margulies, 1969; Glisson & Durick, 1988). According to Milliman et al. (1999), integrating a spiritual-based concept within an organization was explored. A more contented and motivated workforce may be found in a business that fosters a feeling of belonging among its employees. According to Burroughs and Eby (1998), a strong feeling of belonging to one's workplace might contribute to one's overall well-being. Wisner (1991) shown that job happiness may be predicted by the presence of purposeful employment. 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 belonging, and alignment with the company's ideals. In a study of MBA students, he discovered a link between intrinsic job satisfaction and factors such as meaningful work and a strong feeling of belonging. Aligning values was found to

have no effect. While the above-mentioned correlations may be true, the findings of Judge, Locke, Durham and Kluger (1998) are consistent with this hypothesis. Direct and indirect effects on work satisfaction

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This decade has seen an increasing interest in the concept of spirituality among business leaders and academics. It's noteworthy to note that, despite a thorough literature analysis finding over 70 reasons for workplace spirituality, none have been unanimously accepted as its description. In the case of people, WPS plans increase a measure of contentment, work satisfaction, passion, and commitment (Khan, Sabri, & Nasir, 2016).

### **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

were discovered as a result of the assessments. Thus, there is a link between workplace spirituality and employment contentment.

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."

## Empirical Review

**Piryaei & Zare (2013)** study the association between workplace spirituality characteristics and two positive work attitudes (job satisfaction and organizational commitment) while taking into account the

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Spirituality Scale, the Daily Spiritual Experience Scale, the Job in General Scale, and the Affective Commitment Scale (Meyer and Allen, 1990), which were administered using a stratified random sampling method. Men made up 81.81 percent of the sample, and they were on average 41 years old. An approach known as hierarchical regression analysis was used to deconstruct the datasets. Workplace spirituality (defined as a sense of belonging, sense of purpose, and a sense of community) was shown to be positively associated with job happiness and organizational dedication, and the level of personal spirituality of employees may help to regulate this association's strength.

### **Hassan, Nadeem, & Akhter (2016)**

Using trust as a mediator, investigate the link between workplace spirituality aspects and job happiness. Teachers in the education sector are asked to fill out a five-point Likert scale questionnaire as a convenience sample. A total of 174 replies were received from 200 questionnaires that were sent to institutions. Barron and Kenny's multiple regression approach is utilized to assess the study's hypotheses. Workplace spirituality has a large positive association with trust, and trust considerably mediates the influence of workplace spirituality on job happiness. Workplace spirituality should expand in the future. Along with the mediator, new moderators should be vetted. As a result of the development of workplace spirituality, increased communication among instructors may be developed. There is a positive correlation between WPS and work happiness since the p-values are less than 0.05, and trust amongst employees would mediate this interaction.

moderating impact of individual spirituality in this relationship. Three hundred full-time employees working in an Iranian industrial company were surveyed using the Workplace

**Walt, & Klerk (2014)** Workplace spirituality and a favorable attitude about work, or job happiness, might be linked. With a sample of 600 white-collar employees from two South African companies, a cross-sectional research was undertaken. Workplace spirituality and job happiness are shown to be closely linked, according to the findings of this study. To better understand personal spirituality, corporate spirituality, and work fulfillment, these studies provide light on these topics. For the first time, they shed light on the importance of spirituality in the workplace. Organization is essential for survival in the 21st century.

According to Amen & Raziq (2019), workplace spirituality has a moderating influence on organizational commitment among university professors. The 1,655 faculty members working in Karachi's universities were surveyed using the chosen questionnaire, and a sample size of 600 was found to be statistically significant. Finally, the whole model was evaluated using PLS SEM after assessing normality, validity, and reliability (partial least square structural equation modeling). According to statistical evidence, workplace spirituality has a favorable effect on the level of organizational dedication. The biggest predictor of workplace spirituality was found to be job happiness ( $t = 8.166, p .05$ ). To make matters worse, the researchers discovered that work satisfaction had a negligible effect on organizational commitment ( $t = 0.738; p > .05$ .) The role of job happiness as a mediator between workplace spirituality and organizational commitment was shown to be ineffective. Finally, this research adds to the growing body of evidence about the relationship

between university faculty job satisfaction and organizational commitment when it comes to workplace spirituality. Academics and human resource managers who are looking for strategies to increase work satisfaction and organizational commitment will also find valuable advice in this book.

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Universities was explored by Genty, Fapohunda, and Azeez (2017). In this study, quantitative and correlational methodologies were used in a non-experimental research design. 350 questionnaires were dispersed evenly among the academic staff at two Nigerian public institutions using the convenience sample approach. A total of 331 questionnaires were collected, of which 328 could be used for the study's analysis. With the help of IBM SPSS AMOS version 22 and SPSS version 20, three hypotheses were formulated and put to the test using inferential statistics. As a result of the research, it became clear that workplace spirituality and normative organizational commitment had a statistically significant beneficial association. Organizational citizenship conduct and normative organizational commitment have been proven to have a substantial and favorable link. It was shown that normative organizational commitment mediated the association between workplace spirituality and organizational citizenship behavior to some extent. As a result of this research, university administrators were advised to identify workplace spirituality as a means of encouraging academics to engage in greater organizational citizenship activity.

## **CONCLUSION**

Sense of community has a very poor link with workers' work attitude in the universities in the south-south, Nigeria, according to existing research on three elements of workplace spirituality. There is a strong correlation between Sense of community and job happiness, according to the study of this research. Employees who

The mediating impact of normative organizational commitment on the link between workplace spirituality and organizational citizenship behavior among academics at various chosen Nigerian

work for companies that promote spirituality report higher levels of satisfaction with their jobs.. This indicates Sense of community 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. An atmosphere where employees and members of the host community may mingle and exchange pleasantries should be fostered by senior leadership. Personnel members, students, and other university non-teaching staff need an atmosphere that fosters mutual respect and relationships, in order to foster the institution's spirit and foster a spiritual workplace.
2. 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. 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

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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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