PERFORMANCE APPRAISAL, CAREER DEVELOPMENT AND WORKPLACE SPIRITUALITY: AN EXPLORATION IN NIGERIAN DEPOSIT MONEY BANKS

Benson Adeshina ADEFILA[a], Mishael Bukunmi ABIOYE[a], Babalola Oluwayemi OGINNI[a] *, Kolawole Sunday AJIBOLA[a]
[a] Department of Employment Relations & Human Resource Management
Osun State University, Osun State
**For correspondence, email: isomes2011@gmail.com*

ABSTRACT

Workplace spirituality as a strategic HRM tool in high-performance sectors has emerged as a critical factor influencing organizational outcomes, particularly in performance appraisal and career development. This study examines the role of workplace spirituality in shaping fair and effective performance appraisal systems and fostering career growth within the deposit money banks (DMBs) in South-West Nigeria. Drawing on theoretical frameworks such as Social Learning Theory and the Spiritual Leadership Model, the study explores how spiritual values - such as meaningful work, a sense of community, and alignment with organizational values - enhance career progression. Using a descriptive survey research design, data were collected from 516 financial sector employees across different hierarchical levels in the DMBs in South-West Nigeria. Descriptive statistics was used to have insight to the perception of DMBs employees about workplace spirituality, performance appraisal satisfaction, and career development opportunities, while qualitative insights provide depth into employees' experiences. Findings revealed high level of performance appraisal satisfaction and career development opportunities in DMBs in South-West Nigeria. The study recommended integration of spiritual values into performance appraisal and career planning processes that can improve organizational commitment and reduce turnover. It also recommended that the performance appraisal system should be improved regularly and DMBs should expand career development opportunities, actively promote workplace spirituality that fosters a culture of fairness, enhances job satisfaction, and contributes to long-term career success.

Keywords: Career Development, Deposit Money Banks, Employee Engagement, Performance Appraisal, Workplace Spirituality

INTRODUCTION

Businesses have traditionally disregarded the spiritual aspect, perhaps for fear of the workplace becoming a religious battleground (Bester & Julian, 2017). However, spirituality has made its mark in the global business world and the time has come for companies to start engaging their

employees spiritually by giving attention to the concept of bringing the person wholly to work (Lund, 2004). In the dynamic Nigerian financial sector, organizations are increasingly recognizing the importance of workplace spirituality as a catalyst for enhancing employee performance and fostering career development, especially in the Nigerian deposit money banks (Nwanzu & Babalola, 2021; Akinade, 2022; Oderinde, 2022). Workplace spirituality refers to a work environment that promotes employees' sense of meaning, purpose, and interconnectedness, transcending traditional job roles to encompass a holistic approach to employee well-being (Belwalkar, Vohra, & Pandey, 2018). Over the years, the success of business organizations has been attributed to the quality of the workforce (people) at any given period which has been a function of many variables wherein human resource accounted for the successes recorded by organizations on account of its effect on employee commitment, motivation, and satisfaction at work without casting aspersion on the other resources at the disposal of the organization such as money, material, machine, structure, method, and market (Oginni, Ajibola & Olaniyan, 2022).

Recent studies have demonstrated a positive correlation between workplace spirituality and various organizational outcomes (Belwalkar, Vohra, & Pandey, 2018). For instance, Nwanzu and Babalola (2021) found that workplace spirituality significantly predicts perceived organizational support and job performance among university administrative employees. Similarly, Jena (2022) reported that workplace spirituality positively influences employee performance, with organizational citizenship behaviour and emotional intelligence acting as mediators.

In the context of the financial sector, specifically in the Nigerian deposit money banks, where performance appraisal and career development are pivotal, integrating workplace spirituality can lead to more meaningful work experiences, enhanced job satisfaction, and a stronger sense of community among employees (Akinade, 2022; Oderinde, 2022; Sharma & Singh, 2025). This holistic approach not only fosters individual growth but also contributes to organizational success by promoting ethical behaviour, reducing turnover intentions, and enhancing overall job performance. The banking industry in Nigeria is growing at the highest rate with more financial institutions coming up, particularly with modern day technological explosion and like any other organizations, employs diverse resources to prosecute their operations especially the human capital for effective and efficient productivity (Bukunola, 2018). However, despite the ability of the industry to attract qualified and competent personnel, it has been found out that the labour turnover experienced by the industry is alarming with adverse implication on the business objectives of the industry on account of many factors or variables of which integration of organizational value systems and individual value systems had been at variance (Ojeleye, 2022). Hence, the decision to use the Banking industry as the unit of analysis.

The survival, growth, and profitability of any business organization are contingent upon many variables of which stability of the workforce is among and this revolves around the employee's inner work life (Amiable & Kramer, 2007; Price, 2024). The stability of the workforce entails a low absenteeism and attrition ratio which implies the confluence of perceptions, emotions, and motivations that individual employee experience and react to and deduct meaningful sense of the events of their workday (Bond, 2020). The degree of employee creativity, productivity,

commitment, and collegiality rest on the outcomes of the employee experience, reaction, and deduction of the events of their workday and since management of people in the workplace is the focus of human resource management practices.

Evolving from this, is that employees' inner work life in organisation derives its strength from the human resource management practices prevailing in the organisation which also rely on the philosophy of the owner and have multifaceted implications on the employees' performance, emotions, perceptions, and motivation, as well as fulfilment, individual value and organizational value systems (Durojaye, 2019). It is therefore pertinent to examine the contribution of each of the elements in the human resource management practices to the level of employees' inner work life as it varies and so also are the consequences. It is on this premise, that it is paramount to examine the relationship between performance appraisal and career management and employees' workplace spirituality in the Banking industry.

Despite the increasing attention to performance appraisal, career development, and workplace spirituality as distinct themes in organizational research, there remains a notable gap in the integrated exploration of these constructs within Nigeria's banking industry. Many existing studies tend to treat them in isolation, thereby missing the synergistic effect that may arise from their interconnection in practice (Ojobu, 2024; Ojobu, et al., 2024; Okafor, 2020; Ajala, 2013). Moreover, evidence from Nigeria is still scant, with limited empirical research addressing how workplace spirituality could enhance developmental outcomes such as meaningful appraisals and career satisfaction among bank employees. In contrast, studies in developed climes such as the United States, Canada, and parts of Asia have demonstrated that integrating workplace spirituality with human resource practices fosters greater employee engagement, ethical leadership, and improved organizational performance (Milliman et al., 2018; Pawar, 2016). For instance, research in India's financial sector revealed that spiritually-informed performance management systems not only improve staff morale but also drive employee retention and loyalty (Pandey et al., 2020). This global insight underscores the untapped potential within the Nigerian context, thereby justifying the need for localized empirical investigation into this promising intersection.

Therefore, it is our informed view that exploring the role of workplace spirituality as a driver of performance appraisal and career development in the Nigerian deposit money banks offers valuable insights into creating supportive work environments that nurture both personal and professional growth.

Arising from foregoing, the study's objectives were to investigate whether or not there is significant influence of performance appraisal on workplace spirituality in deposit money banks in South West Nigeria and evaluate the influence of career development on workplace spirituality in deposit money banks in South West Nigeria. Arising from the research objectives, the following research questions were raised.

i. What is the level of workplace spirituality in deposit money banks in South West Nigeria?
ii. Does performance appraisal influences workplace spiritualty in deposit money banks in South West Nigeria?

iii. Is career development an antecedent of workplace spiritualty in deposit money banks in South West Nigeria?

LITERATURE REVIEW

Concept of Workplace Spirituality

Workplace spirituality has evolved into a significant organizational concept, focusing on the alignment of employees' inner values with organizational goals, and the pursuit of meaningful work. While moral and ethical considerations in work can be traced back to early philosophical thought, formal academic interest in workplace spirituality emerged prominently in the late 20th century. Mitroff and Denton (1999) laid the groundwork by emphasizing that employees bring their entire selves—including their spiritual values—to the workplace, and argued that ignoring this reality can hinder organizational integrity and engagement. Similarly, Ashmos and Duchon (2000) offered a multidimensional framework, conceptualizing workplace spirituality through three core dimensions: meaningful work, sense of community, and alignment with organizational values. These dimensions highlight how spirituality influences employees' inner life, fosters ethical conduct, and promotes collective identity.

Workplace spirituality dimensions support human development by aligning performance and career management processes with intrinsic motivation, purpose, and ethical values. In more spiritually inclusive organizations, performance appraisals are less about control and more about dialogue, trust, and shared vision (Mitroff & Denton, 1999). Similarly, career paths are not only mapped by qualifications but also shaped by personal growth and calling. In Nigeria, **Okafor (2020)** demonstrated that ethical and religious values, often associated with spiritual consciousness, positively affect employee performance in banks. Likewise, **Ojobu et al. (2024)** showed that workplace spirituality moderates the effect of work-life balance on employee engagement, suggesting that spiritually-grounded systems amplify developmental outcomes.

In developed countries, empirical studies link workplace spirituality with improved employee engagement, job satisfaction, ethical decision-making, and reduced turnover (Pawar, 2016; Milliman et al., 2018). However, in Nigeria, such integrative perspectives remain underexplored. Some notable contributions include Ajala (2013), who found that spiritual consciousness enhances motivation and well-being in industrial settings, and Ojobu (2024), who established that workplace spirituality reduces employee alienation in the banking sector. Moreover, Ojobu et. al. (2024) showed that spirituality moderates the relationship between work-life balance and engagement, reinforcing its relevance in human resource management.

Performance appraisal and career development are two core human resource practices that significantly influence employee behaviour, motivation, and long-term organizational commitment. When implemented fairly, performance appraisal not only evaluates past behaviour but also provides a foundation for future growth, learning, and promotion (Aguinis, 2019). Similarly, career development practices—including training, mentoring, and advancement planning—play a crucial role in enhancing employee engagement and retention (Nwachukwu & Chladkova, 2019). However, these practices are often perceived as mechanistic or transactional, especially in highly formalized sectors like banking. Increasingly, scholars

argue that integrating **workplace spirituality** into these HR practices can create a more meaningful and ethical framework for employee development (Pawar, 2016; Milliman et al., 2018).

Despite these insights, existing research tends to treat workplace spirituality, career development, and performance appraisal as isolated domains. There remains a critical gap in understanding how these constructs interact, particularly in Nigeria's banking sector, where spirituality plays a cultural and ethical role in everyday work life. Hence, the first hypothesis was postulated as:

H_{o1}: performance appraisal and career development would not jointly contribute to the level of workplace spirituality in deposit money banks in South West Nigeria.

Performance Appraisal

Performance appraisal is a structured process by which an organization evaluates an employee's performance over a period, with the aim of identifying strengths, weaknesses, and opportunities for improvement (Aguinis, 2019). As a core human resource management (HRM) function, performance appraisal serves as a foundation for decision-making in areas such as promotion, compensation, training, and career development. According to Armstrong (2020), effective appraisal systems promote employee accountability, motivate superior performance, and align individual goals with organizational objectives. Bayonle (2022) stated that performance appraisal is the system through which organizations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and develop performance appraisal needs and distribute rewards. Appraisal systems may follow different methods, including behavioral assessments, self-appraisals, 360-degree feedback, and management by objectives (MBO), depending on organizational structure and culture.

Several dimensions are typically used to assess employee performance, such as job knowledge, work quality, communication, teamwork, and adherence to organizational values (Cascio & Aguinis, 2019). However, the effectiveness of appraisal processes largely depends on the objectivity of the criteria used, the competence of appraisers, and the perceived fairness by employees. Poorly executed appraisals can result in demotivation, workplace conflict, and legal disputes.

The performance appraisal process in Nigeria is still evolving, especially in public and financial institutions. Empirical studies reveal inconsistencies in implementation and a tendency for bias and favoritism (Adewale & Anthonia, 2013; Akindele & Olatoye, 2020; Badejo, 2022; Okeke & Mbonu, 2021). Nonetheless, research by Ogundele and Ilesanmi (2022) has shown that when conducted transparently, appraisals improve staff morale and contribute to better productivity. Furthermore, scholars like Onwuchekwa (2019) emphasize the need to contextualize appraisal systems to reflect cultural expectations and institutional realities within the Nigerian work environment. Despite the relevance of performance appraisal in organizational management, integration with contemporary HRM themes like employee well-being and workplace

spirituality remains underdeveloped, thus representing a key gap in the literature. Arising from above, the second hypothesis was formulated as:

H_{o2}: performance appraisal will not significantly influence the level of workplace spirituality in deposit money banks in South West Nigeria.

Career Development and Growth

Schutt (2017) describe career development as the total "constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to influence the nature and significance of work in the total lifespan of any given individual". Career development refers to the structured efforts by organizations to support employee growth, through mechanisms like training, mentoring, promotion planning, and succession pathways (Greenhaus et al., 2010). In addition, the motivation theorists argue that self-fulfilment or self-actualisation is the highest need and all is attained by developing the skills and potentials required to become whoever one desires of becoming (Usoro, 2018). Career development is a significant aspect of work life and must not be overlooked or underrated by supervisors and organisation management (Usoro, 2018). Career development boosts employee performance because they have acquired the necessary tool and skill to tackle any work challenges (Schultz, 2018).

Wambugu and Ombui (2017) added that although ambitious and determined employees always seek to find these opportunities (career development), it is imperative for the organisations through its managerial outline to clarify the scope for career growth and development in order to negate turnover intentions and turnover rates. It is therefore important for organisations to make sure that their employees at all levels participate fully in the available career development and skill upgrading programs available in the organisation so as to realize continuous increase in productivity and retaining of talented staffs (Wasiu & Adebajo, 2014).

Career development helps employees become aware of their values, interests, strengths, and weaknesses; become aware of the opportunities; identify career goals, and establish action plans to achieve these goals (Morrison & Hock, 2017). It represents the organizational perspective in the career development process (Morrison & Hock, 2017). This process involves "career exploration, development of career goals, and use of career strategies to obtain career goals (Patrick & Kumar, 2013).

In Nigeria, emerging research supports similar benefits within the banking sector. For example, Agboola et al. (2020) found that career development significantly improved employee performance in selected banks in Ogun State, with a t-statistic of 6.256 ($p < .001$), highlighting its strong positive impact on service quality. Similarly, Anekwe et al. (2020) reported a positive correlation between career mentoring, personal development, and employee competence in Anambra State banks. More recently, Ifeoma et al. (2023) demonstrated that induction training, job rotation, and formal education—key components of career development—significantly improved service quality, punctuality, and transparency in deposit money banks across Enugu State. Finally, Ubani et al. (2024) confirmed that career counselling, training, and mentoring significantly enhance employee service quality in banks within Enugu. These empirical insights

affirm that structured career development initiatives are critical to human capital development and organizational productivity in Nigeria's banking industry. Therefore, the study postulated the third hypothesis as:

H_{o3}: career development will not significantly influence the level of workplace spirituality in deposit money banks in South West Nigeria.

Theoretical Framework

There are several theories that are relevant to this study such Spiritual Leadership Theory (SLT) by Fry (2003), Self-Determination Theory (SDT) by Deci and Ryan (1985), Job Demands-Resources (JD-R) Model by Bakker and Demerouti (2001), Social Exchange Theory (SET), by Homans (1958), Person-Organization Fit Theory (P-O Fit) by Schneider (1987), transformational Leadership Theory by Burns (1978), and Maslow's Hierarchy of Needs by Maslow (1943). Among all these theory, this study chose Spiritual Leadership Theory (SLT) by Fry (2003) as the underpinning theory being the most recent.

Spiritual Leadership Theory (SLT) was proposed by Louis W. Fry in 2003 as a model that integrates spirituality into leadership to enhance employee well-being and organizational performance. It emphasizes vision, hope/faith, and altruistic love, fostering a meaningful workplace that drives engagement and career development (Fry, 2003). However, SLT faces criticism for lacking empirical validation and potential subjectivity in measuring spirituality's impact (Benefiel et al., 2014). Despite these limitations, SLT aligns with this study by explaining how workplace spirituality influences performance appraisal and career growth in the financial sector.

Empirical Review

A study by Saks (2011) on workplace spirituality and employee engagement found that workplace spirituality is positively related to employee engagement. It was remarked that dimensions such as transcendence, community, and spiritual values contribute to meaningfulness at work, enhancing engagement levels.

Gupta (2021) in a study examined the relationship between workplace spirituality and employee job attitude. The study collected data across various sectors in India. The study found high relationship between spirituality in the workplace and employee job attitude. In another study titled "the Moderating Role of Career Adaptability on the Relationship between Workplace Spirituality and Employee Mental and Physical Health", Shava and Chinyamurindi (2021) reported that the study found that workplace spirituality significantly influences both mental and physical health of employees. Additionally, career adaptability was identified as a moderator in this relationship, suggesting that employees with higher career adaptability experience better health outcomes in spiritually enriched workplaces.

Kumari, Kumar, Singh, and Singh (2022) in a study investigated the inter-relationship between spirituality at work, attitudinal outcomes (job satisfaction, organizational commitment, job involvement), and job performance using information technology, banking, and higher education sectors in India as a unit of analysis. Survey methodology with standardized

instruments was used in the study. A total of 425 respondents participated in the study. The study reported that positive and significant association between spirituality at work and attitudinal outcomes; significant association between spirituality at work and job performance. Furthermore, serial mediating effect of job involvement, job satisfaction, and organizational commitment established.

Petchsawang and Duchon (2023) examined the moderating effect of workplace spirituality on the relationship between organizational justice and job satisfaction in aviation industry in Turkey, using quantitative approach with the aid of survey with questionnaires. Employees from two airline companies totalling 360 in Turkey participated in the study. The study reported that aviation workplace spirituality moderates the effect of organizational justice on job satisfaction.

Syed-Ahmad, Abdul-Sabian, and Che-Nawi (2024) in their study explored the influence of workplace spirituality on employee performance through meaningful work, sense of community, and organizational trust among academic institutions in Selangor, Malaysia. The study adopted survey research design. Two hundred and thirty (230) academicians from business and management faculties participated in the study. The study reported significant positive correlation between meaningful work, sense of community, organizational trust, and employee performance. Multiple regression analysis highlights the substantial impact of workplace spirituality on employee performance.

In another study, Lee, and Ha-Brookshire (2024) also investigated how employees' spirituality influences their job performance, mediated by intrinsic motivation and job crafting. The study was conducted among 306 employees of apparel industry in South Korea. Quantitative approach; survey with structural equation modelling was adopted. The study found that employees' spirituality positively relates to intrinsic motivation, leading to engagement in job crafting and enhanced job performance. According to the study, the relationship is sequentially and fully mediated by intrinsic motivation and job crafting.

Gaps in Literature

A survey of the literature revealed that significant researches have been carried out on the variables considered in the study. Most research, it's worth noting, agreed on the importance of human resources management practices as affecting workplace spirituality and employee productivity. Despite the fact that, researches have been carried on this topic of interest, many important aspects need to be addressed. The review showed that studies in this area were carried out in public and private organizations within and outside the country, however, workplace spirituality is relatively new in the Nigerian context. The review indicated that, human resources management practices were many but studies relating to the five sub variables of this study (leadership behaviour, reward system, career development, performance appraisal and work-life balance) were reviewed.

From the literature reviewed, it was noted that Syed-Ahmad, Abdul-Sabian, and Che-Nawi (2024) study was limited to academic sector which is a gap in literature. This call for further research that will focus on other sectors. Hence, this study that focused on financial sector of

Nigerian economy. Several studies on workplace spirituality, performance appraisal, and career development have remained sector-specific, limiting the generalizability of their findings. For instance, **Kumari et al. (2022)** focused on particular sectors without offering broader cross-sectoral analysis, leaving a gap in comparative applicability. Similarly, **Gupta (2021)** did not disclose the sample size and offered limited sector-specific insights, raising concerns about methodological transparency and external validity. **Lee and Ha-Brookshire (2024)** confined their research to the apparel industry, while **Petchsawang and Duchon (2023)** focused on the aviation sector, both neglecting the relevance of these findings to other key sectors. These limitations highlight the necessity for further research, especially in culturally distinct and economically significant contexts like Nigeria.

Conducting this study in the Nigerian banking industry is particularly important for several reasons. First, the banking sector plays a central role in national economic development and is a major employer of skilled labor. Second, understanding how spiritual values, performance assessment, and career development intersect within this sector can inform context-specific human resource strategies. Finally, addressing these gaps can contribute to both academic discourse and practical management by generating empirical evidence tailored to developing economies. As such, this study not only bridges theoretical and contextual gaps in the literature but also offers actionable insights for policymakers and HR practitioners within the African context.

Conceptual Framework

Figure 1 below explains the connections between the variables of this study dwelling on the interaction among performance appraisal, career development and workplace spirituality. Specifically, the framework further reveals the composite and relative influences of performance appraisal and career development on and workplace spirituality.

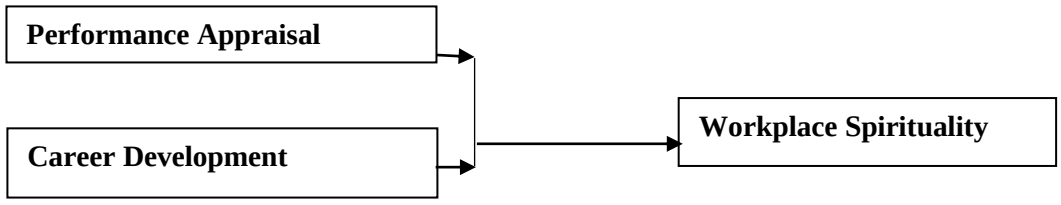


Fig. 1: Conceptual Framework for the study

METHODOLOGY

The study employed survey research design because it enables the researcher to select a sample of respondents from a population and administer a standardized questionnaire to them. The geographical location of the study is in the South-West, Nigeria that is made up of Lagos, Ogun, Oyo, Osun, Ondo and Ekiti and the study focused on investigating the influence of

performance appraisal and career development on workplace spirituality in the Banking industry. The population of this study consisted of all staff members of selected 18 deposit money banks operating in the South-West Nigeria which are: Access Bank, Eco Bank Nigeria, Enterprise Bank Limited, Fidelity Bank Nigeria, First Bank of Nigeria, First City Monument Bank, .Keystone Bank Limited, Guaranty Trust Bank, Polaris Bank, Premium Trust, Bank Provirus Bank, Stanbic IBTC Bank Nigeria Limited, Sterling Bank, Union Bank Nigeria, United Bank for Africa, Unity Bank Plc, Wema Bank and Zenith Bank.

The study made use of multi-stage sampling technique. At first stage, simple random sampling technique was used to select Lagos, Osun and Ondo. This study selected Lagos, Osun, and Ondo States to capture a balanced representation of the Southwest Nigerian economy. Lagos offers insight into banking operations in a highly urbanized and financially dense setting. Osun and Ondo represent semi-urban and rural dynamics, respectively, allowing the study to investigate variations in perceived employee performance across different socio-economic and infrastructural contexts as being influenced by workplace spirituality. At the second stage of sampling, two branches of each of the 18 deposit money banks operating in Lagos, Osun, and Ondo States were purposively selected. At the third stage, five respondents were selected from each branch using a purposive sampling technique. This approach resulted in a total of 540 respondents—comprising 5 respondents from 2 branches of each of the 18 banks—yielding 180 respondents per state.

This study collected primary data via the administration of structured questionnaire. This study made use of two adapted research instruments for data collection. The instruments includes: Human Resources Management Practices Scale (HRMPS) and Workplace Spirituality Scale (WSS). Human Resources Management Practices Scale developed by Maina (2019) was adapted in this study. The instrument consisted of 25 close-ended items organized into 3 sections: A, B and C. Section A collected biographic data of the respondents. Section B has 5 items each on performance appraisal and career development. Section C was on Workplace Spirituality Scale (WSS), a self-designed questionnaire consisted of 20 items. Section B and C adopted Likert 4-point rating scale i.e. Strongly Agree (SA), Agree (A), Disagree (D), Undecided (U), and Strongly Disagree (SD). The reliability of the research instrument was obtained through the use of test-retest method of reliability. The respondents who participated in the study were money deposit banks (MDBs) employees drawn from 2 branches each of the 18 MDBs operating in Lagos, Osun and Ondo States. For Human Resources Management Practices Scale (HRMPS), 0.82 reliability coefficient was obtained and 0.87 reliability coefficients was obtained from Workplace Spirituality Scale (WSS). A period of one month was used for the administration of the questionnaire. Data collected on all the variables were analysed statistically.

RESULTS

The study administered the research instrument to 540 respondents out of which 516 were found to be useful for further analysis from those retrieved. The summary is presented in Table 1. The table show that, out of the five hundred and forty (540) copies of the questionnaires produced, 180 copies were administered to staff of 36 branches of the selected deposit money

banks in each of the three sampled states - Lagos, Osun and Ondo. The table further indicated that Osun has the highest response rate followed by Ondo and Lagos States. In the overall, a total of 516 questionnaire representing 95.6% were used for the analysis.

Table 1: Summary of Responses to the Administered Questionnaires

States	Nos of Questionnaires Administered	Number Found useful from those Retrieved	Response Rate (%)
Lagos	180	165	91.67
Osun	180	180	100.00
Ondo	180	171	95.00
Total	540	516	95.56

Table 2 showed that there are more male respondents (50.6%) than female (49.4%) in the study. Also, the table shows that out of 516 respondents, 24.8% of the respondents were management staff, 32.4% were senior staff, 29.4% were junior staff and 13.4% were causal staff. The table also revealed that 19.8% of the respondents holds SSCE/NCE/ND, 32.6% holds B.Sc./HND, 30.0% holds Master's Degree, 0.97% holds PhD and 16.7% hold other professional qualifications. And finally, 19% of the respondents had less than 5 years of experience working in DMBs, 39.1% have spent between 5 years and 10 years, 21.9% spent between 11 years and 15 years, 16.0% spent between 16years and 20years and 3.9 % had spent 21 years and above on the job.

Table 2: Demographic Information of Respondents

Characteristics	Frequency (N=516)	Percentage
Gender		
Male	261	50.6
Female	255	49.4
Job Cadre		
Management	128	24.8
Senior staff	167	32.4
Junior staff	152	29.4
Casual staff	69	13.4
Academic Qualifications		
SSCE/NCE/ND	102	19.8
B.Sc./HND	168	32.6
Masters	155	30.0
PhD	5	0.97
Other Professional Qualification	86	16.7
Years of Experience		
Less than 5 years	98	19
5 years – 10 years	202	39.1

Characteristics	Frequency (N=516)	Percentage
11 years – 15 years	113	21.9
16 years – 20 years	83	16.0
21 years & above	20	3.9
Total	516	100

Test of Hypotheses

Linear regression analysis was used to determine the influence of performance appraisal and career development on workplace spirituality.

For the first objective Table 3 shows F-statistic = 86.605 and the p-value = .000**,** which is less than 0.05, which indicates that the regression model is statistically significant, meaning that performance appraisal and career performance jointly has a significant influence on workplace spirituality. The correlation between performance appraisal and workplace spirituality is moderate and positive (R=0.507). The coefficient of determination (R^2 = 0.257) indicate that 25.7% of the variations in workplace spirituality is jointly explained by performance appraisal and career development while 74.3% is explained by other variables. With the result, the null hypothesis is rejected, and the study concluded that performance appraisal and career development jointly are statistically significant predictors of workplace spirituality.

Table 3: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.134	2	22.567	88.605	.000[b]
	Residual	130.658	513	.255		
	Total	175.792	515			

$R = 0.507^a$; $R^2 = 0.257$; R^2 (Adjusted) = 0.254, Stand error estimate = 0.50467

a. Dependent Variable: Workplace Spirituality

b. Predictors: (Constant), Performance Appraisal, Career Development

Table 4 shows the intercept (Constant = 1.820) shows that when both Career Development and Performance Appraisal are at zero, Workplace Spirituality is predicted to be 1.820. This value provides a baseline level of Workplace Spirituality. The Career Development Unstandardized Coefficient (B = 0.059) suggest that a one-unit increase in Career Development is associated with a 0.059 increase in Workplace Spirituality**,** assuming Performance Appraisal is held constant. The t-value is 2.305, p = 0.022 which indicate that career development is a statistically significant predictor of workplace spirituality. With regards to performance appraisal, B=0.261, which indicates that one-unit increase in Performance Appraisal leads to a 0.261 increase in Workplace Spirituality, assuming Career Development is held constant. Beta value (Beta = 0.431, t=8.919, p=0.000) shows that performance appraisal has a stronger

influence on workplace spirituality. This result is highly significant**,** confirming Performance Appraisal has a strong positive effect on Workplace Spirituality.

With the result, first hypothesis that stated that performance appraisal and career development would not jointly contribute to the level of workplace spirituality in deposit money banks in South West Nigeria was rejected. Both Career Development and Performance Appraisal are significant predictors of Workplace Spirituality, with Performance Appraisal having a stronger influence**.** This implies that when employees perceive fair appraisal and career growth opportunities, their sense of meaning and connection at work increases.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.820	.068		26.655	.000
Career Development	.059	.025	.111	2.305	.022
Performance Appraisal	.261	.029	.431	8.919	.000

a. Dependent Variable: Workplace Spirituality

For the second objective, Table 5 shows F-statistic = 170.467 and the p-value (Sig.) = .000**,** which is less than 0.05, which indicates that the regression model is statistically significant, meaning that performance appraisal has a significant influence on workplace spirituality. The correlation between performance appraisal and workplace spirituality is moderate (R=0.499). The coefficient of determination (R^2 = 0.249) indicate that 24.9% of the variation in workplace spirituality is explained by performance appraisal while 75.1% is explained by other variables. With the result, the null hypothesis is rejected, and the study concluded that performance appraisal is a **statistically significant predictor** of workplace spirituality.

Table 5: Influence of Performance and Appraisal on Workplace Spirituality

Source of variation	Sum of Squares	Df	Mean Square	F-Ratio	P
Regression	43.781	1	43.781	170.467	.000[b]
Residual	132.011	514	.257		
Total	175.792	515			

R = 0.499[a]; R^2 =0.249; R^2 (Adjusted) = 0.248, Stand error estimate = 0.50678

a. Dependent Variable: Workplace Spirituality b. Predictors: (Constant), Performance Appraisal

Table 6 provides a baseline level of workplace spirituality as 1.867 which indicated that when performance appraisal is at zero, the level of workplace spirituality is 1.867. The unstandardized B coefficient suggest a one-unit increase in career development is associated with a 0.302 increase in workplace spirituality. The Standardized Coefficient (Beta = 0.499) indicates a modest positive influence when compared with other variables on the same scale. The t = 28.554, p = .000 indicates that performance appraisal is a statistically significant predictor of Workplace Spirituality since the p-value <0.05. Hence, the second hypothesis that stated that there is no significant influence of performance appraisal on workplace spirituality in deposit money banks in Southwest Nigeria was rejected. The study therefore concluded that there is significant influence of performance appraisal on workplace spirituality in deposit money banks in Southwest Nigeria. This implies that when employees perceive fair performance appraisal, their sense of meaning and connection at work increases.

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.867	.065		28.554	.000
	Performance Appraisal	.302	.023	.499	13.056	.000

a. Dependent Variable: Workplace Spirituality

For the third objective, Table 7 shows F-statistic = 84.724 and the p-value (Sig.) = .000, which is less than 0.05, which indicates that the regression model is statistically significant**,** meaning that career development has a significant influence on workplace spirituality. The correlation between performance appraisal and workplace spirituality is moderate (R=0.376). The coefficient of determination (R^2 = 0.142) indicate that 14.2% of the variation in workplace spirituality is explained by career development while the remaining is explained by other variables. With the result, the null hypothesis is rejected, and the study concluded that career development is a statistically significant predictor of workplace spirituality.

Table 7: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.876	1	24.876	84.724	.000[b]
	Residual	150.916	514	.294		
	Total	175.792	515			

R = 0.376, R^2 = 0.142, Adjusted R^2 = 0.140, Standard Error of the Estimate = 0.54186

a. Dependent Variable: Workplace Spirituality
b. Predictors: (Constant), Career Development

Table 8 provides a baseline level of workplace spirituality as 2.138 which indicated that when career development is at zero, the level of workplace spirituality is 2.138. The unstandardized B coefficient suggest a one-unit increase in career development is associated with a **0.198 increase in workplace spirituality**. The **Standardized Coefficient (Beta = 0.376) i**ndicates a **modest positive influence** when compared with other variables on the same scale. The **t = 34.186, p = .000 indicates that** Career development is a **statistically significant predictor** of Workplace Spirituality since the p-value <0.05. This implies that when employees perceive fair career growth opportunities, their sense of meaning and connection at work increases.

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.138	.063		34.186	.000
	Career Development	.198	.022	.376	9.205	.000

a. Dependent Variable: Workplace Spirituality

Discussion of Findings

The findings from research question one revealed a high level of performance appraisal satisfaction in deposit money banks in South-West Nigeria. This aligns with Syed-Ahmad, Abdul-Sabian, and Che-Nawi (2024), Kumari, Kumar, Singh, and Singh (2022), and Lee, and Ha-Brookshire (2024) who found that performance appraisal and feedback significantly influences workplace spirituality. One possible reason for this result is the structured nature of performance management systems in these banks, which provide clear metrics for evaluating employee performance. Additionally, the link between appraisals and incentives, such as promotions or bonuses, likely motivates employees to perform better. This finding indicates that fair and transparent performance appraisal systems contribute to a sense of purpose, fulfilment, and connection in the workplace, key elements of workplace spirituality. When employees receive constructive feedback and are recognized for their contributions, it fosters a positive work environment that enhances their spiritual engagement.

The findings from research question two revealed a high level of career development opportunities in deposit money banks in South-West Nigeria. This indicates that these banks place significant emphasis on developing their employees' skills and competencies through structured career advancement programs. The findings of this study concur with that of Saks (2011), and Shava and Chinyamurindi (2021). Alao (2021) also emphasized that effective performance appraisal systems can align employees' personal goals with organizational values, further deepening workplace spirituality. This finding suggests that when organizations prioritize the career growth and development of their employees, it enhances their sense of purpose and fulfilment within the workplace. Career development initiatives, such as training programs, mentorship, and clear pathways for advancement, empower employees to realize

their potential and align their personal goals with the organization's mission. By focusing on career development, banks can foster a more meaningful and connected work environment, leading to higher employee satisfaction and commitment.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of this study, it is evident that deposit money banks in South West Nigeria have established robust performance appraisal, career development, and which demonstrates the banks' commitment to employee growth, motivation, and engagement. Workplace spirituality, a key outcome of this study, is significantly influenced by performance appraisal, career development. Each of the factors— has direct impact on workplace spirituality, creating an environment where employees feel valued, engaged, and aligned with the organization's mission and values. These findings underscore the importance of adopting comprehensive HR strategies that will not only focus on individual aspects like rewards and career growth but also consider the holistic well-being of employees, which in turn enhances organizational effectiveness.

In conclusion, the study affirms that strategic HR management in deposit money banks in South West Nigeria plays a critical role in nurturing workplace spirituality, which fosters a more motivated, productive, and spiritually aligned workforce. This synergy between HR practices and workplace spirituality is essential for maintaining high performance levels and sustaining long-term organizational success.

Based on the findings, this study recommended the deposit money banks (DMBs) integration of spiritual values into appraisal and career planning processes that can improve organizational commitment and reduce turnover. Also, it is recommended that the performance appraisal system in the DMBs should be continuously improved by incorporating feedback and personalized development plans to boost motivation and align individual goals with organizational values. Further, the deposit money banks should expand career development opportunities, including mentorship, leadership training, and cross-departmental rotations that will help employees align their personal growth with the organization's mission, promoting long-term commitment. Again, it is recommended that DMBs should actively promote workplace spirituality that fosters a culture of fairness, enhances job satisfaction, and contributes to long-term career success through mindfulness practices, reflection spaces, and leadership training that integrates ethical behaviour, emotional intelligence, and compassion. Lastly, DMBs should actively promote workplace spirituality through mindfulness practices, reflection spaces, and leadership training that integrates ethical behaviour, emotional intelligence, and compassion.

Suggestions for Further Studies

Though this research contributes to the growing discourse on workplace spirituality as a strategic HRM tool in high-performance sectors but it is limited in its scope to performance appraisal, career development and workplace spirituality. Several areas for future research remain to be explored. Other HR practices like talent management, supersession planning, competency mapping, reward management, recruitment and selection, compensation

management should be examined to provide a more comprehensive exploration of HRM systems in a cross-cultural setting. So also geographical scope, population and sample size could be expanded in the future studies. Further studies may employed more in-depth statistical analysis and embrace longitudinal studies to investigate the trends and correlations between workplace spirituality, HRM practices, and organizational outcomes.

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