

WORKPLACE SPIRITUALITY AND SALES GROWTH OF TRANSPORT COMPANIES IN BENUE STATE: AN EMPIRICAL STUDY OF BENUE LINKS NIGERIA LIMITED, MAKURDI - NIGERIA

HANMAIKYUR, TYOAPINE JOHN (PhD)

Department of Business Administration

Federal University of Agriculture, Makurdi - Nigeria

GSM: +2347031059281

Correspondence Author's address, Email; tyoapinehan@gmail.com

&

JINJIRI, RINGIM KABIRU (PhD)

Department of Business Administration

Ahmadu Bello University, Zaria - Nigeria

GSM: +23408062103566,

&

IGBE ISAAC (PhD)

College of Advanced and Professional studies

Makurdi - Nigeria

GSM: +2347031296701

Abstract

This study investigated effect of Workplace Spirituality on Sales Performance of Benue Links Nigeria Limited, Makurdi, Nigeria. A survey design was adopted for the study. Needed data for the study was collected from 46 staff of the area studied. Data collected was analyzed at a 5% level of significance with the aid of descriptive statistics in the analysis of respondent's demographic characteristics while linear regression was used to test the hypotheses. Findings from the result of analysis revealed that workplace spirituality has positive significant effect on performance in Benue Links Nigeria Limited, Makurdi ($P\text{-value } 0.000 < \alpha 0.05; \beta=.864; t=28.256$). With workplace spirituality attaining a constant zero, it was clear that sales growth would be .547 and a unit increase in workplace spirituality would ordinarily enhance the increase of sales growth by 62.5 %. The study also found that the $p\text{-value}$ for service quality (.000) was less than 0.05 which is an indication that workplace spirituality has a positive effect on sales growth in Benue Links Nigeria Limited, Makurdi. The null hypothesis was therefore rejected. Based on the above findings we have no option than to conclude that workplace spirituality has significant effect on sales growth in Benue Links Nigeria Limited, Makurdi. It was recommended (among others) that Management of Benue Links Nigeria Limited should put in place spirituality in their work place to facilitate sales growth in a better way than its competitors.

Keywords: Effect, Workplace Spirituality, Sales Growth, Performance, Benue Links Nigeria Limited.

1.0 Introduction

Today's businesses are undisputedly operating in an increasingly challenging, dynamic and competitive environment. Efforts by organizations to cope with the development and remain relevant in the market has led to a paradigm shift in organizational sciences, management theory, strategies and practice (Sunday, 2020). The development has also compelled productive and profitable workplaces to require organizational cultures that integrate humanistic core values with core business policies, approaches, judgments, strategies, functions and behaviors that support the physical, mental, innovative and spiritual well-being of their employees. The prevailing development has left businesses with no option than to create a better world by being more socially responsible, committed and spiritual in their operations. Prevailing challenges in today's business world has left organizations with the option of are innovatively transiting from materialistic to a spiritual orientation with the aim to be competitive and even outpace other competitors. The extraordinary attention received by Spirituality in the workplace literature since the 1990's is a prove that the concept is important and has all it takes to enhance performance.

The word Spirit comes from the Latin words 'spirare', to breathe and 'spiritus', the breath. It is believed that without breath, we have a little or no chance to be alive (Benfield & Fry, 2017). Spirituality as a concept refers to a framework of organizational values evidenced in the culture that promotes employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy. It is a search for inner identity, connectedness and transcendence. The core of spirituality is about people sharing and experiencing common attachment, attraction, and togetherness within their work unit and the organization as a whole (Milliam, 2014). It is also about people who perceive themselves as spirited beings, whose spirits desire and need to be energized through work. It is about experiencing real purpose and meaning at work beyond paychecks and performance reviews. Spirituality in the Workplace has emerged as the strongest predictor to cope up with the symptoms caused by work overload and stress. It has the power to facilitate one to succeed in achieving the targets is about people sharing and experiencing some common attachment, attraction, and togetherness with each other within their work unit and the organization as a whole (Marques, Dhiman & King, 2007).

Workplace spirituality has today transcends beyond its concept as its relevance and benefits for organizational growth and effectiveness has been established. Organizations that promote spiritual dimension in their operations recognize that employees, who are important assets must have a developed mind and spirit, seek to find meaning and purpose in their work and desire to connect with other employees and be part of a community. Hence Spirituality is an experience that can built employee's direction, sense, inner wholeness, provides feelings of thoughtfulness, support or connectedness (Houghton, Neck & Krishnakumar, 2016). In sum, spirituality at workplace is an experience of transcendence, interconnectedness, personal completeness and joy, analyzed in numerous frameworks. A Spiritual employee will

demonstrate a higher degree of ethical sensitivity and commitment as well as beneficial personal attributes such as increased joy, love, serenity, consideration, and meaningfulness.

When spirituality is practiced in the workplace, Sales persons and indeed employees in the organizations especially those with higher levels of spirituality display increased flexibility towards positively embracing organizational change and are able to manage the change process better with a little or no resistant to new ideas (Oyekunle & Agu, 2017). Research on workplace spirituality has described the concept as a potent tool for organizational change management and enhancing sales performance (Poulsen & Ipsen, 2017).

The importance of salespersons in any organizations performance cannot be overstressed. The success of all organizations is a function of the success of their individual salespeople since their performance directly affects the firm's bottom line, not just in the short run, but in the long run as well. A salesperson is often the one that customers come in contact with. Until recently, Saleh, Lashaki and Jam, (2018) affirm that Spirituality, spiritual practices, and spiritual values, have been noticeably absent as variables in sales force research, yet they are among the most powerful variables related to personal, team, and organizational effectiveness.

It has however been alleged (Zakari, 2019) that today's organizations together with their sales force suffer from a deep spiritual emptiness and many of problems in organizations result from this spiritual impoverishment hence, managers and employees are reported to resort to spiritual and other practices as a method of coping with stress, uncertainty and to ensure performance at work. A sales function is considered the most crucial aspect of a firm to perform better, this class of workers need a human centered view based on self-awareness, life purpose and community engagement which are aspects of spirituality. These organizational changes are defining new paradigms for work relationships and impacting work environments and are related to work motivation and job satisfaction, which are highly connected to organizational sustainability. *The paper investigated the effect sales force spirituality on sales performance in small businesses in the study area. The study synthesizes theoretical and empirical findings on how spirituality benefits employees and supports organizational performance.*

1.2 Statement of the Problem

The contributions of work place spirituality to organizational performance in both developed and developing nations have always been acknowledged (Robert, 2019). *Workplace spirituality has been accepted as enhancing employee well-being and quality of life that provides employees a sense of purpose and meaning at work.* But as Tiejeda, (2018) opines, work place spirituality can only maintain such a position when a good number of strategies including the availability of Spirituality, spiritual practices, and spiritual values are noticeably variables in employees and their organization.

Benefiel, Fry and Gleige, (2017) argues that work place spirituality has been proved to have positive effect on performance, however, little has been established on which of the work place spirituality practices influence the long term performance of organizations and the extent of its impact. Attempts in this regard have always resulted in mixed, conflicting, inconsistent and inconclusive findings.

Most studies on the relationship between work place spirituality and organizational performance have always focused on large firms in developed markets and economies (Duchon & Plowman, 2005) as well as in the Middle East and North Africa (Walsh, Weber and Margolis, 2003). Though few of them are conducted in Nigeria (Azungwe, 2019), none is conducted in the study area. This study therefore fills the gap. Besides, similar studies may not have the same framework, similar work place spirituality practices and performance variables.

Beside, while findings of many studies such as Jackson, (2000) on the relationship between work place spirituality practices and organizational performance appear to be mixed, some studies among them Hicks, (2003.) found a positive association between the variables of work place spirituality practices and organizational performance. However, Jurkiewicz and Giacalone, (2004) could not find any direct relationship between the variables while the findings of Howard, (2002) show that the relationship can either be positive or negative depending on the business environment, nature and type of work place spirituality practice used, the environment of usage, the timing and the nature of competition prevailing. The inconsistent findings suggest that the effect of work place spirituality practices on organizational performance in Nigeria still need to be investigated. Since research outcomes on the effect of work place spirituality practices on organizational performance are mixed up with some claiming a positive relationship while others affirming that the relationship between the variables is negative, it is difficult to understand the exact effect of work place spirituality practices on organizational performance.

Another limitation of the previous similar research works is that different workplace spirituality practices were studied in isolation on their effect on the performance of organizations. This does not explain the effect of such practices on the performance of firms. Such studies used different models many of which may not have been tested in Nigeria. This implies that, organizations in the study area cannot reliably make use of those models to predict their business performance, hence the need for this study.

Although some researchers have been conducted on the effect of work place spirituality practices on the organizational performance, most of these studies were done many years ago. With changes in environment, globalization, technology business and even work place spirituality practices, there is need to conduct a similar research that keeps trends with development that reflect the reality of the present time. This study therefore, seeks to ascertain the actual effect of work place spirituality practices on organizational performance in the study area. Therefore, based on the inconsistencies and controversies from findings of previous similar studies such as Neal, (2000), Walsh, (2003) hence, this study addressed the core research question of the effect of work place spirituality Practices on organizational performance in the study area.

1.3 Objectives of the Study

The main objective of this study is to determine the effect of workplace spirituality practices on organizational performance in Makurdi metropolis of Benue state.

1.4 Research Hypotheses

This research work was guided by the following hypotheses;

1.4.1 Hypotheses One (H₀₁)

Work place spirituality practices have no effect on sales growth of Transport companies in Benue state.

2.0 Conceptual Clarification

2.1 Workplace Spirituality

A fundamental step that informs the beginning of conducting a rigorous scientific study of any phenomenon is a careful definition of terms, which perhaps has been one of the greatest challenges to researchers in the case of workplace spirituality. Numerous scholars have commented at length on the lack of definitional clarity concerning workplace spirituality (Takur & Singh, 2016). But despite this, the definition of the concept has till date remained sleepily, inelastic and has failed to attract a universal acceptance. There are more than seventy definitions of spirituality at work, and still, there is no widely accepted definition of spirituality (Ashmos & Duchon, 2000).). In the words of Daniel (2010), defining spirituality in the workplace is like capturing an angel it's ethereal and beautiful, but perplexing.

It is clear that Spirituality as a concept means different things to many people. But despite the lack of universal acceptance of the meaning of the concept, the definition of the concept is sleepily, inelastic and has failed to attract a universal acceptance. There are more than seventy definitions of spirituality at work, and still, there is no widely accepted definition of spirituality (Marques, Dhiman & King, 2007). Daniel, (2010) points out that there is growing evidence in spirituality research that workplace spirituality programs result in positive individual level outcomes for employees such as increased joy, serenity, job satisfaction and commitment.

Chawla, (2016) define workplace spirituality as those aspects of the workplace, either in the individual, the group, or the organization, that promote individual feelings of satisfaction through transcendence. Workplace spirituality has also been defined as the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community (Dehler & Welsh, 2003). Both these definitions clearly show a reciprocal relationship between the world of work and an individual's spirituality, and the way the one manifests itself in the other. Interest in workplace spirituality has increased steadily over the last decade of the century and into the new millennium Spirituality is the basic feeling of being connected with one's complete self, others and the entire universe.

The practice of spiritual values at work can help in creating good work culture that in turn can enhance the productivity and effectiveness of the organization. If the employees at workplace have a sense of trust and empathy with the co-workers, sense of responsibility and honesty towards the organization, quest of discovering meaning and purpose in work, commitment to behave ethically, enjoying their work, performing the duty as per their conscience and having faith in the almighty, if they know that they are being treated fairly, their contributions are being recognized they will work to their highest potential, thus- the organization can create an environment of reduced stress and conflicts and enhanced productivity (Chawla & Guda, 2010).

Spirituality in the work place can lead to better organizational performance through accelerate decision making, better communication between managers, better focus on customer issues and greater innovation (Mathisen, Brønnick, Arntzen & Bergh, 2017). It is clear that organizations with high levels of spirituality exhibit reduced political behaviors, more cooperative and supportive peer interactions which also explains why growing number of companies are setting off on spiritual journeys in this challenging times (Cullen, 2017). It's not about bringing religion into the office or requiring that employees chant mantras at their workstations. Rather the spirituality movement in the corporation is an attempt to create a sense of meaning and purpose at work and a connection between the company and its people (Mathisen, Brønnick, Arntzen & Bergh, 2017).

2.2 Selling and sales force

Selling is a unique business and the backbone of any business. The selling practice in any business is anchored by sales person(s). For the sales force, the tendency to generate or recognize ideas, alternatives or possibilities that may be useful in solving selling problems, communicating effectively and creatively sums up their creative selling practices (Rocco & Whalen, 2014). The process is characterized by the ability of a sales person to perceive the establish selling practice in different way where he tries to launch a new way to find hidden patterns to make connections between seemingly unrelated approach to selling phenomena, and to generate solutions (Loe & Inks, 2014). Creativity involves two processes: thinking, then producing (Gabora, 2011). If one has ideas, but does not act on them, then one is imaginative but not creative. Any human action can be creative if it has immediate solution to the kind of thinking which has always been innovative. It is the essence of making pre-existing objects and elements as new one. In other words, it can be said that creativity is the strength or capacity to inflict and create any new object. Although novelty is given special importance in creativity, yet a creative sales person can present old selling practice and approach in new forms rather than inventing any new object. Factors like originality, spontaneity, expansion, flexibility in work etc. are inherent in the creative production of a person. Creativity is inherent in each person. Creativity started with the evolution of human society. Initially there was relationship of creativity with intelligence, conscience and foreshadow, but later on scientific discoveries gave right direction to it.

The success of any business is totally dependent on the organization's ability to sell not only goods and services, but themselves as well (Hanmaikyur, Jinjiri, Adah and Ajah, 2020). But achieving long term survival, performance and competitive advantage in today's business world transcend beyond putting in place general selling strategies and practices (Castleberry & Tanner, 2014).). Though the basic principles of selling are same and relevant to all kinds of business organizations, successful sales performance must have deep sense of meaning and purpose in their work. This dimension of workplace spirituality represents how sales persons and indeed all employees in the organization interact with their day-to-day work at the individual level. The expression of spirituality at work involves the assumptions that each salesperson has his or her own inner motivations, truths and desires to be involved in activities that give greater meaning to his/her life and the lives of others. Sales persons and indeed employees in organizations with higher levels of spirituality display increased flexibility towards positively embracing organizational change and are able to manage the change process better with a little or no resistant to new ideas (Rocco & Whalen, 2014). They also experience less stress in the process. The spirituality view holds that selling is not just

meant to be interesting or challenging, 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. It believes that work is a vocation and a calling as a way to create greater meaning and identity in the workplace (Pava, 2018).

To survive and excel in an era of increasing competition requires the salesperson to continuously learn and engage in creative activities and work place spirituality (Boichuk, Bolander, Hall, Ahearne, Zahn & Nieves, 2014). *The importance of work place spirituality to a sales personnel is evidenced in numerous successful businesses* (Castleberry & Tanner, 2014). Since the spirituality concept of meaningful work is seen as a deeper and more personal concept than job challenge, it can also be expected to positively impact employee attitudes toward their organization, including turnover

Research findings has proved that sales persons who are allowed and encouraged to bring their whole selves to work together with their spiritual attributes will be more productive, creative, and fulfilled (Boichuk, Bolander, Hall, Ahearne, Zahn & Nieves, 2014). On the other hand, if employees work in dispirited organizations, the lack of workplace spirituality will manifest in deviant workplace behaviors and attitudes (Loe & Inks, 2014).

2.3 Sales Growth

Sales Growth is the parameter which is used to measure the [performance](#) of the sales team to increase the revenue over a pre-determined period of time. Sales growth is an essential parameter for [survival](#) and financial growth of the company (Pelham & Kravitz, 2013). When the growth of Sales numbers is more than the compared base, it is termed as positive Sales Growth. Every company strives for positive sales growth and it is always beneficial for its financial well-being to have positive sales growth (Hanmaikyur, Jinjiri, Zubair & Asue, 2020).

Sales growth is an indicator that the steps taken towards policies are correct and working. A positive sales growth is a green signal which means things are being done right while a negative sales growth is a red signal which means it is time to stop and rethink. A positive sales growth is the objective sought by a company because it means more profits. A positive sale growth also signals that conditions are favorable in the market and the strategy or Technique Company is currently following are working in their favor. While getting a positive sales growth may be easy but maintaining it is a challenging task (Inks & Avila, 2008). A negative sales growth is a signal for company shouting for a change. Surely something is not working right which is getting negative sales growth and it needs to be changed. The company, then, has to rework on its current policies and teams and rework on next year's targets. A positive sales growth also indicates an increase in market share, customer acceptance, and user base. It means the product is being accepted in the market. To maintain a positive growth especially in the current increasing challenging business world, Cummins, Peltier, Erffmeyer & Whalen, (2013) are unanimous that companies needs to encourage spirituality in their employees including sales force.

2.4 Relationship between workplace spirituality and sales Growth

It has been properly documented in the sales literature (Castleberry & Tanner, 2014) that personal characteristics play a significant role in determining the salesperson's performance. Besides, there is a general belief that organizations in the present challenging business world

will only thrive and achieve sales growth when both management and its employees are able to tap into their spiritual resources (Rocco & Whalen, 2014). This is however a complementary process, where both employees and their organization must exhibit spiritual behaviour and characteristics. In a similar submission, (Castleberry & Tanner, 2014) is of the view that workplace spirituality will not only be beneficial to individuals and organizational performance including sales growth but will equally contribute in a meaningful way to society at large.

Workplace spirituality recognizes that employees have an inner life that nourishes and is nourished by meaningful work taking place in the context of community. It involves the individual's effort to find his or her ultimate purpose in life, to develop a strong connection to coworkers and other people associated with work, and to have alignment between the individual's core beliefs and the values of his or her organization (Loe & Inks, 2014). Defining the contributions workplace spirituality makes to employee's experience of meaningful work, sense of community, and alignment with organizational values, and how these experiences might affect work intentions or are mediated by ethical leadership, are paramount to understanding the 21st-century workforce.

3.0 Methodology

A survey design was adopted in this study since creative selling and sales performance which is the focus of the study was measured quantitatively with the use of questionnaire; thereby allowing the study hypothesis to be tested and inferences drawn there from.

The study population consisted of 46 sales staff of Benue Links Nigeria limited. The study considered only the management and sales staff of the company because of the fact and researcher's belief that the study population is in a better position to have a fair knowledge and accurate information as regards service quality and performance. a self structured questionnaire was used to collect needed data for analysis. Content validity was used. It covered breadth of the content area and also had a representative sample of the content being assessed. The instrument was valid enough to measure what is supposed to be measured.

Variable/Model Specification

$$WPS = f(SG) \quad (i)$$

The explicit form of the model can be stated thus:

$$WPS = a_0 + a_1 SG + e \quad (ii)$$

Where WPS = Work place Spirituality, SG = Sales Growth, a_0 = intercept, a_1 = parameter estimate,

e = disturbance terms or error term.

It is assumed to be normally distributed with a mean of zero

Data collected for the study was analyzed with using Statistical Package for Social Science (SPSS) software program, at a 5% level of significance. A preliminary analysis was initially run to ensure that all multivariate assumptions (normality, homoscedasticity, linearity, test for independence of error terms and multi-co-linearity) will be met. The study employed descriptive statistics in the analysis of respondent's demographic characteristics while linear regression was used to test the hypotheses.

Decision rule was employed to accept or reject a hypothesis thus: If the standard error of b_i [$S(b_i) > 1/2b_i$] accept the null hypothesis, that is, accept that the estimate b_i is not statistically significant at the 5% level of significance. If the standard error of b_i [$S(b_i) < 1/2b_i$] reject the null hypothesis, in other words, accept that the estimate b_i is statistically significant at the 5% level of significance.

4.0 Results and Discussion

This section presents and analyzes data collected, hypotheses tested and discussion of findings.

4.1 The demographic characteristics of respondents

Table 1 : Responses on Demographic Attributes Sampled Staff of Benue Links Nigeria Limited, Makurdi

Attributes	Frequency	Percentage (%)
Gender		
Male	33	71.7
Female	13	28.3
Total	46	100
Age		
18-27	9	19.6
28-37	9	19.6
38-47	19	41.3
48 and above	9	19.6
Total	46	100
Position		
Senior Managers	8	17.4
Heads of Departments	5	10.9
Heads of Units	4	8.7
Sales staff	29	63.0
Total	46	100.0
Education Qualification		
ND/NCE	16	34.8
HND/Degree	19	41.3
Others	11	23.9
Total	46	100
Years of Working Experience		
1-5 years	5	10.9
6-10 years	7	15.2
11-15 years	12	26.1
16 years and above	22	47.8
Total	46	100

Source: Field Survey (2021)

The demographic characteristics of the study's respondents are presented above. Findings revealed that 33 of the respondents 71.7 % were males while the remaining 13 or 28.3 % were female. This result implies that most of the respondents were males. The distribution of the respondents based on age shows that 9 of them representing 19.6 % fall in the 18-27 years category. 9 other respondents, an equivalent of 19.6 % were from 28-37 years category. In the 38-47 categories were 9 respondents or 41.3 %. While the remaining 9 of the respondents which represent 19.6 % were from 48 years and above category. The implication of the respondent's age distribution in this study is that all of them are from various ages with the 38 to 47 years age bracket having the majority.

The distribution of the study's respondents by their positions in the organization shows that there were 8 Senior Managers which translate to 17.4% of the total respondents in the study. 5 other respondents representing 10.9% were heads of Departments. For unit heads, there were 4 respondents which represented 8.7%. The remaining 29 respondents were sales staff. This group constituted 63%. It is clear from this review that respondents were from various positions of competency with sales persons being the heights in the group.

On the Educational qualification of the respondents, the analysis revealed 16 of them or 34.8 % were ND/NCE holders. 19 other respondents which represent 41.3 % had HND and/or Degree certificates. while the remaining 11 of the respondents had different other qualifications. By this findings, it is clear that the respondents cut across different levels of education and they were educated enough to understand the topic understand investigation and provide needed answers to the questions put across to them.

Finally, respondents were requested to indicate their years of experience on the job. Findings from the study revealed that 5 of them had relevant working experience of between 1 and 5 years. This amounted to 0.9%. In the 6 to 10 years working experience category were 7 of the respondents or 15.2%. 12 other respondents which are equivalent of 26.1% had a working experience of between 11 to 15 years. The remaining 22 respondents claimed that they had a working experience of 16 years and above which equates to 47.8% all had a working experience of over 16 years. It can be concluded from the above review all respondents had working experience that is relevant enough to warrant their inclusion in this study. With the experience, all of them all qualified to offer needed information for this research exercise.

4.2 Work place spirituality and sales growth

Table 2: Respondents Views on work place spirituality and sales growth (n=46)

Item	N	Mean	ST.D	Decision
Workplace spirituality is practice in our company and this help us to discovered deeper work values which help to achieve enhanced sales growth.	46	2.99	0.915	Accepted
Workplace spirituality offers us a sense of wholeness, connectedness at work, and deeper values which transcend to improved				

sales growth in the company	46	3.02	0.912	Accepted
A fundamental aspect of spirituality at work involves having a deep sense of meaning and purpose in one's work which easily leads to enhanced sales growth	46	3.05	0.885	Accepted
The dimension of workplace spirituality represents how employees interact with their day-to-day work at the individual level which naturally improve sales	46	3.03	0.884	Accepted
Workplace spirituality is seen as a deeper and more personal concept and it positively impact employee attitudes toward the organization, including sales growth	46	3.10	0.852	Accepted
As a spiritual organization, our company always achieve higher sales and has a very high sense of purpose.	46	3.02	0.902	Accepted
The company staff are always spiritually motivated and so they derive sustenance from artfully working the system to make changes and achieve sales growth	46	3.03	0.865	Accepted

Source: Field Survey (2021)

Responses collected from the respondents on the effect of workplace spirituality and sales growth in the study area were presented using mean scores and standard deviation. The result as can be seen from the table Table 7 indicates clearly that all the respondents unanimously agreed with all the statements in that regard which showed that they are indicators of Sales performance in the study area. As can be seen from the table, the mean scores ranged from 2.99 to 3.10 which is clear that all of them are above the 2.50 cut-off point. The implication of the result is that there is significant increase in sales growth of Benue Links Nigeria Limited, Makurdi through the instrumentality of workplace spirituality.

4.2.3 Test of hypothesis three

The following hypothesis formulated for this study and presented in its null form was hereby tested.

H₀: Workplace spirituality has no effect on sales growth of Benue Links Nigeria Limited, Makurdi.

Decision rule

The decision to accept or reject the study's hypothesis is thus: If the standard error of b_i [$S(b_i) > 1/2b_i$] accept the null hypothesis, that is, accept that the estimate b_i is not statistically significant at the 5% level of significance. If the standard error of b_i [$S(b_i) < 1/2b_i$] reject the null hypothesis, in other words, accept that the estimate b_i is statistically significant at the 5% level of significance.

Table 3 : Model Summary for the study hypotheses Three

R	R-Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
.682 ^a	.466	.453	.464	1.628

- a. Predictors (Constant), Workplace spirituality
 b. Dependent Variable: Sales growth

Source: Field Survey (2021)

The result from Table 3 shows that coefficient of determination (R square) explains the variation in the dependent variable due to changes in the independent variable. The R square value of .466 is an indication that there was variation of 46.6 % market share at 95% confidence interval. Also, the value of R (.682) from Table 3 shows that there was a significant effect from workplace spirituality on sales growth in Benue Links Nigeria Limited, Makurdi.

Table 4 : Analysis of Variance (ANOVA) for Hypothesis Three

	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.259	1	8.25938.334	.000 ^b	
Residual	9.480	44	.215		
Total	17.739	45			

- a. Dependent Variable: Market Share
 b. Predictors (Constant), Service Quality

Source: Field Survey (2021)

The result from the ANOVA statistics in Table 16 indicates that the processed data, which is the population parameters, had a significance level of .000 which is less than the p-value (0.05). This implies that the overall regression model is statistically significant, valid and fit (F=38.334; P=.000). The independent variable (workplace spirituality) has significant effect on sales growth in Benue Links Nigeria Limited, Makurdi.

Table 5: Regression Coefficients for Hypothesis Three

	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.
(Constant)	.547	.451		3.433	.001
Service Quality	.625	.101	.682	6.191	.000

a. Dependent Variable: Sales growth

Source: Field Survey (2021)

The regression result in Table 17 showed workplace spirituality to a constant zero, sales growth would be .547 and a unit increase in workplace spirituality would ordinarily enhance the increase of sales growth by 62.5 %. The study also found that the p-value for service quality (.000) was less than 0.05 which is an indication that workplace spirituality has a positive effect on sales growth in Benue Links Nigeria Limited, Makurdi. The null hypothesis was therefore rejected. Based on the above findings, we have no option than to conclude that workplace spirituality has significant effect on sales growth in Benue Links Nigeria Limited, Makurdi.

4.3.3 Effect of workplace spirituality on sales growth of Benue Links Nigeria Limited, Makurdi.

Findings of the study indicated that workplace spirituality has significant effect on sales growth of Benue Links Nigeria Limited, Makurdi. Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (.000) was lower than the significance level. This can be statistically given as $P\text{-value } .000 < \alpha = 0.05$.

Findings from this study are in phase with findings from similar other similar studies including an investigation from Rocco and Whalen, (2014) who examined Teaching and improving sales classes: Enhancing student adaptive selling skills, sales performance, and teaching evaluations in Niger. *The study used relevant literature and successfully established that spirituality improves performances and organizational effectiveness. The study concluded that Spirituality enhances the general well-being of employees by increasing their morale, commitment, productivity, stress, burnout and work holism and by enhancing growth and general performance in the organization.*

Another similar finding was from Boichuk, Bolander, Hall, Ahearne, Zahn & Nieves, (2014). The authors jointly examined learned helplessness among newly hired salespeople and the influence of leadership. The study successfully established that realistic workplace spirituality has all it takes to achieve growth in any organization that practices it. .

5.0 Summary, Conclusion and Recommendations

The study examined the effect of workplace spirituality on the performance of Nigerian transport sector with focus on Benue Links Nigeria Limited, Makurdi. Findings from revealed that workplace spirituality has positive significant effect on performance in Benue Links Nigeria Limited, Makurdi ($P\text{-value } 0.000 < \alpha 0.05; \beta=.864; t=28.256$). Workplace spirituality to a constant zero, sales growth would be .547 and a unit increase in workplace spirituality would ordinarily enhance the increase of sales growth by 62.5 %. The study also found that the p-value for service quality (.000) was less than 0.05 which is an indication that workplace spirituality has a positive effect on sales growth in Benue Links Nigeria Limited, Makurdi. The null hypothesis was therefore rejected. Based on the above findings, we have no option than to conclude that workplace spirituality has significant effect on sales growth in the study area.

Based on the research findings, The study has no option that to conclude that workplace spirituality has sustained positive effect on sales growth performance in Benue Links Nigeria Limited has in the company.

5.1 Recommendations

Based on the findings of the study, it was recommended that Management of the organization studied and indeed all other organizations should put in place a framework of effective workplace spirituality to facilitate growth and performance in a better way than competitors.

5.2 Suggestions for Further Studies

It is suggested that further studies should be carried out on workplace spirituality and performance of other transport organizations in Benue State.

References

- Ashmos, D.P. and Duchon, D. (2018), Spirituality at work: a conceptualization and measure, *Journal of Management Inquiry*, Vol. 9 No. 2, pp. 134-45
- Azungwe, C. (2019), *Managing Spirituality in the Workplace*. Satos Publications ltd
- Benfield, M.; Fry, L.W.; Gleige, D. (2017). Spirituality and Religion in the Workplace: History, Theory, and Research. *Journal of Psychology, Spirituality & Religion.*, 6 (1), 175–187.
- Boichuk, J. P., Bolander, W., Hall, Z. R., Ahearne, M., Zahn, W. J., & Nieves, M. (2014). Learned helplessness among newly hired salespeople and the influence of leadership. *Journal of Marketing*, 78(1), pp 95-111.
- Chawla, V. (2016). Workplace spirituality governance: Impact on customer orientation and salesperson performance. *Journal of Business and Marketing*. 3(1), pp 498–506.
- Chawla, V. and Guda, S. (2010), Individual spirituality at work and its relationship with job satisfaction, propensity to leave and job commitment: An exploratory study among sales professionals, *Journal of Human Values*, 16 (2), pp. 157-167
- Cullen, J.G. (2017), Researching workplace spiritualization through auto/ethnography, *Journal of Management, Spirituality & Religion*, 8 (2), pp 143-164
- Cummins, S., Peltier, J. W., Erffmeyer, R., & Whalen, J. (2013). A critical review of the literature for sales educators, *Journal of Marketing Education*, 35(1), pp 68–78.

- Daniel, J. (2010). The effect of workplace spirituality on team effectiveness. *Journal of Management Development*, 29 (5), pp 442-456.
- Dehler, G.E. and Welsh, M.A. (2003). The experience of work: spirituality and the new workplace. In: R.A. Giacalone and C.L. Jurkiewicz, eds. *Handbook of workplace spirituality and organizational performance*. Armonk, NY: M.E. Sharpe, pp 108–122.
- Duchon, D. & Plowman, D.A. (2005). Nurturing the spirit at work: Impact on work unit performance. *Leadership Quarterly*, 16 (5): pp 807–833.
- Gabora, L. (2011). An analysis of the blind variation and selective retention theory of creativity. *Creativity Research Journal*, 2 (3), pp155–165
- Hanmaikyur, T.J. Jinjiri, R.K., Adah, G.I. and Ajah, D.O. (2020) Consultancy Marketing and Sales Growth of Small Businesses in Benue state of Nigeria in Kwararafa *Journal of contemporary research* Vo; 10 (1) PP 77 - 99 ISSN No 2384 – 5384
- Hanmaikyur, T.J. Jinjiri, R.K. Zubair, K.M. and Asue, T.T. (2020) Service quality and Sales Growth force in Nigerian Transport Sector: a study of Benue Links Nigeria limited Makurdi, Benue state of Nigeria in *Global Journal of Applied Management and Social Sciences* (GOJAMSS) Vol; 10 (2) PP 166 - 179 ISSN No 2276 - 8645
- Houghton, J.D.; Neck, C.P.; Krishnakumar, S. (2016). The what, why, and how of spirituality in the workplace revisited: A 14-year update and extension. *Journal of Management, Spirituality & Religion*. 11 (3), pp177–205.
- Jurkiewicz eds. (2019). *The Handbook of workplace spirituality and organizational performance* M. E. Sharpe, Armonk, NY
- Jurkiewicz, C.L. & Giacalone, R.A. (2004). A values framework for measuring the impact of workplace spirituality on organizational performance. *Journal of Business Ethics* 4 (9), pp: 129-42.
- Leigh, K. E. (2018). *Organizational creativity: The relationship between creativity, values, and performance in architectural practice* (Unpublished doctoral dissertation). Colorado State University, Fort Collins.
- Loe, T. & Inks, S. (2014). The advanced course in professional selling. *Journal of Marketing Education*, 36 (2), pp 182-196.
- Marques, J., Dhiman, S. and King, R.: (2007), ***Spirituality in the Workplace: What It Is, Why It Matters, How to Make It Work for You***. Personhood Press
- Mathisen, G.E.; Brønnick, K.; Arntzen, K.J.; Bergh, L.I.V. (2017). Identifying and managing psychosocial risks during organizational restructuring: It's what you do and how you do it. *Journal of Managerial Science.*, 10 (10), pp 20–29
- Milliam, K. T. (2014). Workplace spirituality and strong organizational commitment leading to decreased turnover intention. *Journal of Management, Spirituality & Religion* Vol.13 (6) pp 67- 88
- Marques, J., Dhiman, S. and King, R.: (2007), ***Spirituality in the Workplace: What It Is, Why It Matters, How to Make It Work for You***. Personhood Press
- Neal, J., (2000), *Work as service to the divine*. *American Behavioral Scientist*, 12(8), pp 1316-1334
- Oyekunle, O. and Agu, G. (2017), The Mediating Role of Relational Psychological Contract on the Relationship Between Work Place Spirituality and Employee Turnover Intention in Nigeria Banks. *American Journal of Applied Psychology*. Vol. 6, No. 4, pp. 75-82.
- Pava, M. L. (2018). Searching for spirituality in all the wrong places. *Journal of Business Ethics*, 48, pp 393–400.

- Pelham, A. & Kravitz, P. Kravitz (2013). An exploratory study of the content areas of an advanced professional selling course a comparison of professors' and sales managers' opinions. *Journal of Selling & Major Account Management*, 13(2), pp 48- 63.
- Poulsen, S.; Ipsen, C. (2017). In times of change: How distance managers can ensure employees' wellbeing and organizational performance. *Journal of Business Ethics*, 6 (3), pp 79– 98.
- Raymond, M. A., Carlson, L., & Hopkins, C. D. (2006). Do perceptions of hiring criteria differ for sales managers and sales representatives? Implications for marketing education. *Journal of Marketing Education*, 28(1), pp 43-55
- Robert, V. (2019). Understanding Adult workers' spiritual well-being and job satisfaction: A preliminary study. *Counseling and Values*, 50, pp 165-175
- Rocco, R. A. & Whalen, D. J. (2014). Teaching and improving sales classes: Enhancing student adaptive selling skills, sales performance, and teaching evaluations. *Journal of Marketing Education*, 36(2), pp 197-208.
- Saleh, R., Lashaki, J., and Jam, H. (2018). Effect of spiritual leadership on organizational performance: an empirical study in hotel industry. *International journal of culture, tourism and hospitality Research*, 9(3), pp 346-359.
- Saucier, G., & Skrzypinska, K. (2016). Spiritual but not religious? Evidence for two independent dispositions. *Journal of Personality*, 74, pp 1257-1292.
- Sunday, I. (2020), Spirituality at work: a conceptualization and measure, *Ugbokolo Journal of Management Sciences*: Vol. 4 No. 2, pp. 134-45
- Takur, K.; Singh, J. (2016) Spirituality at workplace: A conceptual framework. *Int. J. Appl. Bus. Econ. Res.* 14, 5181–5189
- Tiejeda, M.J. (2018) Exploring the supportive effects of spiritual well-being on job satisfaction given adverse work conditions. *Journal of Business Ethics* 11 (10), pp 112 - 128
- Walsh, J. P.; Weber, K.; Margolis, J. D.: (2003), **Social Issues and Management: Our Lost Cause Found**. University of Michigan Business School
- Zakari, J. (2019). *Religiosity and workplace spirituality in Pakistan: A case study of armed forces. Cross-cultural Communication*. 64. pp 93-100.