The Impact of Workplace Spirituality on Employee Performance

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Abstract: The contemporary workplace, characterized by its rapid pace and dynamism, acknowledges the profound impact of work spirituality on employee productivity. This research explores the influence of spirituality in the workplace on employee performance through the examination of meaningful work, a sense of community, and organizational trust. Utilizing a quantitative approach with questionnaire distribution among academicians from business and management faculty at a local university in Selangor was conducted. Based on Pearson Correlation analysis, the result reveals a significant positive correlation between meaningful work, a sense of community, organizational trust, and employee performance. All hypotheses were accepted, indicating their positive influence. Moreover, Multiple Regression analysis highlights the substantial impact of workplace spirituality on employee performance. Practically, the study emphasizes aligning efforts for employee development with the recognized factors of workplace spirituality. In conclusion, organizations are urged to acknowledge and integrate spiritual elements in the workplace for a positive impact on employee performance.

Keywords: *Workplace Spirituality. Employee Performance, Meaningful Work. Organizational Trust*

1. Introduction and Background

Workplaces in the twenty-first century are fast-paced and dynamic, and businesses are realizing the significant influence work spirituality can have on workers' productivity. Beyond traditional management techniques, work spirituality embraces the deeper aspects of human experience and connection to create an environment that encourages meaning, purpose, and engagement (Petchsawang & Duchon,2009). This case study investigates how work spirituality affects worker productivity and advances an organization's overall success. According to Suleiman, et al. (2012), the idea of meaningful work is central to work spirituality. When workers perceive meaning and purpose in their work, job satisfaction follows suit. When personal values and organizational missions and values coincide, employees feel fulfilled and are motivated to put their all into their work. As a result, increased dedication and commitment are correlated with higher job satisfaction, improving employee performance overall. Workplace spirituality and engagement are closely related. Workers who feel that their job has more meaning for them than just money are frequently more intrinsically motivated. People are motivated by this inner force to go above and beyond their basic duties, which makes the workforce more proactive and engaged. Workplace spirituality provides a source of motivation that can be used to achieve excellence in performance over time (Güçer & Şerif, 2014). Workplace spirituality influences organizational culture as well, forming a helpful and encouraging atmosphere. Collaborative work environments that foster empathy, compassion, and moral decision-making foster a climate of mutual respect and cooperation. This culture of positivity not only raises staff morale but also creates an environment that is better for collaboration and communication, which leads to high-performance results. Additionally, workplace spirituality plays a vital role in stress reduction and enhances employees' overall well-being. Spiritual practices that incorporate self-reflection and mindfulness give workers the skills they need to handle stress and keep their emotional and mental balance (Albuquerque et al., 2014). Lower stress levels correlate with increased resilience, focus, and concentration, all of which enhance a person's capacity to carry out their job duties successfully (Fares & Noordin, 2016). Not to be overlooked is the effect that work spirituality has on team dynamics. The stronger the bonds that employees have with one another, the more cohesive the team becomes. A feeling of belonging and a common goal surface, encouraging teamwork and efficient communication. Improved team dynamics not only result in higher-quality work but also create a supportive and upbeat work atmosphere that supports optimal performance.

Workplace spirituality stimulates creative and innovative thinking by encouraging expansive thinking. Employees who work for companies that value creativity and open-mindedness frequently feel more confident

to voice their opinions without worrying about being judged. This creative freedom fosters original ideas, better problem-solving techniques, and an inventive and flexible work environment that all contribute to higher performance levels. Organizations prioritizing work spirituality are characterized by decreased turnover and increased loyalty (Fares & Noordin,2016). Long-term commitment is higher among workers who have a strong sense of purpose and belonging to the company. The workforce stability that results not only reduces the expenses related to hiring and training new employees but also helps to maintain institutional knowledge and experience over time. Essentially, work spirituality redefines the conventional measures of employee performance and becomes a transformative force in the modern workplace (Hunsaker & Ding, 2022). Through fostering an atmosphere that prioritizes purpose, relationship, and wellness, companies enable their staff to reach their maximum potential. With its emphasis on balancing personal and professional objectives, work spirituality not only improves motivation, teamwork, and job satisfaction but also encourages creativity and innovation (Fares & Noordin, 2016). Organizations that embrace and integrate work spirituality are likely to witness a significant and positive impact on the productivity and success of their workforce as they continue to evolve in the twenty-first century.

The modern workplace is marked by dynamic changes in organizational structures, employee expectations, and societal values (Tlemissov et al., 2020). As such, a critical area that needs more research is the relationship between workplace spirituality; especially in the areas of meaningful work, a sense of community, organizational trust; and employee performance. There is a noticeable lack of thorough research that systematically examines the influence of meaningful work, a sense of community, and organizational trust on employee performance, despite the growing interest in creating a spiritually aware workplace. The literature currently in publication recognizes the potential benefits of these spiritual dimensions, including heightened motivation, engagement, and job satisfaction; however, the precise mechanisms and interactions among meaningful work, community, and organizational trust in influencing performance outcomes are not well understood.

One of the most important factors influencing employee commitment and satisfaction is the idea of meaningful work, which includes having a sense of significance and purpose in everyday tasks (Gorenak et al.,2020). But there's a knowledge vacuum regarding how meaningful work boosts productivity and performance metrics when it's incorporated into the organizational culture. Additionally, to fully comprehend the combined impact of meaningful work and other spiritual dimensions, like a sense of community and organizational trust, a thorough investigation of their complex relationship is necessary. It is widely acknowledged that a strong sense of community at work is essential to encouraging cooperation, candid communication, and support among coworkers. Focused research is necessary to determine how a strong sense of community affects both individual and group performance metrics. For organizations looking to maximize worker performance, it is critical to comprehend how a feeling of community and shared purpose within the workplace supports task completion, creativity, and overall effectiveness.

The functioning of a spiritually aware workplace is contingent upon the establishment of organizational trust, which is based on transparency, integrity, and ethical leadership. The literature recognizes the role that trust plays in employee engagement and commitment, but it is important to look more closely at the precise ways that organizational trust affects performance indicators. Furthermore, a comprehensive understanding of the combined influence of the other spiritual dimensions and organizational trust on employee performance necessitates investigating the mutual relationship between these elements. Organizations looking for evidence-based methods to foster a spiritually informed workplace that enhances employee performance must fill in these knowledge gaps. By examining the complex relationships between meaningful work, a sense of community, organizational trust, and employee performance, this research seeks to close the current knowledge gap and offer useful guidance to human resource professionals and organizational leaders as they navigate the constantly changing landscape of modern work environments. Thus, this research is conducted to enhance empirical evidence of workplace spirituality's impact on employee performance.

2. Literature Review

Employee Performance

The post-COVID-19 modern workplace is changing, and one revolutionary element that is redefining employee performance is the influence of workplace spirituality (Sapra, et al. (2021), Hunsaker & Ding, (2022). Beyond conventional measurements, adopting spiritual values into company culture has sparked improved flexibility, teamwork, and general well-being, creating a new standard for success. With its emphasis on meaning and purpose, workplace spirituality has emerged as a key component of employee adaptability. Employees with a strong sense of purpose navigate challenges with resilience in an uncertain world. Performance is more than just finishing a task; it's a representation of a person's capacity to connect their work with a larger sense of meaning, which promotes a flexible culture (Hunsaker & Ding, 2022). In the workplace, spirituality promotes a sense of belonging and interconnectedness (Jena, 2022). Employee performance is now defined by group efforts in addition to individual accomplishments (Fares & Noordin, 2016). Employees make synergistic contributions that enhance the overall effect because they are motivated by common values and a sense of belonging. The contemporary workplace understands that the strength of the collaborative community is intrinsically linked to performance. A source of resilience in the post-COVID-19 era of uncertainty is workplace spirituality. Workers with a stronger sense of purpose find inspiration in trying situations. The contemporary definition of performance recognizes that building a resilient workforce and maintaining a steadfast commitment to a purpose-driven journey are more important components of true success than simply accomplishing goals (Gorenak, et al. 2020).

With the increasing reliance of the modern workplace on technology, spirituality's integration enhances the digital environment (Van der Walt & Steyn, 2019). Workers with a strong spiritual foundation exhibit tech-savvy flexibility, utilizing digital tools to improve their work without sacrificing a sense of human connection (Tlemissov, et al. 2021). It is now considered a performance to be able to combine technology and spirituality harmoniously. In conclusion, in the post-COVID-19 modern workplace, workplace spirituality has become a significant factor influencing employee performance (Nimmi et al.,2022). It changes the perception of success by putting the focus on flexibility, teamwork, resilience, holistic well-being, and a goal-oriented methodology. Integrating spirituality becomes essential for developing a workforce that not only performs well on tasks but also flourishes in the pursuit of shared values and meaningful contributions as organizations navigate the complexity of the new normal.

Workplace Spirituality

In the post-COVID-19 modern workplace, workplace spirituality has become a critical factor affecting worker performance. Workplace spirituality, which is based on the ideas of meaningful work, community, and organizational trust, changes the dynamics of the modern workplace. Workplace spirituality emphasizes the value of meaningful work, which redefines performance (Nimmi et al.,2022). Employees in the modern workplace are looking for jobs that fulfill their values and advance a larger goal, not just mundane tasks. Work performance is now closely linked to the sense of fulfillment that comes from assignments that connect with workers on a deeper level (Suleiman et al., 2012). The transition to a post-pandemic workplace emphasizes how crucial a feeling of community is. Workplace spirituality acknowledges that a community of support and connections fosters individual performance (Petchsawang & Duchon, 2009). Increased performance is sparked by teamwork, common objectives, and a feeling of belonging, which reflects the interconnectedness of the modern workplace. The foundation of workplace spirituality, trust, has an important influence on worker performance (Güçer & Şerif, 2014). Employees who have faith in their organization's leadership feel safe and appreciated in an uncertain world. Performance is now more than just finishing a task; it's a sign of trust that reflects the organization's moral behavior and openness (Hunsaker & Ding, 2022). Gorenak et al. (2020) mentioned that employee performance is positively impacted in a synergistic way when meaningful work, a sense of community, and organizational trust are all integrated. A culture of transparency is supported by organizational trust, meaningful work connects individual goals with organizational objectives, and a sense of community encourages collaborative efforts. Employees thrive as a team thanks to this synergy, exceeding traditional success metrics. After COVID-19, workplace spirituality easily adjusts to the needs of the contemporary workplace. It recognizes that work is changing and that remote and hybrid models are now common. Workers who are rooted in workplace spirituality exhibit technological agility, resilience, and a dedication to common values, revolutionizing what it means to be productive in today's work environment.

Following COVID-19, a new narrative for employee performance is shaped by workplace spirituality, which emphasizes meaningful work, a sense of community, and organizational trust (Iqbal, et al., 2020). It goes beyond conventional standards, creating an environment at work where people have a sense of direction, collaborate with ease, and have faith in the moral core of their company's culture. Workplace spirituality serves as a compass, directing performance toward a purposeful and holistic future as the modern workplace develops.

Meaningful Work
The first step towards meaningful work in HRM is for professional obligations to be in line with personal values. When their work demonstrates moral principles, social responsibility, and a dedication to creating a positive workplace culture, HR professionals find fulfillment. Their sense of purpose and authenticity in their roles is enhanced by this alignment. The influence of workplace spirituality has become a transformative force in the ever-changing academic landscape, reshaping the traditional understanding of academic performance (Muavia et al.,2022). This industry places a high value on knowledge sharing and intellectual endeavors, so it makes sense to redefine performance from a workplace spirituality perspective. In the past, quantitative measures like grant acquisition, citation indexes, and publication counts have been used to assess academic performance. However, by highlighting the inherent worth of meaningful work, workplace spirituality brings about a paradigm change. Employees in the academic sector are encouraged to look for positions that complement their values and advance knowledge and societal betterment, rather than just being given routine tasks (Sapra et al., 2021). Modern academicians aspire to roles that align with their ethical and philosophical convictions rather than just fulfilling job duties. This desire is acknowledged by workplace spirituality, which also emphasizes how crucial it is to match academic roles with personal values. It recognizes that academic professionals are more likely to find profound satisfaction in their roles and improve overall performance if they are motivated by a sense of purpose and personal values. A study by (You et al; 2021) identified three main themes in conceptualizing meaningful work, namely, positivity; significance and purpose; and human fulfillment.

Additionally, Sapra et al. (2021) have shown that workplace spirituality fosters the growth of a collaborative academic community and that academic excellence is centered on collaboration. Based on Milliman et al. (2003) and Pawar (2009), it is hypothesized that meaningful work influences employee performance. When employees find their work meaningful, they are likely to experience higher job satisfaction, commitment, and involvement, which positively influence their overall performance. Therefore Hypothesis 1 is developed.
H1: Meaningful work influences employee performance.

Sense of Community
In HRM, fostering a sense of community entails establishing a setting where workers are engaged, connected, and valued (Iqbal, et al.,2020). It includes social connection, open communication, cooperative decision-making, shared identity, employee engagement, and supportive organizational policies. Through the prioritization and cultivation of these components, human resources professionals foster the growth of a strong and cohesive workplace community, thereby augmenting the well-being of both individuals and the group. The shift to a post-pandemic work environment for academics highlights how crucial it is to promote a sense of community. Workplace spirituality in academia acknowledges that the true strength of academic professionals lies in their ability to thrive within a supportive and interconnected community, in contrast to traditional notions of academic performance that frequently focus solely on individual achievements. In academia, teamwork becomes essential for improved performance. Because academic disciplines are so complex, interdisciplinary collaboration, where different areas of expertise come together to tackle challenging problems; is frequently required. Workplace spirituality recognizes the interdependence of knowledge and the benefits that result from scholarly professionals working together (Sapra et al.,2021). Individuals elevate the academic community as a whole by contributing to the collective advancement of knowledge and their personal growth through shared goals and cooperative endeavors. Academic success is sparked by community and acceptance (Pawar, 2017). With a foundation in workplace spirituality, academic professionals experience a strong bond with the larger academic community. This sense of community cuts across departmental lines and hierarchies, fostering an inclusive atmosphere that values the perspectives of all people (Aboobaker,2022). A positive feedback loop is created by the collaborative spirit that workplace spirituality fosters; people who have a sense of belonging are more likely to make meaningful contributions, which further emphasizes how interconnected academic performance is. Furthermore, academic workplace spirituality recognizes the value

of support systems and mentorship (Hassan, et al..2016). Senior faculty members mentor junior colleagues in a community-driven setting, promoting a culture of professional development and knowledge transfer. In addition to improving individual performance, this mentorship helps maintain and advance academic excellence in the community.

Performance now encompasses group commitment to the academic mission, collaborative research projects, and interdisciplinary efforts rather than just individual accomplishments. Hunsaker & Ding (2022) have demonstrated that workplace spirituality fosters a sense of community among academic professionals, which, in turn, cultivates mutual support and collective contributions to the academic enterprise.

Essentially, workplace spirituality in the academic sector redefines performance by acknowledging academic professionals as essential members of a vibrant, interconnected community rather than as lone contributors. Mentorship, teamwork, common objectives, and a sense of community become essential components that enhance both individual and group academic accomplishments. The academic community, led by workplace spirituality, flourishes in this post-pandemic era as a nurturing ecosystem where the interconnectedness of academic performance blossoms (Sapra et al.,2021). Following Milliman et al. (2003) findings, it is hypothesized that a sense of community influences employee performance. A strong sense of community fosters positive job attitudes, leading to increased commitment, satisfaction, and performance among employees. Thus hypothesis 2 is developed.
H2: *Sense of community influences employee performance.*

Organizational Trust
According to Woo (2020) and Aboobaker (2022), organizational trust in human resource management is a complex concept that encompasses responsive conflict resolution, ethical leadership, open communication, fair practices, employee involvement, and credibility. By giving priority to these components, HR professionals help to foster an environment at work where trust is valued, which raises employee morale, engagement, and loyalty. Following the COVID-19 pandemic, institutional trust in academia has become even more important, providing the basis for the success of academic performance. In academic settings, transparent and flexible leadership nurtures organizational trust. Following the pandemic, trust is fostered by academic leaders who address uncertainties, communicate candidly about institutional decisions, and modify plans of action in response to changing circumstances. Academic staff members feel more confident in the institution's capacity to overcome obstacles as a result of this transparency. Moreover, employee well-being and organizational policies that facilitate remote work are closely linked to trust (Hunsaker & Ding, 2022). Academic professionals have faith in organizations that prioritize mental health, offer flexible work schedules, and have policies in place that recognize the special difficulties brought about by the new normal. Academic achievement is influenced by trust in these encouraging policies. Incorporating academic professionals into decision-making processes enhances trust (Sapra et al.,2021). Institutions that are committed to inclusivity actively solicit feedback from their faculty and staff about modifications to academic policies, instructional strategies, and research priorities. Academic professionals who use this participatory approach feel more trusted and have a sense of ownership.

In alignment with the underpinning theories from Milliman et al. (2003) and the broader organizational literature, it is hypothesized that organizational trust influences employee performance. When employees trust their organization, they are likely to feel more committed, engaged, and satisfied, ultimately contributing to improved performance. Thus, Hypothesis 3 is developed.
**H3:** Organizational trust influences employee performance.

Hypothesis 4 is then developed to suggest that cultivating a work environment infused with spiritual values, characterized by attributes such as meaningful work, a sense of community, and organizational trust, plays a pivotal role in influencing employee performance at the local public university in Selangor. Building on foundational theories, workplace spirituality is perceived as a unifying force that positively shapes various facets of employee attitudes and behaviors, leading to heightened job performance, commitment, involvement, and overall effectiveness in job tasks and collaborative team efforts (Pawar, 2009; Milliman et al., 2003). This hypothesis draws upon insights from previous studies and underscores the practical implications of incorporating spirituality in the workplace within an academic setting, highlighting its potential to yield positive outcomes in terms of academic productivity, collaboration, and job performance.

H4: There is a significant influence of workplace spirituality on employee performance.

The study establishes a conceptual framework that illuminates the impact of workplace spirituality on employee performance. The research will encompass the essential components and variables that will be investigated. The conceptual framework in Figure 1, illustrates that the presence of a positive workplace spirituality, which encompasses meaningful work, a sense of community, and organizational trust, is positively associated with increased levels of work performance among academicians.

Figure 1: Conceptual Framework of The Impact of Workplace Spirituality on Employee Performance
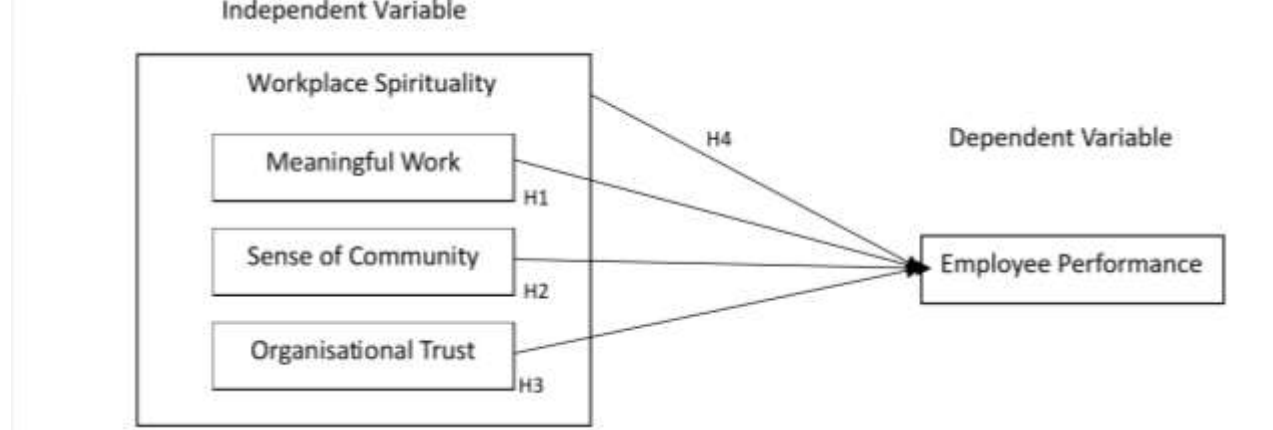
3. Research Methodology

This section delineates the research methodology employed in the study, utilizing SPSS version 23.00 for data analysis. five-point Likert scale questionnaire was employed to assess the sigma value, and a confidence level of 99.9% was chosen, specifically focusing on the population sample from the faculty of business and management at a public university in Selangor, totaling N=250 academicians. The determination of the minimum sample size utilized the Krejcie and Morgan (1970) sampling table, resulting in a calculated minimum of s=152 responders. This rigorous approach to sample size determination ensures a robust representation of the target population, enhancing the reliability and generalizability of the study's findings. Descriptive analysis follows, utilizing SPSS 23.00 to generate summary statistics such as mean and standard deviation. Reliability testing is then undertaken to evaluate the consistency and stability of the research instruments, providing insights into the overall quality of data collection tools. This study outlines the methodological considerations for determining the sample size in the study. These measures offer a comprehensive overview of the main features of the dataset. Finally, Pearson Correlation and Multiple Regression analysis is employed to explore and quantify linear relationships between variables.

4. Results

The survey conducted with a targeted sample size of 152, based on Krejcie & Morgan's (1970) recommendation for a total population of 250, yielded a response rate of 36.18%. Out of the intended sample, 55 participants completed the survey within the one-month duration given. This corresponds to approximately 63.82% of the surveys going unanswered. The completion rate provides insight into the level of engagement and participation in the survey, while the unanswered surveys represent an opportunity for further exploration or potential improvements in survey design or outreach strategies. These findings collectively contribute to understanding the effectiveness of the survey dissemination process and provide context for interpreting subsequent analyses based on the responses received.

Table1: Reliability Test

Factors	Reliability Statistics	
	Cronbach's Alpha	N of Items
Meaningful Work	0.963	7
Sense of Community	0.965	7
Organizational Trust	0.983	7
Performance	0.945	7

Reliability Analysis
The reliability analysis, as depicted in Table 1, underscores the internal consistency of the measurement scales associated with the key factors in the study: "Meaningful Work," "Sense of Community," "Organizational Trust," and "Performance." The calculated Cronbach's Alpha values, which serve as indicators of the reliability of each factor, reveal a notable and robust internal consistency among the respective items. In particular, "Organizational Trust" stands out with an exceptionally high Cronbach's Alpha of 0.983, closely followed by "Sense of Community" at 0.965, "Meaningful Work" at 0.963, and "Performance" at 0.945. These elevated Cronbach's Alpha values suggest that the items within each factor consistently measure the intended construct. Researchers can have confidence in the reliability of the measurement scales, affirming that the survey instruments employed in the study yield consistent and dependable results for the assessment of meaningful work, a sense of community, organizational trust, and performance. These findings align with the works of Thanasegaran (2009), and Cronbach (1947), offering substantial support for the notion that the research instruments utilized in this study are reliable and contribute to the overall validity and trustworthiness of the research outcomes.

Correlation Analysis
The correlation coefficients adhere to the rule of thumb proposed by Hair et al. (2003). These findings substantiate the interconnectedness of Meaningful Work, a Sense of Community, Organizational Trust, and Performance in the workplace, contributing valuable insights into the influence of spirituality on employee performance.

Table 2: Correlations Analysis

Correlations

		Meaningful Work	Sense of Community	Organizational Trust	Performance
Meaningful Work	Pearson Correlation	1	.783**	.715**	.805**
	Sig. (2-tailed)		.000	.000	.000
	N	55	55	55	55
Sense of Community	Pearson Correlation	.783**	1	.900**	.745**
	Sig. (2-tailed)	.000		.000	.000
	N	55	55	55	55
Organizational Trust	Pearson Correlation	.715**	.900**	1	.754**
	Sig. (2-tailed)	.000	.000		.000
	N	55	55	55	55
Performance	Pearson Correlation	.805**	.745**	.754**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	55	55	55	55

**. Correlation is significant at the 0.01 level (2-

Meaningful Work and Performance, a robust positive correlation is observed between Meaningful Work and Performance (r = 0.805, p < 0.01), signifying that individuals who find their work meaningful tend to exhibit higher levels of performance. Sense of Community and Performance, there is a high positive correlation between a Sense of Community and Performance (r = 0.745, p < 0.01), indicating that individuals who feel a strong sense of community are likely to perform well. Organizational Trust and Performance, a substantial positive correlation is found between Organizational Trust and Performance (r = 0.754, p < 0.01), emphasizing that higher levels of organizational trust are associated with enhanced employee performance (see **Table 2**).

Multiple Regression Analysis
The regression model is statistically significant (p < 0.05). This means that at least one of the predictors significantly predicts the dependent variable (employee performance).

Table 3: Model Summary and R Square

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.845ª	.714	.697	.39463	2.224	

a. Predictors: (Constant), Organizational Trust, Meaningful Work, Sense of Community

ANOVAᵇ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.782	3	6.594	42.341	.000ª
	Residual	7.942	51	.156		
	Total	27.724	54			

a. Predictors: (Constant), Organizational Trust, Meaningful Work, Sense of Community

R Square (Coefficient of Determination): The model explains approximately 71.4% of the variance in employee performance, indicating that the included predictors (Organizational Trust, Meaningful Work, Sense of Community) collectively contribute to explaining the variation in performance. Adjusted R Square: Adjusted for the number of predictors, the adjusted R Square is 69.7%, suggesting a good fit for the model. Std. Error of the Estimate: This is the standard deviation of the residuals (the differences between observed and predicted values). A lower value (0.39463) indicates a better fit of the model.

Discussion
The primary objective of this study is to determine the influence of meaningful work and employee performance. The Pearson Correlation Coefficient was employed to examine the probable association between the variables. The results of the initial objective indicate a statistically significant positive correlation between meaningful work and performance (r=.805, p=0.000, p<0.05). Based on the data, it is evident that an increase in meaningful work has a positive impact on academician performance. This finding aligns with prior research indicating that employee performance is also influenced by the existence of meaningful work among them. (You et al; 2021)

The second objective of this study is to examine the correlation between a sense of community and employee performance among academicians. A favorable and significant correlation was observed between the element of sense and community and academician performance. A correlation analysis was conducted to examine the potential relationship between these variables. Based on the findings, a statistically significant positive correlation has been observed between the sense of community among academicians and their performance (r= .745, p=0.00, p<0.05) This finding further supports the notion that the sense of community affects employee

performance [(Milliman et al; (2003), Hunsaker & Ding (2020)]. The third purpose of this study is to investigate the influence of organizational trust spirituality on employee performance among academicians. Based on the findings, the results indicate a p-value of .000 which is less than 0.05 which may be concluded that there is a statistically significant association between organizational trust and academician performance. The obtained data revealed a correlation coefficient of r = .754, with a p-value of 0.000, indicating statistical significance at the p < 0.05 level. The findings provided evidence for a significant positive correlation between organizational trust and employee performance. The results of this study are consistent with the prior research that confirms the association between organizational trust and business performance with organizational ambidexterity mediate the relationship [Chams-Anturi et al; (2020), Gorenak et al; (2020)]

Data analysis yields key insights into the relationships between workplace spirituality elements and employee performance. Notably, employees who find their work meaningful (Meaningful Work) and have trust in the organization (Organizational Trust) tend to exhibit higher performance levels. A strong sense of community (Sense of Community) also positively influences performance and is statistically significant. Furthermore, the regression analysis affirms these associations, emphasizing the significant impact of Workplace Spirituality on employee performance. This aligns with the principles of workplace spirituality, suggesting that fostering meaningfulness and trust contributes substantially to enhanced performance. The results of this study are consistent with prior research, indicating that workplace spirituality in an organizational environment is considerably connected to employee performance (Mousa, 2020).

5. Managerial Implications and Recommendations

Managerial Implications
The study has practical implications for decision-makers, human resource practitioners, and organizational leaders in addition to its scholarly contributions. The research's conclusions may provide direction for developing and putting into practice policies that foster a spiritually conscious workplace, thereby maximizing worker performance. A deeper comprehension of how workplace spirituality promotes employee happiness and well-being would be beneficial for human resource professionals. HR procedures can become more sensitive to the holistic needs of workers by developing strategies that put meaningful work, community building, and trust first. This will boost job satisfaction and, in turn, improve performance. Organizational leaders have the opportunity to acquire significant knowledge about how to cultivate and mold workplace spirituality. Leaders who understand the importance of fostering a positive and spiritually conscious culture can implement strategies that encourage and inspire their teams. The study's recommendations for effective leadership practices may result in increased employee commitment and engagement. In conclusion, this study has a wide range of significance. It goes beyond the confines of scholarly research to influence and change the organizational management field's practical environment. Through an exploration of workplace spirituality, the research seeks to illuminate the complex interrelationships that lead to improved worker performance and provide organizations with a road map for cultivating work environments that recognize and capitalize on the spiritual aspects of the workplace for the good of workers and the organization as a whole.

Recommendations
The study's findings are based on a specific sample size, which may limit the generalizability of the results to the entire academic community at the local university. Future studies with larger and more diverse samples are recommended to enhance the external validity of the findings. The cross-sectional design of the study captures a snapshot of the relationships at a specific point in time. Longitudinal studies tracking changes over time would provide a more dynamic understanding of the factors influencing academic performance. The reliance on self-reported data introduces the potential for common method bias, where participants may provide responses influenced by social desirability or consistency. Future research could incorporate objective measures or multiple data sources to mitigate this limitation. The study did not extensively explore external contextual factors that may influence workplace spirituality and academic performance. Investigating additional contextual variables, such as institutional policies or external events, would provide a more comprehensive understanding. Future research should replicate the study with a more extensive and diverse sample from academic institutions and potentially different departments. This would enhance the generalizability of the findings and capture a broader range of perspectives. Employing a longitudinal research

design would allow for tracking changes in workplace spirituality, sense of community, and performance over an extended period. This approach would provide valuable insights into the dynamic nature of these relationships. Combining quantitative findings with qualitative data could offer a richer understanding of the factors influencing workplace spirituality in academia. Qualitative methods, such as interviews or focus groups, could capture in-depth narratives and nuances that quantitative measures may miss.

Future studies should investigate the impact of external factors, such as changes in leadership, institutional policies, or global events, on workplace spirituality and academic performance. Understanding how these variables interact can contribute to a more comprehensive analysis. Organizations can consider implementing training and development programs that focus on enhancing workplace spirituality, community-building, and trust among academicians. Workshops or seminars could provide practical tools for fostering a positive and meaningful work environment. To promote workplace spirituality, organizations may explore initiatives that foster diversity and inclusion. Creating an environment that values diverse perspectives and experiences contributes to a sense of community and meaningful collaboration. Institutions may also enhance communication channels and establish regular feedback mechanisms to facilitate open dialogue between faculty members and leadership. This approach fosters trust, promotes a sense of community, and allows for continuous improvement. Implementing mentorship programs within FBM can support junior faculty members in their professional development. Mentorship fosters a sense of community, promotes knowledge transfer, and contributes to both individual and collective academic accomplishments. The institutions should consider regular evaluations of their academic environment and policies. This ongoing assessment allows for the identification of areas that require improvement, ensuring that the faculty remains responsive to the evolving needs of its academicians.

Conclusion

This study conducted at one of the local public universities in Selangor explores the intricate connections between workplace spirituality and performance among academicians. Through quantitative analysis, the study unveils key findings that hold significant implications for fostering a conducive academic spirituality environment. The study reveals a robust positive correlation between meaningful work and employee performance, emphasizing the transformative impact of aligning tasks with personal values. Additionally, a strong positive correlation between a sense of community and performance underscores the importance of interconnectedness in academic success. The study also highlights the pivotal role of organizational trust, indicating that higher trust levels are associated with enhanced employee performance. The implications for the institution include the development of meaningful work, nurturing a sense of community, building organizational trust, and integrating workplace spirituality practices. Future directions suggest longitudinal studies, contextual investigations, qualitative exploration, and ongoing evaluation for a comprehensive understanding and continuous improvement of the academic environment. This study contributes valuable insights to academia and institutions aiming to enhance workplace spirituality and well-being among their academic community.

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