

# Influence of Workplace Spirituality on Workplace Productivity with Mediating Role of Workplace Culture

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## Abstract:

*Organisational success is fundamentally anchored in its workforce's positive mindset and intentions. Just as a tree cannot flourish when disconnected from its roots, an organisation devoid of employees' positivity and commitment is unlikely to sustain efficiency or achieve meaningful performance outcomes. Thus, the study aimed to measure the impact of work spirituality on workplace productivity, with the mediating role of workplace culture. A sample of 310 respondents was collected from the faculty of private higher education institutions of Punjab region (India). The confirmatory factor analysis and structural equation model found that all the constructs of workplace spirituality (meaningful work, sense of community and alignment with organisational value) directly impacted workplace productivity. Whereas, the workplace culture achieved partial mediation in between the spirituality and productivity variables. The study highlighted that effectively managing employees' psychological well-being and emotional states is crucial for fostering a positive and productive work environment, significantly enhancing overall workplace quality. The study also recommended that leadership in educational institutions should focus on integrating spiritual values into HR practices and institutional policies to support employee well-being, collaboration, and alignment with institutional goals.*

**Key words:** workplace spirituality, workplace productivity, organisational culture, higher education institutions.

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## 1. Introduction

Workplace spirituality transcends traditional management practices by addressing the deeper dimensions of human experience and connection, fostering an environment that encourages engagement, meaning, and purpose (Petchsawang & Duchon, 2009). Employees' job satisfaction increases when they perceive their work as meaningful and purposeful. This sense of fulfilment is Moreover, amplified when there is alignment between personal values and the organization's mission and core principles, leading to heightened motivation and a stronger commitment to organizational goals. Consequently, increased commitment and dedication are associated with higher levels of job commitments, which in turn generally enhances employee performance. Workplace spirituality is closely linked to employee engagement, as individuals tend to be more intrinsically motivated when they perceive their work to hold greater significance beyond monetary compensation. This intrinsic motivation encourages employees to exceed their formal job requirements, fostering greater engagement and proactive behaviour. Over time, workplace spirituality can serve as a motivation to achieve superior performance (Güçer & Şerif, 2014).

Additionally, spirituality at work significantly influences organizational culture by fostering a supportive and uplifting environment. Collaborative work cultures that promote empathy, compassion, and ethical decision-making cultivate mutual respect and cooperation among employees. Beyond enhancing employee morale, such positive cultures encourage greater collaboration and communication, ultimately improving organizational performance.

Almost all scholarly definitions concur that spirituality encompasses a sense of wholeness, connection at work, and alignment with higher values, despite workplace spirituality being regarded as a highly personal and philosophical construct (Gibbons, 2000). Rather than merely performing routine tasks, employees in contemporary workplaces seek roles that resonate with their values and contribute to a larger purpose. The fulfilment derived from engaging work is now closely linked to improved job performance (Suleiman et al., 2012). Employees

who perceive their work as a spiritual experience tend to approach challenges creatively and develop innovative ideas, leading to increased innovative work behavior (IWB). This process not only fosters self-realization among employees However, also positively impacts the overall growth and performance of the organization.

### 1.1. Workplace Spirituality in Educational Institutions

Widodo (2021) states workplace spirituality is conceptualized as a spiritual dimension or a positive employee attitude that can enhance individual performance and overall organizational productivity. Consequently, many organizations have begun to focus on cultivating work environments imbued with greater meaning and purpose. Similarly, Pachauri and Saxena (2020) emphasize that over recent decades, there has been increasing attention on employees' work-related behaviours and their influence on organizational effectiveness, particularly within educational settings and universities prioritising delivering quality services to students as key stakeholders. Adopting effective strategies for improving human resource quality is essential to enhance organisational and individual performance. Zhang (2020) highlights that job satisfaction, performance, attitude, morale, and management are all facets of workplace behavior closely associated with workplace spirituality. Numerous studies have demonstrated that workplace spirituality significantly influences organizational productivity and the achievement of goals. This research similarly aims to generalize the concept of workplace spirituality within educational institutions. Given that quality education is fundamental to the success of economies and states, and that this success largely depends on the performance of educational institutions, the present study focuses on examining the linkage between workplace spirituality and the overall success of these institutions

## 2. Literature Review

### 2.1. Workplace Spirituality

The emerging field of workplace spirituality research focuses on integrating spiritual values, beliefs, and practices within organizational contexts

(Hunsaker, 2022). This discipline acknowledges that employees bring their whole selves to work, including their religious and spiritual beliefs, which significantly influence their attitudes and behaviors in the workplace. Research has demonstrated that workplace spirituality enhances employee well-being, job satisfaction, and overall organizational success by recognizing and incorporating spiritual practices within organizational settings (Prabhu, 2016).

Mitroff and Denton (1999) defined workplace spirituality as “making an effort to discover one’s life’s purpose, to form close bonds with coworkers and others connected to the workplace, and to possess congruence between their organization’s values and their own core convictions.” Incorporating spiritual principles, purpose, and meaning into human resource practices can foster community, personal growth, and well-being among faculty and staff in educational institutions. This holistic approach recognized the importance of addressing individuals’ inner needs and values, promoting a more engaged, motivated, and harmonious academic environment (Abbas et al., 2023). However, Aprilia and Katiara (2020) argued that employee engagement and workplace spirituality are not always positively correlated, suggesting that employee engagement may vary depending on the nature of workplace spirituality. Furthermore, Rahman et al. (2016) emphasized the critical role of educators in this regard, noting that high levels of motivation and a positive attitude toward the teaching profession are key factors contributing to teachers’ favorable perceptions of their work environment. Both internal and external factors influence workplace spirituality. Internal factors pertain to the intrinsic characteristics of the job, while external factors relate to the work environment. According to Ponnampalam (2020), internal variables encompass the inherent nature of the work itself, whereas external elements include opportunities for promotion, rewards, interactions with management, organizational policies, networking, and job security. This study focuses exclusively on intrinsic factors as sources of internal motivation and psychological constructs that influence behavior within the workplace. Moreover, existing research highlights the positive impact of workplace spirituality on individuals’ moral behavior

and performance. However, investigation is needed to deepen understanding and develop a more nuanced perspective on the role of spirituality in enhancing overall organizational effectiveness, particularly within educational settings where quality is closely linked to the psychological satisfaction individuals derive from their professions.

## 2.2. Workplace Culture

Workplace culture (WC) is a fundamental set of beliefs an organization’s members develops through external adaptation and internal integration (Fernando et al., 2020). Akhavan et al. (2014) define workplace culture as a collection of underlying beliefs, norms, values, and shared behaviors communicated to newcomers. Furthermore, they emphasize that WC significantly influences employees’ interpersonal interactions, behaviors, and communication in their daily work. Consequently, workplace culture serves as a critical organizational element and contextual factor, exhibiting stability or flexibility that permeates all facets and operations of the organization.

Pettigrew (1979) posited that workplace cultures are shaped by cognitive frameworks that influence employees’ decision-making processes. O’Reilly et al. (1991) emphasized that an organization’s continued functioning depends fundamentally on the contributions of its employees. When leaders demonstrate respect toward their subordinates, they encourage employees to participate in organizational transformation actively. Such leadership reflects the organization’s capacity to respect, treat fairly, and tolerate its members irrespective of their behavior. Numerous scholars have assessed workplace culture through various dimensions. Some studies have measured organizational culture by examining workplace interactions, conventions, and shared beliefs. For instance, Yip et al. (2020) conceptualize an organization’s core values as internalized normative beliefs that guide employee behaviour. According to Ouellette et al. (2020), group perspectives and customs related to the significance of specific behaviors, work practices, and responses to change are closely linked to organizational values and norms. They also emphasize that collaboration among coworkers and communication between management and frontline employees are critical

for developing organizational culture (OC). From the viewpoint of Bosire and Kinyua (2022), OC can be analysed through dimensions such as power distance (power, authority, wisdom, and seniority), individualism versus collectivism (emphasis on achievement, reward systems, and individual-group relationships), uncertainty avoidance (risk-taking and adaptability to change), and masculinity (traits such as agreeableness, toughness, logical analysis, and quality of life). Scholars have Therefore, proposed varying perspectives on the factors that shape workplace culture. In the present study, the primary focus is on examining the role of workplace spirituality in shaping a positive work culture.

### **2.3. Role of Workplace Spirituality in Shaping Workplace Culture**

According to Pawar (2009), workplace spirituality significantly influences employees' work attitudes. Gotsis and Kortezi (2008) found that workplace spirituality contributes to higher productivity, reduced absenteeism, enhanced honesty and trust, increased creativity, improved profits and morale, greater job satisfaction, intrinsic motivation, and a stronger sense of community among colleagues. Engaging in spiritual practices at work has also fostered higher organizational commitment. Jurkiewicz and Giacalone (2004) defined workplace spirituality principles and demonstrated their positive impact on organizational and individual performance. The values of an organization are reflected to varying degrees in its work methods, policies, and processes. Fry (2005) proposed several models for fostering workplace spirituality and identified a connection between spirituality, organizational behavior, and performance outcomes.

Additionally, Zhang (2020) presented an integrative framework linking workplace spirituality and employee dedication, identifying four commitment mindsets as distinct variables influencing work outcomes such as job performance, organizational citizenship behaviors, turnover, and well-being. According to this model, spiritual leadership can shape these commitment mindsets, fostering a sense of calling and belonging. The framework also highlights the organizational atmosphere for

spirituality as a critical factor impacting workplace spirituality.

## **3. Theoretical Background**

### **3.1. Spiritual Leadership Theory**

Spiritual Leadership Theory, initially developed by Louis W. Fry (2003), provides a valuable conceptual framework for understanding the role of spirituality in organizational settings, particularly as it relates to leadership, employee motivation, and organizational performance. The theory emphasizes the development of an intrinsically motivated, value-based work environment that fosters employees' sense of calling (meaningful work) and membership (sense of community). Fry (2003) proposed that spiritual leaders use values such as altruistic love, hope/faith, and vision to promote spiritual well-being among employees, which ultimately enhances organizational commitment, ethical behavior, and productivity.

This model aligns with the core constructs of workplace spirituality, including meaningful work, community, and alignment with organizational values (Ashmos & Duchon, 2000; Petchsawang & Duchon, 2009). Previous empirical studies support that spiritual leadership fosters positive psychological states, translating into improved job performance and organizational outcomes (Fry & Cohen, 2009; Hunsaker, 2022). Widodo (2021) and Hasan et al. (2022) Moreover, validated that meaningful work and community—key dimensions of spiritual leadership—positively influence employee engagement and satisfaction, which are predictive of higher productivity.

Moreover, a spiritually enriched culture, guided by leadership emphasising shared vision and ethical values, creates an environment where employees feel valued, trusted, and aligned with the organization's goals. The present study builds upon these insights, examining how workplace spirituality and culture foster a conducive environment for productivity. By incorporating this theory, the study affirms that leadership behaviors grounded in spiritual values can significantly shape both the psychological climate and tangible outcomes within organizations.

### 3.2. Person–Organization Fit (P–O Fit) Theory

Person–Organisation Fit Theory offers another compelling theoretical lens to examine the relationship between workplace spirituality and organisational outcomes. The theory's central premise is that congruence between an individual's values, beliefs, and goals and those of the organisation leads to favourable attitudinal and behavioural outcomes (Kristof, 1996; Kristof-Brown et al., 2005). When employees perceive a high level of fit with their organisation's culture and values, they are more likely to experience job satisfaction, organisational commitment, and engagement, all of which contribute to enhanced performance (Cable & DeRue, 2002; O'Reilly, Chatman, & Caldwell, 1991).

In workplace spirituality, P–O Fit theory emphasizes the alignment between employee values—integrity, compassion, and purpose—and organizational values. Employees are more likely to view their work as meaningful and fully participate in the organizational mission when such alignment exists. Studies by Gotsis and Kortezi (2008) and Jurkiewicz and Giacalone (2004) have demonstrated that workplace spirituality positively correlates with person–organization fit, influencing outcomes like commitment and productivity.

Highlighting the findings of Alas and Mousa (2016), workplace spirituality was found to significantly impact organisational culture and influence how employees internalize and adapt to the organization's mission and vision. Mehta and Joshi (2010) defined the concept of an organizational 'spiritual movement' as encompassing more than mere adherence to rules and directives; it emphasizes providing meaning, purpose, and a strong sense of community within the organization. Organizations are increasingly shifting focus from solely pursuing profit to embracing the 'triple bottom line'—people, planet, and profit. Workplaces adopt spirituality to achieve inner peace and fulfill objectives beyond financial gain. Consequently, business leaders now prioritize employees, the work environment, and societal well-being alongside economic performance. Empirical studies indicate that leadership effectiveness significantly influences

organizational culture. Spiritually empowered leaders develop systems and procedures that enable employees, fostering teamwork, adaptability, consistency, and coordination. Such leaders clearly communicate organizational goals, mission, and vision to their teams, promoting organizational learning while reducing grievances and role conflicts, ultimately lowering attrition rates. Furthermore, spiritual leadership enhances employees' spiritual intelligence, contributing to a more engaged and resilient workforce. Based on the above review the following hypothesis has been set for the present study:

**H1: Workplace spirituality significantly influences the workplace culture**

### 3.3. Workplace Spirituality and Workplace Productivity

Employees should be studied from physical, psychological, and spiritual perspectives to comprehensively understand their work behavior (Walt & De Klerk, 2014). Workplace spirituality refers to an organization's commitment to the well-being and engagement of its employees, as reflected in their experiences and the work environment. Organizational justice has been identified as a critical factor influencing employees' perceptions of organizational support. Robbins et al. (2018) defined organizational justice as an individual's perception of fairness within the company, encompassing distributive, procedural, and interactional justice. Furthermore, Shrestha and Jena (2021) found a positive correlation between workplace spirituality and improved job performance. They argued that employees' workplace experiences—whether positive or negative—elicit emotional responses that shape their attitudes and behaviors. Acknowledging and integrating employees' spiritual lives can foster positive emotions, enhancing job satisfaction and performance.

Sharifah et al. (2024) found that workplace spirituality significantly influences employees' ethics and morals, shaping their work-related attitudes. Therefore, spirituality guides employees' behaviors and actions, ultimately enhancing their productivity and loyalty toward the organizations they serve.

Based on these findings, the following hypothesis is proposed.

**H2: workplace spirituality significantly enhances the workplace productivity**

This was in addition, divided into three parts as

H2.1 meaningful work has positive and significant influence on workplace productivity

H2.2 sense of community has positive and significant influence on workplace productivity

H2.3 alignment with organisational values has positive and significant influence on workplace productivity

**3.4. Linkage Between Workplace Spirituality, Workplace Culture and Workplace Productivity**

Any organisation's success fundamentally depends on its employees' success; in other words, an organisation's overall productivity and efficiency are directly linked to the productivity and effectiveness of its workforce. This is particularly true for educational institutions, where the quality of teachers and the learning environment determine the institution's existence and effectiveness. Research indicates that effective leadership, organizational culture, and employee motivation enhance workplace productivity. Leadership styles, motivational factors, corporate culture, and personal variables such as role conflicts, values, beliefs, attitudes, perceptions, and goals influence employee productivity. These factors, if unmanaged, may result in increased attrition, grievances, stress, burnout, low morale, absenteeism, and related issues (Mehta & Joshi, 2010). Olakunle (2021), in his study on the influence of work culture on productivity, found a positive relationship between these variables. This finding has important implications for business owners and managers aiming to prioritize productivity and success in the workplace. Organizations can foster a culture of open communication, employee feedback, and collaboration to enhance employee commitment and enthusiasm, ultimately leading to improved productivity and overall success.

Furthermore, Mafrudoh (2023) emphasized that a strong organizational culture significantly improves job performance and productivity. Organizational norms and values, shaped by diverse cultural influences, play a crucial role in workforce management, and a robust organizational culture promotes more effective and efficient administration of human resources. Effective utilization of resources within a cultural context fosters healthy organizational development. Based on this premise, the present study proposes a hypothesis emphasizing the influence and interrelationship of workplace culture.

H3: workplace culture significantly influences the workplace productivity

H4: workplace culture significantly mediates the relationship between workplace spirituality and workplace productivity

**3.5. Research Objectives**

1. To study the impact of workplace spirituality on workplace productivity
2. To study the mediating role of workplace culture between the workplace spirituality and workplace productivity

**4. Research Methodology**

**4.1. Sample and Data Collection**

The study's sample consisted of lecturers employed at private higher education institutions in the Punjab region of India. Data were collected using a structured questionnaire distributed via email, and personal visits, whereas convenient sampling was employed to reach respondents. 384 questionnaires were distributed, determined based on Cochran's formula, with 310 completed responses deemed valid for analysis. A descriptive research design was used to examine the study variables' relationships.

**4.2. Measurement Tool**

The research employed measurement scales developed in prior studies on workplace spirituality, which have been tested and validated across various cultural contexts. A five-point Likert scale ranged from 1 (strongly disagree) to 5 (strongly agree). The measured constructs included Meaningful Work,

adapted from 'Ashmos and Duchon (2000)'; Sense of Community and Alignment with Organisational Values, adapted from 'Rego and Cunha (2008)'. The scale for Workplace Culture was adopted from 'Aggarwal and Singh (2022)'. Finally, the scale for Workplace Productivity was self-developed, with items formulated based on an extensive literature review.

### 4.3. Validation of Workplace Productivity Scale

The self-developed workplace productivity scale consisted of 5 items to measure key aspects of employee output and efficiency. To ensure content validity, the scale items were reviewed by a panel of experts in organizational behaviour and workplace studies, who evaluated each item's relevance, clarity, and appropriateness. Following this expert review, the scale was administered to respondents.

The scale's reliability was assessed using Cronbach's alpha, which yielded a value of 0.86, indicating good internal consistency. Exploratory Factor Analysis (EFA) was conducted to examine the underlying factor structure, which confirmed a unidimensional construct with all items loading significantly above the threshold of 0.60. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.78, and Bartlett's test of sphericity was significant ( $p < 0.001$ ), supporting the factorability of the correlation matrix.

Composite Reliability (CR) was calculated at 0.85, exceeding the recommended threshold of 0.70, and Average Variance Extracted (AVE) was 0.58, confirming adequate convergent validity of the scale. These results demonstrate that the newly developed workplace productivity scale is reliable and valid for assessing productivity in organizational settings.

### 4.4. Overall Validity Results

The construct validity was assessed using Cronbach's alpha, where a value of 0.60 or higher is considered minimally acceptable, and values above 0.80 indicate good to excellent internal consistency. As shown in Table 1.1, the reliability statistics for all constructs exceeded the acceptable threshold, indicating that the measurement scales used in the study were both valid and reliable for further analysis.

**Table 1.1**

*Validity analysis*

| Constructs             | No. of items | Cronbach's alpha |
|------------------------|--------------|------------------|
| Meaningful work        | 04           | 0.875            |
| Sense of community     | 04           | 0.899            |
| Organisational values  | 04           | 0.868            |
| Workplace Culture      | 05           | 0.855            |
| Workplace productivity | 05           | 0.868            |

## 5. Data Analysis and Results

### Sample Characteristics

**Table 1.2**

*Descriptive analysis*

| Variable        | Classification | n   | %     |
|-----------------|----------------|-----|-------|
| Gender          | Male           | 160 | 51.6% |
|                 | Female         | 150 | 48.3% |
| Age             | Less than 25   | 39  | 12.5% |
|                 | 26-35          | 168 | 54.1% |
|                 | 36-45          | 71  | 22.9% |
|                 | 45 and above   | 32  | 10.3% |
| Work experience | 0-2            | 89  | 28.7% |
|                 | 2-5            | 115 | 37.0% |
|                 | 5-10           | 85  | 27.4% |
|                 | Above 10       | 21  | 6.7%  |

Considering the demographic profile of the respondents, it was observed that both male and female participants were equally represented in the survey, enhancing the generalisability of the findings. Respondents belonged to various age groups, with a significant proportion (54%) falling within the 26–35 age bracket. Additionally, the teaching experience of the respondents is recognised as a potential factor influencing perceptions of workplace spirituality and the organisational environment. The study included participants from all experience categories, with the majority having 2 to 5 years of professional experience, thereby providing diverse insights into the research variables.

### 5.1. Measurement Model

The confirmatory factor analysis (CFA) yielded a model (Table: 1.3) with statistically sound fit indices:

**Table 1.3**  
*Measurement model*

| Fit Index  | Guidelines (Recommended)        | Model values |
|------------|---------------------------------|--------------|
| Chi-Square |                                 | 1951.337     |
| CMIN/DF    | $\leq 3$                        | 2.772        |
| NFI        | $\geq 0.80$ suggests a good fit | .886         |
| TLI        | $\geq .900$                     | .915         |
| GFI        | $\geq 0.80$ suggests a good fit | .833         |
| AGFI       | ranges between 0 & 1            | .806         |
| RMSEA      | 0.05 to 0.08                    | .060         |
| P          |                                 | .000         |

Source: Hair et al. (2010), (b) Forza & Filippini (1998); (c) Greenspoon & Saklofske (1998), (d) Awang (2012).

Table 1.4 presents the results for composite reliability (CR) and average variance extracted (AVE), indicating no concerns regarding the convergent validity of the study variables. All factor loadings exceeded the threshold of 0.60 and were found to be highly significant at  $p < 0.001$ , per the criteria suggested by Anderson and Gerbing (1988). The composite reliability values for all constructs ranged from 0.849 to 0.935, surpassing the recommended minimum threshold of 0.70, thereby confirming internal consistency. Similarly, the AVE values for all constructs exceeded the accepted benchmark of 0.50, ranging from 0.588 to 0.784, which confirms adequate convergent validity.

To assess discriminant validity, the square root of the AVE for each construct was compared with its corresponding inter-construct correlations. Discriminant validity is established when the square root of the AVE is greater than the inter-construct correlation values. As shown in Table 1.4, this condition was satisfied, indicating that all constructs are empirically distinct.

**Table 1.4**  
*Reliability of measurement model*

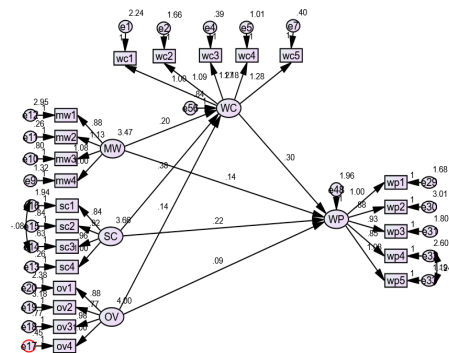
| Sr. No | Constructs | CR    | AVE   |
|--------|------------|-------|-------|
| 1      | MW         | 0.921 | 0.746 |
| 2      | SC         | 0.933 | 0.738 |
| 3      | OV         | 0.935 | 0.784 |
| 4      | WC         | 0.892 | 0.680 |
| 5      | WP         | 0.849 | 0.588 |

Note: WC=workplace culture, WP=workplace productivity, OV=organisational values, SC=sense of community, and MW=meaningful work.

## Testing of Hypothesis

**Figure 1.1:**

*Path analysis*



## 5.2 Direct Impact Between the Variables

The standardized direct effect of the dimensions of workplace spirituality on workplace productivity—without considering mediation—was assessed. The analysis revealed that all dimensions of workplace spirituality (i.e., meaningful work, sense of community, and alignment with organizational values) had a direct and significant influence on workplace culture. This is evidenced by the critical ratio (C.R. or t-value) scores of 7.450, 11.938, and 5.709 respectively, all exceeding the threshold of 1.96, with corresponding p-values of .000 below the 0.05 significance level.

Furthermore, the direct influence of workplace culture on workplace productivity was also found to be positive and significant, as indicated by a C.R. value of 5.709 and a p-value of .000. Additionally, the direct relationships between the individual constructs of workplace spirituality and workplace productivity were also found to be positive and statistically significant. These findings indicate that workplace spirituality directly enhances organisational productivity and positively shapes workplace culture.

Considering the hypothesis, the following has been achieved, as given in the table below:

**Table: 1.5**

*Hypothesis testing*

| Impact     | Standardised Estimate | S.E. | C.R.   | P    | Hypothesis |
|------------|-----------------------|------|--------|------|------------|
| WC <--- MW | .445                  | .027 | 7.450  | .000 | Accepted   |
| WC <--- SC | .573                  | .032 | 11.938 | .000 | Accepted   |
| WC <--- OV | .398                  | .024 | 5.709  | .000 | Accepted   |
| WP <--- WC | .456                  | .083 | 4.603  | .000 | Accepted   |
| WP <--- MW | .163                  | .042 | 2.403  | .000 | Accepted   |
| WP <--- SC | .220                  | .049 | 3.561  | .000 | Accepted   |
| WP <--- OV | .105                  | .038 | 2.279  | .023 | Accepted   |

Note: WC=workplace culture, MW=meaningful work, SC=sense of community, OV=organisational values, WP=workplace productivity.

### 5.3. Indirect Impact Between the Variables

Additionally, the indirect impact of workplace spirituality on workplace productivity—mediated by workplace culture—was examined. The indirect effect was calculated as the product of the impact of workplace spirituality (WS) on workplace culture (WC) and the impact of workplace culture on workplace productivity (WP), i.e., indirect effect =  $WS \rightarrow WC \times WC \rightarrow WP$ . The findings indicated that all indirect relationships were statistically significant, as shown in the corresponding table. Specifically, workplace culture significantly mediated the relationship between workplace spirituality and workplace productivity, with indirect effect coefficients of 0.202, 0.220, and 0.105 (all with p-values = 0.000).

Moreover, the direct effects of workplace spirituality dimensions on workplace productivity were also found to be significant even in the presence of the mediator. The direct effect values were 0.163, 0.220, and 0.105, all with p-values less than 0.05. These results indicate a partial mediation, suggesting that while workplace spirituality directly influences productivity, a significant portion of its effect is channelled through the mediating role of workplace culture.

**Table 1.6**

*Mediation Analysis*

| Relationship | Direct | Indirect | Confidence interval |             | p-value | Conclusion        |
|--------------|--------|----------|---------------------|-------------|---------|-------------------|
|              |        |          | Lower bound         | Upper bound |         |                   |
| MW→WC→WP     | .163   | .202     | .211                | .397        | 0.000   | Partial mediation |
| SC→WC→WP     | .220   | .261     | .138                | .195        | 0.000   | Partial mediation |
| OV→WC→WP     | .105   | .181     | .116                | .221        | 0.000   | Partial mediation |

## 6. Discussion

The study results offer valuable insights into how workplace culture and individual and organisational-level factors—specifically meaningful work, sense of community, and alignment with organisational values—directly and indirectly influence workplace productivity. The findings support a partial mediation effect,

indicating that workplace culture is a significant, though not exclusive, conduit through which these factors impact productivity.

Firstly, the analysis confirms that meaningful work significantly positively influences workplace culture and productivity. These results align with Spiritual Leadership Theory, which emphasizes the role of spiritual values—such as meaningful work and shared vision—in enhancing employees' intrinsic motivation and well-being, ultimately leading to improved organizational outcomes (Fry, 2003). Meaningful work, as identified in this study, fosters a more profound sense of purpose among employees, which is a central tenet of spiritual leadership. Employees who perceive their work as meaningful demonstrate higher engagement and productivity (Hasan et al., 2022; Fry, 2003). The partial mediation by workplace culture suggests that while spiritual leadership values directly enhance productivity, cultivating a supportive and aligned workplace culture Moreover, amplifies these effects. its effect on productivity is also substantial in the absence of cultural mediation.

Similarly, the significant impact of a sense of community on productivity supports the social aspects emphasized in Spiritual Leadership Theory, which promotes relational connections and emotional support among employees. The findings also resonate with Person-Organisation Fit (P-O Fit) theory, which posits that employees whose personal values align with organisational values experience better job satisfaction, commitment, and performance (Kristof, 1996). The positive relationship between alignment with organizational values and workplace productivity indicates that congruence between individual and organizational values not only nurtures a healthy workplace culture However, also directly drives performance outcomes.

Crucially, the findings reinforce the assertion that workplace culture exerts a significant positive influence on organisational productivity. A healthy organisational culture—characterised by mutual respect, shared purpose, and ethical congruence—creates an environment where employees feel motivated, engaged, and empowered to perform at their best. Such a culture not only fosters psychological safety and trust though, also

encourages collaborative behaviour and sustained commitment to organisational goals. These results align with previous literature that positions culture not as a passive backdrop, but as an active and dynamic force shaping organisational effectiveness. Workplace culture, therefore, emerges as a strategic asset, capable of enhancing productivity by reinforcing desired behaviours and supporting employee well-being.

## 7. Conclusions

The present study provides compelling evidence that workplace spirituality significantly enhances workplace productivity, both directly and indirectly through the mediating role of workplace culture. The findings underscore that dimensions of workplace spirituality—namely, meaningful work, sense of community, and alignment with organizational values—are positively associated with a productive work environment. Employees who find deeper meaning in their roles, experience a strong sense of belonging, and resonate with their organization's core values are more likely to demonstrate higher levels of engagement, motivation, and performance. Importantly, the study reveals that workplace culture acts as a partial mediator in this relationship. This suggests that while spirituality independently influences productivity, its effect is amplified when embedded within a positive, values-driven organizational culture. A supportive culture facilitates the translation of spiritual values into tangible work outcomes by fostering psychological safety, ethical alignment, and shared purpose.

Thus, in educational institutions—where employee performance is closely linked to national development and societal advancement—it becomes imperative to understand and manage the psychological dimensions of employee experience. Recognizing and nurturing the emotional and spiritual needs of academic staff can lead to a more positive institutional climate and greater engagement, thereby fostering long-term organizational effectiveness and contribution to national goals.

### 7.1. Implications of the Study

The study highlights the crucial role of workplace spirituality and culture in enhancing productivity

within educational settings. Institutions should prioritize creating an environment where meaningful work, a strong sense of community, and shared organizational values are nurtured. By fostering a positive workplace culture that embraces these spiritual dimensions, institutions can improve employee motivation, reduce attrition, and promote organizational effectiveness. Leadership in educational institutions should focus on integrating spiritual values into HR practices and institutional policies to support employee well-being, collaboration, and alignment with institutional goals. This holistic approach enhances faculty performance and contributes to the institution's long-term sustainability and reputation. A schedule for the value-driving activities should be added in the strategic context of the workplace.

## 7.2. Limitations of the Study

Although this study has limitations, it provides important insights into how workplace spirituality shapes company culture and productivity. First, the study eliminated other pertinent elements like compassion, inner life, transcendence, and mindfulness, in favour of concentrating on the three fundamental aspects of workplace spirituality: meaningful work, feeling of community, and organisational ideals. This restricted focus hampered a more thorough comprehension of the construct. Second, because a cross-sectional design only records data at a single point, it limits the capacity to determine causal links between variables. Furthermore, the study used convenience sampling, which may restrict the findings' generalisability because it only included a small number of respondents, geographical areas, and organisational structures. Self-reported data also raises the possibility of bias because responses could be swayed by personal opinions or social desirability. Last However, not least, the results' general application is limited because they are based on a particular organisational and cultural framework that might not fully transcend to other areas or work situations.

## 7.3. Scope for Future Research

There are numerous chances for future research to build on the current study in light of these constraints. Future research might examine a wider framework

of workplace spirituality by adding elements like inner life, compassion, and transcendence to provide a more comprehensive and in-depth understanding of its effects. Stronger causal inferences could be established by examining changes over time using experimental research methodologies or longitudinal investigations. Furthermore, using more exacting sample techniques, like stratified or random sampling, would improve the data's generalisability and representativeness. Incorporating objective data sources, like HR records, organisational performance indicators, or supervisor evaluations, could lessen subjective bias and supplement self-reports. Comparative studies across cultures, industries, and organizational types could uncover how workplace spirituality and culture operate in varied contexts. Additionally, future research may investigate other mediating or moderating variables, such as leadership behaviour, employee engagement, or psychological safety, to deepen our understanding of the pathways through which workplace spirituality and culture affect productivity.

Note: The material of this work has not been published or submitted for publication, in whole or in part, in a serial, professional journal, or as part of any book that has been formally published and made available to the public.

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