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**RESEARCH ARTICLE**

## The Influence of Workplace Spirituality on Employee Performance

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**ABSTRACT** ✉

In today's era, where the flow of information is very open, it must be balanced with the spirituality of each individual and their environment, especially the work environment. A materialistic environment, where spiritual values are not prioritized, can distance individuals from the spiritual dimension of their lives. This study aims to determine the influence of workplace spirituality on employee performance in the work environment. This research uses a quantitative approach using questionnaires. The collected data was analyzed using simple regression analysis. The results of this study show that workplace spirituality has a significant favorable influence on employee performance. The research has relevant practical implications for organizational leaders and managers. Increasing awareness of and support for the spirituality dimension in the workplace can help create a more positive and productive work environment for all employees.

**KEYWORDS**

Workplace spirituality, employee performance, work productivity

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### 1. Introduction

Human resources are one of the critical factors for the company's progress. In order to achieve its goals, an organization needs to optimize employee performance. Mangantar (2020) states that performance is an important thing that must be achieved by every company anywhere because performance reflects the company's ability to manage and allocate its resources. Performance is a function of motivation and ability (Sutanjar & Saryono, 2019). Performance is considered a key criterion in human resource management (Ramos Villagrasa et al., 2019).

Performance includes mental attitudes and behaviors that always believe that the work carried out today must be more qualified than the implementation of past work, for the future, more qualified than the present (Rattu et al., 2022). An employee or employee will feel proud and satisfied with the achievements of those achieved based on the performance he provides for the company (Klaas et al., 2021). Good performance is a desirable condition in the world of work. An employee will get good work performance if his performance is by standards, both quality and quantity. According to Ramos-Villagrasa et al. (2019), The main dimensions of performance include *Task Performance, Contextual Performance and Counterproductive Behaviors*.

Employee performance and willingness to work well are essential for employees and organizations. The willingness and openness of employees to complete work is essential (Zhenjing et al., 2022). Employee performance will be closely related to how the employee performs his duties well, is disciplined, and can already convey things related to his work. According to Tahiri et al. (2022), employee performance is a multi-component concept, which includes the quality and quantity of work results, attendance at work, accommodation, and help and punctuality at work. Employee performance must be continuous for the sustainability and

development of an organization. Employee performance is very dynamic. Therefore, it can have a significant impact on the Company's overall performance and sustainability (Alefari et al., 2020).

The workplace environment can affect employee performance. Therefore, it is essential to form a good work environment that can accommodate for the good of employees and organizations. The workplace environment plays an important role in shaping employee behavior and performance (Zhenjing et al., 2022).

Because of the importance of the workplace environment, studies on organizational behavior related to the workplace environment are needed. The study of organizational behavior provides awareness that spirituality can help companies better understand employee behavior. The spirit of the workplace is the recognition that employees have an inner life (Kowati, 2023). Spirituality in the workplace is defined as a framework of organizational values evidenced in organizational culture, namely by promoting employees in every job and providing comfort to others in every work relationship (Khusnah, 2020). Although still a new concept, the role of workplace specificity will be important now and in the future (Sapra & Mathur, 2020)

Given the importance of this, research must continue. Individuals who are good at thinking, acting, and relating to others at work will benefit themselves and the organization. Sapra & Mathur define workplace spirituality as the experience of individuals at work who have a sound mind and soul, always find meaning in their work, and always want to connect with other human beings, which will produce beneficial results for individuals and organizations (Sapra & Mathur, 2020)

Shrestha (2016) defines workplace spirituality as a framework of organizational values evidenced in a culture that promotes the experience of employee transcendence through work processes, facilitating their sense of existence connected to others in a way that provides a feeling of completeness and joy. Spirituality becomes a personal quest for meaningful, transcendent, whole, purpose-seeking, and understanding of spirit as bringing to life the essence at the core of life (Lase & Hulu, 2020). According to Shrestha (2016), Dimensions of workplace spirituality include *compassion, meaningful work, transcendence, and Mindfulness*.

Paying attention to spirituality in workplace design and management is a positive step in embracing employee needs holistically (Muldrianto & Tabroni, 2023). By providing space for spirituality, companies or institutions can improve employee welfare, increase productivity, and create a more supportive work environment. The presence of positive spirituality in the workplace has been linked to increased employee productivity in a variety of organizational contexts (Astakoni et al., 2021).

Relevant previous research was conducted by Caracas (2010). Yang explained that spirituality supports performance, as seen from three perspectives, namely, spirituality improves employee well-being and quality of life, gives employees a sense of purpose and meaning in the workplace, and equips employees with a sense of community and togetherness.

Research conducted by Liu et al. (2023) explains that workplace spirituality was positively associated with performance. At the same time, a dual-track model is supported; that is, the mediating effect of self-efficacy and arousal or work are successfully confirmed, respectively. Current studies provide new insights into the management and cultivation of high-speed rail drivers and the development of organizational safety both theoretically and practically.

Other relevant research was also conducted by Sony and Mekoth (2019), which suggests a positive relationship between various dimensions of workplace spirituality and job satisfaction. These findings deepen our understanding of workplace spirituality, job satisfaction, and performance. The study brings new insights into the critical role that spirituality plays in the workplace context (Sitohang et al., 2023). Based on several gaps in these studies, it is necessary to conduct further research on the influence of workplace spirituality on employee performance.

## **2. Literature Review**

### **2.1 Performance**

Performance is considered a key criterion in human resource management (Ramos-Villagrasa et al., 2019). According to Ramos-Villagrasa et al. (2019), the main dimensions of performance include *Task Performance, Contextual Performance and Counterproductive Behaviors*.

According to Tahiri et al. (2022), employee performance is a multi-component concept, which includes the quality and quantity of work results, attendance at work, accommodation, and help and punctuality at work.

### **2.2 Workplace Spirituality**

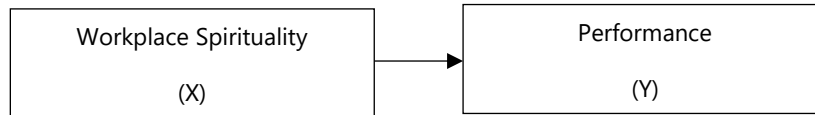
Shrestha (2016) defines workplace spirituality as a framework of organizational values evidenced in a culture that promotes the experience of employee transcendence through work processes, facilitating their sense of existence connected to others in a way that provides a feeling of completeness and joy. Juniarta (2020) states that spirituality becomes a personal quest for meaning,

transcendence, wholeness, purpose-seeking, and understanding of spirit as bringing to life the essence at the core of life. According to Shrestha (2016), Dimensions of workplace spirituality include *compassion, meaningful work, transcendence, and Mindfulness*.

Mathur defines workplace spirituality as the experience of individuals at work who have a sound mind and spirit, always find meaning in their work, and always want to connect with other human beings, which will produce beneficial results for individuals and organizations (Sapra & Mathur, 2020).

**3. Methodology**

The research technique used by the author is quantitative research design. Quantitative research methods can be interpreted as research methods based on philosophy *positivism*, used to research specific populations or samples, data collection using research instruments, and quantitative/statistical data analysis to test hypotheses that have been established (Sugiyono, 2018). Here is the design of this study:



**Figure 1. Research Design**

**3.1 Data Collection Techniques**

The equipment used in this study to collect primary data is a questionnaire. The variable measuring tool of workplace spirituality used in this study is the *Workplace Spirituality Scale* Developed by Shrestha (2016); this measuring instrument consists of 22 statement items. Performance variable gauge using *Individual Work Performance Questionnaire (IWPQ)* developed by Ramos-Villagrasa et al. (2019); this measuring instrument consists of 18 statement items. The samples in the study using the formulation of Rou Purba were 100 respondents, employees in the West Java area, Indonesia.

**3.2 Data Analysis Techniques**

The data analysis technique used in this study is a simple regression analysis. As stated by Darma (2021), simple linear regression analysis is a linear relationship between one independent variable (X) and the dependent variable (Y). This analysis is used to predict the value of the dependent variable (Y) if the independent variable (X) increases or decreases and to determine the relationship between the independent variable and the dependent variable, whether positive or negative.

**4. Results and Discussion**

The results of research conducted by researchers require the passing of classical assumptions made by researchers. In this study, the classical assumptions needed to proceed to the analysis test stage are the normality test, heteroscedasticity test, and autocorrelation test. If the test results pass, it can proceed to the next stage for multiple regression and hypothesis tests. Here are the results of the classic assumptions made:

**4.1 Validity Test**

Research instruments are measured using a sample of 30 respondents from the same population and included in the study sample. The tool to measure validity is Pearson's Product Moment Correlation. An indicator is said to be valid if  $n=30$  and  $r_{table}=0.361$  with the condition (Nurgiyantoro et al., 2004):

The result  $r_{calculate} > r_{table} (0.361)=valid$

The result  $r_{count} < r_{table} (0.361)=invalid$

In testing, the instrument's validity is carried out using the computer software program SPSS 26.00 for Windows.

**Table 1. Validity Test Results**

Variable	Items	r calculate	r table	Information
Workplace Spirituality	X1.1	0,752	0,361	Valid
	X1.2	0,732	0,361	Valid
	X1.3	0,701	0,361	Valid
	X1.4	0,584	0,361	Valid
	X1.5	0,789	0,361	Valid
	X1.6	0,691	0,361	Valid
	X1.7	0,824	0,361	Valid
	X1.8	0,824	0,361	Valid
	X1.9	0,827	0,361	Valid
	X1.10	0,704	0,361	Valid
	X1.11	0,636	0,361	Valid
	X1.12	0,561	0,361	Valid
	X1.13	0,651	0,361	Valid
	X1.14	0,722	0,361	Valid
	X1.15	0,644	0,361	Valid
	X1.16	0,613	0,361	Valid
	X1.17	0,808	0,361	Valid
	X1.18	0,741	0,361	Valid
	X1.19	0,700	0,361	Valid
	X1.20	0,790	0,361	Valid
	X1.21	0,877	0,361	Valid
	X1.22	0,766	0,361	Valid
Performance	Y1.1	0,690	0,361	Valid
	Y1.2	0,692	0,361	Valid
	Y1.3	0,666	0,361	Valid
	Y1.4	0,593	0,361	Valid
	Y1.5	0,749	0,361	Valid
	Y1.6	0,790	0,361	Valid
	Y1.7	0,867	0,361	Valid
	Y1.8	0,644	0,361	Valid
	Y1.9	0,805	0,361	Valid
	Y1.10	0,784	0,361	Valid
	Y1.11	0,904	0,361	Valid
	Y1.12	0,682	0,361	Valid
	Y1.13	0,739	0,361	Valid
	Y1.14	0,757	0,361	Valid
	Y1.15	0,880	0,361	Valid
	Y1.16	0,709	0,361	Valid
	Y1.17	0,810	0,361	Valid
	Y1.18	0,717	0,361	Valid

Based on the results of the validity test of the research instrument on the variable Workplace Spirituality, it was found that as many as 22 statements in the questionnaire were valid; the Performance variable obtained the result that as many as 18 statements in the questionnaire were valid because all Total Correlation (r-count) values were more significant than the r-table (0.361) so that all items were declared valid.

**4.2 Reliability Test**

Furthermore, the reliability coefficient obtained compared to alpha is at least 0.60. If the reliability coefficient  $\geq$  alpha (0.6), then the question asked is reliable, and if the reliability coefficient is  $\leq$  alpha (0.6), then the question asked is not reliable. This is to Widayat's opinion (2014: 87) that "a measurement is said to be reliable if at least the alpha value is greater than 0.6". To find the instrument's reliability, the test data is analyzed with the help of SPSS 26.00 for Windows program software. From this opinion, in this study, the basis for decision-making whether an item is reliable or not is alpha ( $\alpha$ )  $\geq$  0.60.

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha	Standard Alpha	Information
Workplace Spirituality	0.963	0.60	Reliable
Performance	0.962	0.60	Reliable

Based on the results of the reliability test in Table 2, it can be concluded that the Workplace Spirituality and Performance instrument can be said to be reliable because Cronbach's Alpha value is greater than the alpha standard of 0.60.

**4.3 Normality Test**

The normality test aims to test whether, in the research model, the variables are normally distributed. The data normality test in this study used PPlot regular graph testing and the One-Sample Kolmogorov Smirnov test contained in the SPSS 26.0 for Windows program. Data is said to be normally distributed if the residual is usually distributed, which has a significance level above 5%.

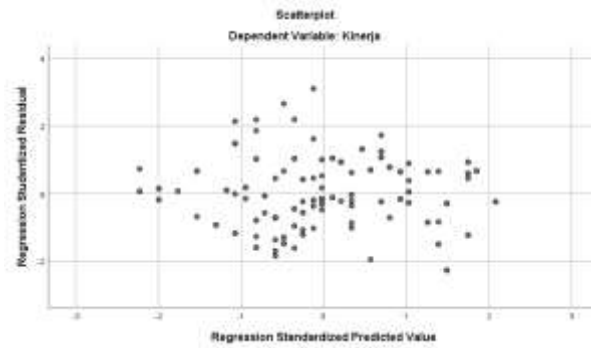
**Table 3. Normality Test Results**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		150
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	,33622225
Most Extreme Differences	Absolute	,056
	Positive	,055
	Negative	-,056
Test Statistics		,056
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

From Table 3, the magnitude of the Kolmogorov-Smirnov Z value on the variable spirituality in the workplace on employee performance/productivity is 0.056 with a sig value of 0.200 greater than 0.05. Thus, it can be concluded that H0 is accepted and H1 is rejected, so it can be concluded that it can be said that all residuals on the variables of spirituality in the workplace on employee performance/productivity are typically distributed.

**4.4 Heteroscedasticity Test**

The heteroscedasticity test aims to test the variance inequality from the residual of one observation to another in regression models. The way to find out whether heteroscedasticity occurs is to look at the Plot Graph between the predicted value of the dependent variable, namely ZPRED, and the residual SRESID. There is no heteroscedasticity, that is, if there is no clear pattern, and the points spread above and below the number 0 on the Y-axis.



**Figure 2. Heteroscedasticity Test Results**

Based on Figure 1 above, it can be seen that there is no clear pattern, and the points spread above and below the number 0 on the Y axis.

**4.5 Simple Regression Test**

Multiple Linear Regression Analysis is intended to determine the influence or relationship of the free variable Workplace Spirituality (X) and the dependent variable (Y) in the form of Performance, so to obtain more accurate results, the author uses the help of the SPSS 26.00 software program from the coefficient table, the output is produced in table 4.

**Table 4. Simple Regression Testing**

Coefficients					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,319	,276		1,157	,249
Workplace Spirituality	,924	,071	,731	13,033	,000

a. Dependent Variable: Performance

The equation can be described as follows:

Simple regression equation  
 $Y = b_0 + b_1X_1 + e$   
 $Y' = 0.319 + 0.924X_1 + 0.276$

Information:

- Y = Performance
- B0 = Constan/reciprocal value
- X1 = Workplace Spirituality
- b = Regression coefficient,
- e = Standard error

The regression equation above can be explained as follows:

1. A constant of 0.319 means that if Workplace Spirituality (X1) is 0, then Employee Performance (Y') is 0.319.
2. The regression coefficient of the Workplace Spirituality variable (X1) was 0.924, meaning that if another independent variable increases by 0.924, a positive coefficient means that there is a positive influence on Performance.
3. Standard error value to minimize errors that occur so that the value of e here is 0.276.

**4.6 T Test**

The T-test determines whether the partially independent variables have a natural effect on the dependent variable; the degree of significance used is 0.05. If the significance value is less than the degree of confidence, then we accept the alternative hypothesis that states that an independent variable partially affects the dependent variable. Based on the results of the SPSS 26 test, the results of the T-test are in Table 5 as follows:

**Table 5. T Test**

Coefficients <sup>a</sup>					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,319	,276		1,157	,249
Workplace Spirituality	,924	,071	,731	13,033	,000

a. Dependent Variable: Performance

Based on the results of the statistical test, the t-test (partial) shows that as follows:

1. The Workplace Spirituality variable (X) has a significance value (Sig.) of 0.000 in the Coefficients table with a value of  $\alpha$  (degree of significance) of 0.05, meaning  $0.000 < 0.05$  and a t-count value greater than t table, which is  $13.033 > 1.9761$ . This means that Workplace Spirituality has a significant effect on Performance.

**4.7 Test Coefficient of Determination (R<sup>2</sup>)**

The coefficient of determination in linear regression is often interpreted as the ability of all independent variables to explain variance and its dependent variables. In simple terms, the coefficient of determination is calculated by squaring the correlation coefficient (R), which reflects how much the variation of the dependent variable Y can be explained by the independent variable X. If the value of the coefficient of determination is equal to 0 ( $R^2 = 0$ ), it means that the variation of Y cannot be explained by X at all. Meanwhile, if  $R^2 = 1$ , it means that the variation of Y as a whole can be expressed by the variable X. The results of the R<sup>2</sup> determination test are in the table below:

**Table 6. Coefficient of Determination Test**

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,731a	,534	,531	,33736

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

Based on Table 6 above, R<sup>2</sup> (R Square) is 0.534. This shows that the percentage of influence of the independent variable of Workplace Spirituality on the dependent variable Performance is 53.4%. The variation of the independent variable used by Workplace Spirituality explained 53.4% of the variation in the dependent variable (Performance). At the same time, the remaining 46.6% was influenced or explained by other variables that were not included in this research model.

The regression result can be 0.33736; this means that the number of errors in the Performance prediction is 0.33736. As a guideline, if the standard error of the estimate is less than the standard deviation of Y, then the regression model is better at predicting the value of Y.

The results of this study show that the variable Workplace Spirituality (X) has a significance value (Sig.) 0.000 in the Coefficients of a table with a value of  $\alpha$  (degree of significance) 0.05 meaning  $0.000 < 0.05$  and a t-count value greater than t table which is  $13.033 > 1.9761$ . This means that Workplace Spirituality has a significant effect on Employee Performance.

Crossman (2010) has stated that organizational studies have undergone a fundamental shift from a mechanistic paradigm that values rationality and science to a spiritual paradigm that values consciousness and understanding. This shift emphasizes teamwork, trust, creativity, and openness to change as approaches to dealing with disruptions caused by the push toward globalization (e.g., downsizing, *Outsourcing*, etc) by keeping the business thriving in a changing world.

The spiritual paradigm recognizes that people work not only with their hands but also with their hearts or spirit (Afsar et al., 2016). It is when people work with a committed spirit that they can find meaning and purpose in tasks and work. Meaningful fulfillment in the workplace can be a container where people can express themselves. This allows the expression of human experience at the deepest level about their work duties, which not only reduces stress, conflict, and absenteeism but also improves employee performance (Budiono, 2014).

Work spirituality has also been linked to performance collectively or in groups. An in-depth understanding of group performance has been stated to be related to group performance (Duchon & Plowman, 2005). Research results Khusnah (2020), Sobyrynth

(2021), and Rosari & Suhartatik (2022) Found the relationship between workplace spirituality and employee performance, and the results of the study empirically prove that workplace spirituality positively affects employee performance.

## 5. Conclusion

This research was conducted to determine the influence of workplace spirituality on employee performance. The results of this study show that the variable Workplace Spirituality (X) has a significance value (Sig.) 0.000 in the Coefficients of a table with a value of  $\alpha$  (degree of significance) 0.05 meaning  $0.000 < 0.05$  and a t-count value greater than t table which is  $13.033 > 1.9761$ . This means that Workplace Spirituality has a significant effect on Employee Performance; employees who have good workplace spirituality will also have good performance. The benefit of the results of this research is that it provides a basis for organizations to develop policy programs that support the development of workplace spirituality so that it can improve employee performance. The limitations of this study in terms of a certain time period that does not cover long-term changes, the number and type of respondents involved in this study also limit the generalization of the results. This research is also limited to only one research object. Recommendations for further research are that research can be carried out in various sectors, including universities, companies, schools and others.

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**Conflicts of Interest:** The authors declare no conflict of interest.

**Publisher's statement and declaration:** The research has relevant practical implications for organizational leaders and managers. Increasing awareness of and support for the spirituality dimension in the workplace can help create a more positive and productive work environment. Personal and professional development strategies that integrate aspects of spirituality can also improve overall employee motivation and performance. However, this study also has limitations, such as the correlational nature of the research design that does not allow for definite cause-and-effect conclusions. Therefore, follow-up research with experimental or longitudinal studies can provide a deeper understanding of the causal relationship between workplace spirituality and employee performance.

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