

**WORKPLACE SPIRITUALITY, JOB INVOLVEMENT, ORGANIZATIONAL JUSTICE
AND CAREER SUCCESS AMONG TEACHING STAFF OF HASSAN USMAN
KATSINA POLYTECHNIC, KATSINA STATE**

BY

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Abstract

This study explored the determining effect of organizational justice, job involvement and workplace spirituality as predictors of career success among workers in Hassan Usman Katsina Polytechnic, Katsina. The research design for this study is descriptive survey. The sample was drawn from the population using the stratified sampling procedure, which entails that the population of study be divided into different departments and units where the samples were randomly selected for the study. The samples used for this study were 199 respondents which included 132 male and 67 female teaching staff of Hassan Usman Katsina Polytechnic, Katsina, Nigeria. The instruments used for this study consists of Career Success, Job Involvement, Daily Spiritual Experience and Organizational Justice Scales with reliability of .84. The data generated from the study were analysed using Multiple regression. Findings show that career success correlates significantly and positively with job involvement and workplace spirituality except organizational justice. The combination of the independent variables (organizational justice, job involvement and workplace spirituality) accounts for 8% of the variance in career success. In terms of magnitude of the contribution workplace spirituality contributed the most to the prediction of career success. Next to it is job involvement and organizational justice made the least contribution to the prediction of career success. Training should be provided for employees from time to time on how to improve upon themselves in order to gain higher success.

Introduction

Organizations are credited for the attainment of organizational goals, but in the process of meeting these organizational goals, conflict may arise in forms of the employee's needs and how they are met within the organizations. The way a worker sees justice in his organization will determine how favourable his organization justice is and whether he or she will be successful in his career or not. The spirituality in the workplace also determine how much internal value a worker has in relating with his colleagues in his workplace which may result in their enhancing his career or failure in career (Oluwole & Talatu, 2013).

In response to changes in the nature of employment and work, a large body of literature has emerged which has focused on the concept of career success. However, little research has been conducted in Nigeria. Success has transitioned from a traditional career development model to a no boundaries career development model (Dai & Song, 2016). In the traditional career development model, the internal and external environment of an organization is relatively stable. These organizations provide staff with permanent and stable careers. Staff move along the organizational design in a linear path with gradual promotions, wages that are restricted to hours

worked, and a fixed number of years. These are typical traits in the traditional career development model. On the other hand, in the no boundaries career development model, staff development opportunities are beyond a single organization; employees face more selections but, poor job stability (Dai & Song, 2016). Before measurements of success were related to external standards, such as job status and wage growth, no boundaries career development model starts to lose appeal. Eith, Harald, and Claudia (2011) have shown that more and more individuals are making decisions based on subjective criteria, rather than on salary or promotions to assess their own career success.

Subjective career success is more and more important for employees. This article attempts to make a summary on subjective career success definition using empirical research and putting forward the direction of future research. Subjective career success can be understood in two ways. First, it's better to have an integral subjective assessment for career success, some factors may not be under the influence of objective factors; the second explanation for subjective career success is apart from objective factors that requires additional subjective assessments (Shockley, Ureksoy & Rodopman, 2015). About the characteristic structure of subjective career success, Shockley et al. (2015) suggested that subjective career success should include realization of goals, self-identity and perceived opportunities for promotion. Dai and Song (2016) argued that subjective career success refers to his career understanding and evaluation (Parker & Arthur, 2002). Career success is a four-dimensions of the integrated framework, including external achievements, external feelings and internal achievements and inner feelings (Dries, Pepermans and Carlier, 2008).

Career has been one of the most examined topics in the literature of organizations. The major focus of this literature has been on the determinants of career success. Career success has received much less the critical and empirical attention, although there exists a relationship between career success and success. However, the various studies by researchers in formal organizations have proven fruitful over the years as measures of combating the problems facing organizations. Organizational justice, job involvement and workplace spirituality are the three concepts used in this study to determine career success among workers in Hassan Usman Katsina Polytechnic, Katsina State, Nigeria. These three variables are however explained.

Job involvement has been used frequently in both experimental and field studies. The bulk of the experimental work has been concerned with its effects on perception, retention, motor responses, problem solving, level of aspiration, and the like. The concern of field studies has been with the relationship of job involvement to quantity of performance, absenteeism, grievances and so on. The concept of organizational justice explains that the pursuit of justice is assumed to be a fundamental aspect of any social organization, including workplace. The term "organizational justice" refers to the extent to which employees are treated with justice in the workplace (Edwards & Robert, 2000). Organizational justice involves a procedural component and a relational component, the former indicates whether decisions making procedures applied, includes input from affected parties, are consistently applied, suppress bias, are accurate, are correctable, and are ethical. The later element refers to the polite and considerate treatment of individuals by supervisor. Organizational justice is the perceived fairness or treatment by the members of an organization (Tenbrunsel, Brett, Maoz, Stroh & Relly, 1995).

The concept of workplace spirituality explains that a person spirit is the vital principle or animating force traditionally believe to be the intangible, life affirming force within all human beings. It is a state of intimate relationship with the inner self off higher values and morality as well as recognition of the truth of the inner nature of others (Bellah, 2005). Today, many individuals as part of their spiritual journey are struggling with what their spirituality means for their work (Gardner, 2000). It is well established in social and physical sciences that almost universally; people have intrinsic drive and motivation to learn and find meaning in their work and to be a member of a group in which they feel valued for their contribution to the group's performance. According to Hicks and Douglas (2003), people now find themselves spending the vast majority of their working hours at work, the office is where more and more people eat, exercise, date, drop their kids and even nap. Today people lack continuity and connection in so many other settings that may naturally look to their organizations as a communal career. Spirituality as expressing our desires to find meaning and purpose in our lives a living out of one's set of deeply held personal values. Therefore, spirituality is generally viewed as some internal value, emotion, that is, internal substance that affect people's behaviour (Oluwole & Umar, 2013; Oluwole & Umar, 2017). However, spirituality is not a strong predictor of career decision making among adolescents in a previous study (Oluwole and Umar, 2013). Although it is a topic seldom covered in the training of social, behavioural and health scientists or practitioners, a very large body of scientific research on spiritual processes already exists (Oluwole, 2009).

This study therefore, explores the determining effect of organizational justice, job involvement and workplace spirituality as predictors of career success among workers in Hassan Usman Katsina Polytechnic, Katsina State.

Research Questions

1. What is the combined effect of organizational justice, job involvement and workplace spirituality on career success of workers in Hassan Usman Katsina Polytechnic, Katsina State, Nigeria?
2. What is the relative effect of each of independent variables on career success of workers in Hassan Usman Katsina Polytechnic, Katsina State, Nigeria?

Methodology

The research design for this study is descriptive survey; this is because the researcher has a direct control on the independent variables. The independent variable includes organizational justice, job involvement and workplace spirituality. The dependent variable is career success among the workers; the choice of this research design is because this study is investigating the influence of organizational justice, job involvement and workplace spirituality on career success of polytechnic workers. In view of the focus of this research, the study area includes workers in Hassan Usman Katsina Polytechnic, Katsina State, Nigeria, this was due to the nature of the study as it regards job involvement, organizational justice, workplace spirituality and career success of workers. The population of study was 1,450 staff as at the time of this research from which a sample of 199 subjects was drawn which is justified by Krejcie and Morgan's (1975) sampling table. The sample was drawn from the population using the stratified sampling

procedure, which entails that the population of study be divided into different departments and units where the samples were randomly selected for the study. The samples used for this study were 199 respondents which comprised 132 male and 67 female teaching staff of Hassan Usman Katsina Polytechnic, Katsina State, Nigeria. The participants age range was between 25-58 years. The participants were drawn from Departments of Agricultural Engineering / Technology, Nutrition and Dietetics, Public Administration, Quantity Surveying, Laboratory Technology, Mechanical Engineering, Electrical Engineering and Architecture.

The instrument used for this study consists of five sections. The first sections consist of questions on the demographic variables of subjects such as gender, highest qualifications, age, marital background and year of experience. The second section (Section B) is made up of a scale measuring career success. Which contains items with response format ranging from strongly Agree (5) to strongly disagree (1). Section C is a job involvement scale, job involvement represents the extent to which someone identifies psychologically with one's (Brown, 1996), in this section, job involvement questionnaire (JIQ). Kanungo's scale originally used a 6-point Likert-type scale. However, in this study, for constancy in the survey, a 5- point scale with the same anchors was used. This scale has been called "the clearest and most precise conceptualization of (Job involvement)" (Brown, 1996) Sample items for the JIQ include 'the most important things that happen to me involve my job', and 'I live, eat, and breathe my job'.

Section D is a 15 items scale measuring daily spiritual experience scale with response format ranging from most days to never. The daily spiritual experience scale (DSES) (Underwood & Teresi, 2002) has been included in a number of research studies, including alcohol studies mentioned in the preface as well as projects funded from the Fetzer institute request for proposals, scientific research on Altruistic love and compassionate love. The DSES had good response stability (Pearson product moment correlation = 0.85 intraclass correlation coefficient = 0.73). The final section (section E) is a scale with 15 items measuring organizational justice. Perceptions of procedural justice were measured and this was developed by Niehoff and Moorman (1993), because the scales consist of two factors: systematic and informational justice, that are consistent with taxonomy of procedural justice. In other words, among the items, six items were designed to measure the fairness of formal procedures (i.e. systematic justice) in the organization as revealed by procedures which promotes consistency, bias suppression, accuracy, correct ability, representative ness, and ethicality. Nine items were designed to measured supervisor consideration of employee rights, treatment of employee with respect and kindness, and provision of explanations and justification for decision (i.e. informational justice). Item for informational justice include questions that focus on the interpersonal behaviour of the supervisor.

The study was conducted with 250 workers in Hassan Usman Katsina Polytechnic, Katsina State, Nigeria. Questionnaires were administered to the willing respondents. During the administration of questionnaire attempt were made to cover all levels, and also both sexes were put into consideration. However, 199 workers properly filled the questionnaires and returned translating to 76.96% retrieval rate. After this, a week interval was given to the workers because of their busy schedule, after which questionnaires were collected, coded and subjected to statistical analysis. The data generated from the study were analysed using Pearson Product Moment

Correlation and inferential statistics of multiple regression. These statistics were also used to estimate the bivariate relationship between the variables in the study. The various contributions to the dependent variable were also estimated using the beta weights.

Results

Research Question 1: To what extent does the combination of factors such as organizational justice, job involvement and workplace spirituality predict career success among the workers?

Table 1: Multiple Regression Analysis on Career Success Data

Multiple R	= 0.093
Multiple R ² (Adjusted)	= 0.080
Standard Error of Estimate	= 10.426

Source of Variation	Df	Sum of squares	Mean of Squares	F-Ratio	p
Regression	3	2196.906	732.302	6.737	<.05
Residual	195	21303.969	109.251		
Total	199	23500.875			

The results on table 1 above show that the combination of the independent variables (organizational justice, job involvement and workplace spirituality) accounts for 8% of the variance in career success (R² adjusted = 0.08). The analysis of variance of the multiple regression data yielded an F-ratio value which was found to be significant at 0.05 Alpha level (F = 6.737, P < 0.05).

Research Question 2: What is the relative effect of organizational justice, job involvement and workplace spirituality on career success among the polytechnic workers?

Table 2: The Predictive Effects of each of the independent Variables on the outcome Measured

Predictor	Unstandardized Coefficient	Standardized Coefficient	t-ratio	p	
	B	Std. Error	Beta		
Constant	33.311	7.589		4.389	0.000
Job involvement	0.102	0.058	0.137	1.745	>0.05
Organizational justice	-0.261	0.192	-111	-1.358	>0.05
Workplace spirituality	0.695	0.164	0.302	4.237	<.05

The results display on table 2 above indicates the contributions of each of the independent variables to the prediction. In terms of magnitude of the contribution workplace spirituality contributed the most to the prediction of career success (p = 0.302; t - 4.237; p < .05). Next to it is job involvement (Beta = 0.137, t = 1.745; p > .05). Organizational justice made the least contribution to the prediction of career success (Beta = 111, t = 1.358; p > 0.05). Thus, of the

three independent variables, only workplace spirituality made significant relatively contribution to the prediction of career success among the polytechnic workers.

Discussion of Findings

The first research question was interested in knowing the pattern of relationship among the study's variables. From the results presented on table 1, career success correlates significantly and positively with job involvement and workplace spirituality. Also, the results on table 1 above show that the combination of the independent variables (organizational justice, job involvement and workplace spirituality) accounts for 8% of the variance in career success. The findings above corroborated that of Rain and Lane (1991). The relationship between job satisfaction and life satisfaction has best been supported by the spillover hypothesis. The spillover hypothesis argues that the activity involvement and attitudes of one's spheres of the (e.g. work) are positively related to the activity, involvement and attitudes in other life spheres (Rice & Near, 1980; Champoux, 1981). The implication of this seems to be that the quality of work life and job satisfaction is important to the overall quality of life. The probable reason why this is so since the variables under observation are personalistic variables, they are under most of the workers' control and they are more likely to be positively affected by a worker's career success (Meyer & Allen, 1997). This is so because career success is also associated with desirable outcomes for the workers themselves. There is compelling evidence that individuals seek to be committed. Shore, Barksdale and Shore (1995) agreed that employees realize that fostering organizational commitment is highly desirable and beneficial for organizations. As averted to, career success encompasses both "extrinsic" success elements, reflecting objective and externally visible criteria such as pay and ascendancy (Jaskolka, Beyer & Trice, 1985).

The second research question asked on the relative effect of organizational justice, job involvement and workplace spirituality on career success among the polytechnic workers. The results display on table 2 above indicates the contributions of each of the independent variables to the prediction. In terms of magnitude of the contribution workplace spirituality contributed the most to the prediction of career success. Next to it is job involvement. Organizational justice made the least contribution to the prediction of career success. Oluwole (2008) observed a significant relationship between spirituality and career success among Nigeria lecturers. Moore and Casper (2006) noted that one of the more agreed upon dimensions of workplace spirituality is the notion of interconnectedness. Interconnectedness can simply be defined as the feeling of being part of something bigger than the self. The final dimension of workplace spirituality in this writing is self-actualization, which borrowed from Maslow's (1943) work on human motivation. The common theme in using Maslow's term of self-actualization is that it usually entails both the mental and spiritual aspects of the individual and work as a component. Research that focuses on spirituality in the workplace has suggested that exploration into spiritual issues might result in greater self-discovery, and the building of an increased sense of personal security (Anderson, 2000; Kolodinsky, et al., 2003). Also, this finding speaks to the strength of the employee's emotional attachment to the organization as well as the investments or side-bets accrued (Meyer & Allen, 1984; Becker, 1960). After amassing investments with an organization, the employee might resolve his or her cognitive dissonance by expressing loyalty and gratitude towards an organisation. This behaviour is consistent with Salancik's (1977) cognitive consistency principle whereby employees resolve their cognitive inconsistencies in favor of the organization via

expressions of commitment.

Conclusion

The evidence presented above clearly suggests that organizational justice, job involvement and workplace spirituality are important factors in employees' career success in educational sector. The study of career success has both practical and theoretical importance. This research is not only important to the employee and the organization, but also for researchers and society. The conclusion of this study raise a number of questions that suggest further research. The findings that organizational justice, job involvement and workplace spirituality relate to career success indicate that the creation of psychological friendly environment will maximize commitment and thus minimize absenteeism and turnover. This has important policy implications for deterring trends that impact low production quality and competitiveness. However, the findings also suggest that achievement motivation can determine commitment, though only in a limited capacity. Additional research is necessary to understand this connection and to examine what the implications are for this finding.

Recommendations

As a result of the findings from this study, the following recommendations were made:

1. It is hoped that the research findings will arouse positively those in the helping profession to be interested and get involved with this growing population which has sadly been neglected for too long. It is for this reason and other obvious facts which have been raised that the research findings in this study need to be widely publicized using the different media.
2. The results of this study are especially important to training initiatives for the workers. Employees need to understand what factors are more beneficial to their job success as well as their individual well-being.
3. That ministries of education and, labour and productivity should put in place a plan of action towards revamping the educational sector, particularly, the polytechnic education.

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