The effect of workplace spirituality on employees' contextual performance through work effectiveness

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Article Info

ABSTRACT

Employee performance is crucial for organizational competitiveness and organizational performance. However, many employees cannot meet work standards and targets as performance parameters. Therefore, this research aimed to examine the relationship between workplace spirituality, work effectiveness, and employees' contextual performance with mediation mechanisms. The research uses a quantitative approach with survey methods. The research used a questionnaire on a Likert scale. Data were collected from 430 employees in private companies across three provinces in Indonesia. The results from structural equation modeling (SEM) analysis showed that workplace spirituality, directly and indirectly, enhances employees' contextual performance through work effectiveness. Furthermore, work effectiveness had a stronger direct influence on contextual performance than workplace spirituality. Work effectiveness is an essential mediator in translating workplace spirituality into heightened employee contextual performance. This evidence provides a theoretical contribution to the development of a study on the relationship between workplace spirituality and employee contextual performance through work effectiveness. It also has practical implications for company management in improving employee performance through the perspective of workplace spirituality and work effectiveness. Therefore, before being embraced, adjusted, and adapted to help research and practice in the future, it merits being utilized as material for critical discussion among scholars and practitioners.

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Introduction

Employee performance is crucial for organizational competitiveness and organizational performance. Hence, researcher and practitioner interest in employee performance has long been high. According to Bastian and Widodo (2022), an organization's ability to perform its workforce is essential. As Tarmidi and Arsjah (2019) have shown, it not only promotes organizational competitiveness but also drives organizational performance (Kamara et al., 2022). Additionally, the profitability and sustainability of the hospitality business are influenced by the job performance of its employees (Were & Maranga, 2022). As such, both the organization and the employees themselves place a high emphasis on employee performance, particularly in terms of career growth. According to this theory, an employee's behavior at work, or their job performance, is correlated with their

actions (Aguinis, 2022). It is a collection of tasks connected to the workplace that are intended to accomplish organizational objectives (Colquitt et al., 2020).

Contextual performance, as it is often known, is a behavior that contributes to organizational effectiveness. It is an inclination towards the accomplishment of tasks (Aguinis, 2022). Dongrey and Rokade (2022) contend that contextual performance aids in achieving organizational performance even though it is not directly related to core duties. Employees' good perceptions of workforce diversity and their supporting behavior toward the organization can be reinforced by their behavioral responses to equality in diversity practices, which improves both the organization and the employees' personal and professional lives. Stated differently, contextual performance measures an employee's readiness to work beyond the scope of their official job description while still having a significant impact on the organizational, social, and psychological contexts (Chin & Yusoff, 2017; Bilal et al., 2021). Work dedication and interpersonal facilitation were identified by Le Sante et al. (2021) as two components of contextual performance. However, Aguinis (2022) mentions five contextual performance indicators, such as enthusiasm accompanied by an extra effort to complete tasks successfully, volunteering to carry out tasks outside the job description, cooperating with and helping colleagues, complying with organizational regulations, rules, and procedures, and maintain, support and realize organizational goals. So far, most workers in Indonesia have worked to meet company standards and targets.

However, many of them are unable to meet standards and targets. In addition, only a few employees can exceed company standards and targets, making it possible to help colleagues complete their work voluntarily. Therefore, this study investigates employees' contextual performance among private companies (not owned by the government) in Indonesia, especially in relation to workplace spirituality and work effectiveness. Recent studies have conclusively proven that workplace spirituality influences job performance (Nwanzu & Babalola, 2021; Jena, 2021; Ekowati, 2022). Other relevant prior research also idicated that empowerment and collaboration as indicators of work effectiveness are related to performance (Arifin & Hidayat (2023); Assbeihat, 2016). Additonally, Kusnadi and Prijono (2023) demonstrates that workplace spirituality has a major impact on effectiveness. These studies indicated the role of work effetiveness in mediating the effect of workplace spirituaity on performance, primarilly contextual performnace.

However, several research revealed inconsistent results. For example, Trespalacios and Perkins (2016) found that sense of community as a proxy of workplace spirituality does not impact on performance. Afram et al. (2022) also claims that empowerment as an indicator of work effectiveness does not influences performance. Another study indicated that performance impacts effectiveness (Jiang & Liu, 2015). Additionally, Lubis (2022) revealed that obedience as an indicator of work effectiveness has an impact on social piety which includes a sense of community as a workplace spirituality's parameter. These inconsistency of research results triggers research gaps that require scientific clarification. Based on this urgency, this research is dedicated to clarifying this research gap and testing a mediation model of the effect of workplace spirituality on contextual performance through work effectiveness.

Workplace Spirituality and Contextual Performance
Workplace spirituality initially received little attention from researchers and practitioners. However, in its development, interest in studying spirituality in the workplace has increased in the last two decades (Ananda et al., 2022; Putra et al., 2022). The movement of spirituality in the workplace is starting to show its existence in several countries, as can be seen from the rise of written publications, such as print and online journals, books, and conferences (Rana et al., 2020). This development is not without reason. Empirically, spirituality at work influences the willingness to change, which results in change-focused corporate citizenship activity (Sulastini et al., 2023). It also positevely contribute to productivity (Wahib & Machfudz, 2023) and enhances innovative work behavior (Ranasinghe & Samarasinghe, 2019). Risgiyanti et al. (2020) stated that good work spirituality supported by a work attitude in the form of good spirituality can be used to achieve positive organizational growth. Additionaly, individuals seek to bring spiritual values into the workplace to find meaningful work (Ahmed et al., 2022). Furthermore, studies show that highly spiritual organizations grow more quickly, become more effective, and have higher fantastic rates of return (Garg, 2020; Garg et al., 2022; Al-Mahdy et al., 2022). It addresses that workplace spirituality is crucial for individuals (employees) and organizations (companies).

Being spiritual at work doesn't always mean being religious or trying to win people over to your way of thinking. The primary contrast between the two is that religion is focused on the sacred and has certain rules and principles to adhere to. Workplace spirituality acknowledges the inner life that is fostered by meaningful work within a community setting (Sulastini et al., 2023). It is acknowledged that there is no universally recognized definition of workplace spirituality (Saxena & Prasad 2022). However, there is growing agreement that spirituality is a complex idea that revolves around connecting to something significant that exists outside of our daily lives (Jastrzebski, 2022). Thus, workplace spirituality is an organizational value system that is expressed in a culture that encourages transcendence experiences at work and fosters joyful interactions with

others (Giacalone & Jurkiewicz, 2003). It can also reflected an experience of self-transcendence, meaning, and togetherness in the workplace that occurs within various organizational mechanisms (Pawar, 2008). Krishnani (2023) presents the idea of workplace spirituality, which entails sincere and positive behavior that results in fulfilling work and personal fulfillment. Through their work, employees encounter transcendence, which enables them to connect with coworkers and experience a sense of absolute bliss and psychological well-being. Milliman et al. (2003) identified three indicators of workplace spirituality: meaningful work, a sense of community, and alignment with organizational values. Hence, workplace spirituality reflects "living" transcendental values and becomes part of the organizational culture built from individual employee experiences and organizational experiences so that they can influence employees and organizations. Recent studies have conclusively proven that workplace spirituality influences job performance, including contextual performance (Iksan et al., 2020; Hafni et al., 2020; Risgiyanti et al., 2020; Hanafi et al., 2021; Nwanzu & Babalola, 2021; Jena, 2021; Ekowati, 2022). Hence, it can formulate the first hypothesis:

H1: Workplace spirituality has a positive direct effect on employees' contextual performance.

Work Effectiveness and Contextual Performance
Work effectiveness, like workplace spirituality, has a significant impact on organizational performance (Alkaf et al., 2021). It is associated with effectiveness, which is defined as the ability to produce a desired result or output (Mathis et al., 2017). It also refers to meeting various time-bound targets with specific resources allotted to carry out specific activities (Alkaf et al., 2021). Schermerhorn and Bachrach (2020) define effectiveness as achieving objectives by means of planning, gauging the efficacy of policies, and managing operational activities. As a result, in every organization, effectiveness is the most important factor in achieving a predetermined goal and target (Apriyani et al., 2023). Meanwhile, work effectiveness is the capacity to select the appropriate course of action in order to achieve a particular objective or set of results, emphasizing those outcomes without considering the costs associated with those outcomes (Alkaf et al., 2021). It also reflected everything related to achieving an organization's target (Kusnadi & Prijono, 2023). Work effectiveness refers to how a person or group performs their primary tasks to achieve the desired goals (Ibrahim & Daniel, 2019). As a result, it can be defined as the degree to which management actions accomplish goals, such as the quantity of work, the quality of work, and the timeliness with which work is completed (Apriyani et al., 2023).

Therefore, selecting a suitable alternative determines work effectiveness, which can affect the quality of the work itself (Milanie et al., 2020). Work effectiveness can be measured through several indicators, among others: empowerment, efficacy, ability to develop, ability to collaborate, coordination, integration, obedience, validation, and reliability (Mathis et al., 2017; Mustafa et al., 2017; Alkaf et al., 2021; Meianto et al., 2022). If in good condition, these indicators can potentially improve employee contextual performance. Although no specific research has investigated the influence of work effectiveness on contextual performance, several studies point to a causal relationship between work effectiveness and contextual performance. For example, studies prove the relationship between empowerment, collaboration, and obedience as indicators of work effectiveness and performance (e.g., Arifin & Akhmad, 2022; Arifin & Hidayat, 2023; Rani et al., 2021; Tuffaha, 2020; Assbeihat, 2016; Tsai & Tsai, 2017). Thus, it can promote the second hypothesis as follows:

H2: Work effectiveness has a positive direct effect on employees' contextual performance.

Workplace Spirituality on Work Effectiveness
Empirically, work spirituality influences work effectiveness in addition to contextual performance. Research by Daniel (2010) and Kusnadi and Prijono (2023) demonstrates that work spirituality significantly impacts effectiveness. It demonstrates that a key factor influencing work effectiveness is spirituality in the workplace. As an illustration, companies concerned with meaningful work, having a strong sense of community, and striving to align individual employee values with organizational values can empower employees to have efficacy, ability to develop, collaborate, coordinate, and obedience. It means that a solid and conducive workplace spirituality can trigger and spur employee work effectiveness. Thus, the following formulation of the third hypothesis is possible:

H3: Workpalce spirituality has a positive direct effect on employees' work effectiveness.

The Mediation Role of Work Effectiveness
Some research results above show a unique and strategic work effectiveness position. Apart from being influenced by workplace spirituality (Daniel, 2010; Kusnadi & Prijono, 2023), it also impacts contextual performance. Several researchers demonstrated that empowerment, collaboration, and obedience as indicators of work effectiveness have a significant effect on performance (e.g., Arifin & Akhmad, 2022; Arifin & Hidayat, 2023; Rani et al., 2021; Tuffaha, 2020; Assbeihat, 2016; Tsai & Tsai, 2017). This empirical fact confirms work effectiveness's role in mediating workplace spirituality's influence on contextual performance. As an illustration, when companies are concerned with meaningful work and a strong sense of community, it can stimulate

increased employee efficacy, ability to develop, collaborate, coordinate, and obedience, which has implications for enthusiasm and exerting extra effort to complete tasks successfully. Thus, it can propose the fourth hypothesis as follows:

H_4: Workpalce spirituality has a positive indirect effect on employees' contextual performance through work effectiveness.

Methods

Research Method and Type

This research uses quantitative methods to measure objective facts by focusing on research variables. Reliability (consistency) is the key to quantitative research, apart from being value-free, objective, and free from situational context (Neuman, 2020). Quantitative methods are operationalized through surveys scheduled to study large and small populations by selecting and studying samples selected from that population to find the incidence, distribution, and relative interrelation of variables (Widodo, 2021). From this survey, it is possible to explain the relationship between variables: workspace spirituality as an exogenous variable, contextual performance as an endogenous variable, and work effectiveness as a mediator variable.

Participants

The research participants (sample) included 430 people. They are employed by businesses in the finance, trade, services, and investment sectors in Jakarta, West Java, and Banten, three provinces on Java Island that are major centers of Indonesian business and industry.

Table 1. Profile of the Research Participants

Profile	Amount	Percentage
Gender		
1. Male	193	44.88
2. Female	237	55.12
Age		
1. 20 – 25 years	237	55.12
2. 26 – 35 years	149	34.65
3. 36 – 45 years	29	6.74
4. 46 – 55 years	13	3.02
5. > 56 years	2	.47
Education		
1. High school/equal	218	50.70
2. D3	43	10
3. S1	155	36.05
4. S2	13	3.02
5. S3	1	.23
Status		
1. Married	154	35.81
2. Unmarried	276	64.19
Job Experience		
1. < 5 years	168	39.07
2. 6 – 10 years	106	24.65
3. 11 – 15 years	34	7.91
4. > 16 years	22	5.12
Position		
1. Staff	301	70
2. Supervisor	126	29.30
3. Manager	3	.70
Employment Status		
1. Permanent	191	44.42
2. Contract	239	55.58

Table 1 shows their biographical information. They were determined by accidental sampling based on their availability and willingness to fill out the questionnaire entirely without receiving any compensation during the research (Widodo, 2021) by approving the data provided for research data and scientific publications. The majority of people are female (55.12%), between the ages of 20 and 25 (55.12%), have a high school diploma or equivalent (50.70%), are unmarried (64.19%), have 5 years of experience (39.07%), work in a staff position (70%), and have a contract employment status (55.58%).

Procedure and Materials

A questionnaire with five options was used to collect data using a Likert scale: strongly disagree/never (score = 1), disagree/rarely (score = 2), neutral/sometimes (score = 3), agree/often (score = 4), and strongly agree/always (score = 5). The survey was carried out online using Google Forms, which can be shared using the WhatsApp app. Researchers created the questionnaire based on the theoretical dimensions or indicators of the experts. The workplace spirituality indicators were: meaningful work (MW), sense of community (SC), and alignment with organizational values (AOV); for work effectiveness: empowerment (Empo), efficacy (Effi), ability to develop (AD), ability to collaborate (AC), coordination (Coor), integration (Inte), obedience (Obed), validation (Vali), and reliability (Reli); and for contextual performance: persisting with enthusiasm and exerting extra effort and necessary to complete one's own task activities successfully (CTS), volunteering to carry out task activities that are not formally part of the job (VTC), helping and cooperating with others (HCO), following organizational rules and procedures (FORP), and endorsing, supporting, and defending organizational objectives (ESD).

Twelve items make up the workplace spirituality, such as "Work makes my life more meaningful," "I feel in line with the company's organizational values," and "I feel that the company cares about the spiritual life of employees." Its score of corrected item-total correlation coefficient (CI-TCC) ranges from .486 to .879, with an alpha coefficient (AC) of .937. The nine items that comprise the work effectiveness include statements like "I can accurately calculate work completion," "I collaborate with coworkers intensely," and "I make the most of organizational resources." The range of its CI-TCC ranges from .435 to .729, with an AC of .878. Ten items make up the contextual performance, including "I am willing to volunteer to be involved in various company activities outside of formal duties," "I am willing to do additional tasks from the company without receiving additional compensation," and "I work according to the work standards set by the company." Its AC is .863, and the CI-TCC ranges from .456 to .710. It is valid and reliable as a research instrument because every item has a CI-TCC of >.361, and every variable has an AC of >.70 (Widodo, 2021).

Furthermore, a statistical test was performed in this study to identify the potential for common method bias (CMB) issues resulting from the use of a single source in research (Widodo et al., 2022). Theoretically, CMB is the computed discrepancy between the observed association and the true correlation generated by the general method of variance (CMV). Spector et al. (2019) suggest that CMV may make the difference between the perceived and true correlations greater. Fuller et al. (2016) propose a statistical method as a means of reducing it. Accordingly, the correlation test (Tehseen et al., 2017) and Harman's single-factor test (Malhotra et al., 2017) were two statistical methods frequently utilized in this investigation to identify the presence of CMV. As to Tehseen et al. (2017), the correlation test results indicate that the correlation coefficients between all the variables are less than 0.90. The overall variance retrieved by Harman's single-factor test was 42.279%, which was less than the tolerance criterion of 50% (Kock, 2020). Thus, it suggests that the study's data do not contain CMV (CMB) (Widodo et al., 2023). Therefore, there is no reason to question the conclusions drawn from this research's data.

Data Analysis

The data was analyzed using structural equation modeling (SEM) and descriptive and correlational statistics. The Sobel (Z) Test was utilized to determine the indirect (mediation) significance effect. The Sobel test results were then confirmed using standard errors and unstandardized regression coefficients. Using a student's (t) test, the direct significance of the path coefficients association was ascertained. Version 22 of SPSS was used for the CMB, descriptive, and correlational analyses, and LISREL version 8.80 was used for the SEM analysis.

Result and Discussion

Descriptive and Correlation Analysis

Table 2 displays the findings of the descriptive and correlation analyses that were performed with SPSS. The standard deviation (SD) values, which vary from .703 to 3.101, are smaller than the mean values, which often range from 3.88 to 16.96. As such, it provides a decent summary of the data and merits additional investigation. In the meantime, with a correlation coefficient value range of .18–.74, the findings of the correlation study between indicators for all constructs (variables) together are significant at $p < .01$. It demonstrates how each

indicator and every other indicator is mutually dependent. However, as the obtained correlation coefficient is not greater than 0.8, this relationship does not suggest multicollinearity symptoms.

Table 2. Descriptive and Correlation Statistics Result

Indicators	Descriptive		Correlation																
	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Workplace Spirituality (X)																			
1. MW	16.96	2.432	1.00																
2. SC	15.76	2.734	.65**	1.00															
3. AOV	15.37	3.101	.61**	.74**	1.00														
Work Effectiveness (Y₁)																			
4. Empo	3.98	.847	.41**	.43**	.45**	1.00													
5. Effi	4.01	.786	.35**	.35**	.35**	.57**	1.00												
6. AD	4.03	.820	.32**	.31**	.32**	.56**	.62**	1.00											
7. AC	4.13	.744	.37**	.37**	.29**	.47**	.51**	.56**	1.00										
8. Coor	3.88	.888	.24**	.33**	.33**	.47**	.42**	.46**	.56**	1.00									
9. Inte	4.25	.726	.29**	.30**	.23**	.37**	.49**	.41**	.56**	.45**	1.00								
10. Obed	4.33	.703	.23**	.22**	.22**	.21**	.27**	.33**	.33**	.28**	.50**	1.00							
11. Vali	4.11	.743	.28**	.26**	.26**	.41**	.45**	.51**	.47**	.38**	.47**	.44**	1.00						
12. Reli	4.23	.795	.18**	.21**	.18**	.25**	.35**	.39**	.42**	.33**	.49**	.49**	.66**	1.00					
Contextual Performance (Y₂)																			
13. CTS	7.76	1.570	.24**	.25**	.26**	.31**	.37**	.32**	.33**	.28**	.31**	.27**	.31**	.30**	1.00				
14. VTC	7.10	2.037	.25**	.38**	.37**	.42**	.34**	.30**	.26**	.35**	.27**	.23**	.33**	.22**	.49**	1.00			
15. HCO	7.78	1.718	.40**	.40**	.39**	.53**	.48**	.44**	.45**	.38**	.40**	.27**	.45**	.26**	.46**	.62**	1.00		
16. FORP	8.81	1.342	.25**	.19**	.23**	.22**	.35**	.41**	.37**	.23**	.41**	.43**	.44**	.47**	.26**	.16**	.31**	1.00	
17. ESD	8.43	1.466	.44**	.50**	.55**	.48**	.44**	.37**	.45**	.36**	.41**	.39**	.45**	.38**	.33**	.43**	.54**	.50**	1.00

** $p < .01$

Confirmatory Factor Analysis (CFA)

Table 3 shows the measurement model estimate provided by CFA. The CFA results are helpful in that they offer values for evaluating the reliability and validity of measurements. All indicators represent latent variables, according to the factor loadings value of ≥.3 (Costello & Osborne, 2019). The factor loading derived from the CFA falls between .42 and .89. Because there is only one indicator that is smaller than.3, its validity is comparatively good. Furthermore, Cronbach's alpha (CA), composite reliability (CR), and variance extract (VE) all demonstrate reliability. It is acceptable to have CA and CR values above.70 and VE values above .50 (Hair et al., 2019). The VE is 0.531–0.677; the CA and CR values were found to be between .863–.937 and .784–.8803. This suggested respectable convergence and strong dependability.

Table 3. Result of the Measurement Model

Constructs	Indicators	Factor Loading	CR	VE	CA
Workplace Spirituality (X)	MW	.73			
	SC	.89	.862	.677	.937
	AOV	.84			
Work Effectiveness (Y₁)	Empo	.64			
	Effi	.71			
	AD	.74			
	AC	.75			
	Coor	.64	.880	.551	.878
	Inte	.69			
	Obed	.52			
	Vali	.70			
	Reli	.62			
Contextual Performance (Y₂)	CTS	.58			
	VTC	.72			
	HCO	.83	.784	.531	.863
	FORP	.42			
	ESD	.66			

Goodness of Fit

Eight of the eleven measurements of the criterion's goodness of fit (GOF) indices were good, and the other thtres (chi-square, sig. probability, and RMSEA) were not. The chi-square test needs to be used in conjunction with another testing technique since, as stated by Hair et al. (2018), it is extremely sensitive to large sample sizes (>200). Since 430 employees were included in this study, the chi-square test value was deemed invalid. Even so, it was deemed a legitimate model because the other eight criteria that were examined had appropriate standards. It means the theoretical model fits the empirical data based on the research sample.

Hypothesis Testing

The results from the hypothesis tests are summarized in Table 4 and visualized in Figures 1 and 2. In detail, workplace spirituality directly affects employees' contextual performance ($\gamma = .31$, p < .01), work effectiveness directly impacts employees' contextual performance ($\beta = .65$, $p < .01$), and workplace spirituality directly influences employees' work effectiveness ($\gamma = .54$, $p < .01$). Finally, workplace spirituality has an indirect (mediation) effect on employees' contextual performance via work effectiveness ($\beta = .35$, $p < .01$). However, work effectiveness has a more decisive influence than workplace spirituality. It indicates the dominant influence of work effectiveness and deserves more attention.

Table 4. Hypothesis Testing Result

Hypothesis	γ/β	t/Z-Value	Decision
H_1: Workplace spirituality (X) and contextual performance (Y_2)	.31**	5.73	Supported
H_2: Work effectiveness (Y_1) and contextual performance (Y_2)	.65**	8.49	Supported
H_3: Workplace spirituality (X) and work effectiveness (Y_1)	.54**	9.31	Supported
H_4: Workplace spirituality (X) and contextual performance (Y_2) via work effectiveness (Y_1)	.35**	9.86	Supported

** $p < .01$

Chi-Square=797.53, df=116, P-value=0.00000, RMSEA=0.117
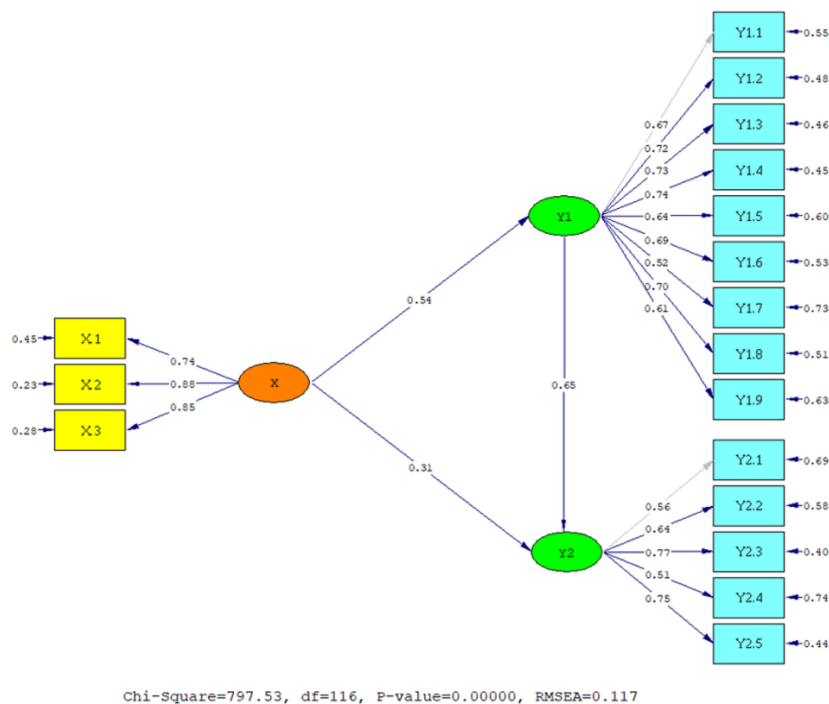
Figure 1. Standardized Structural Model

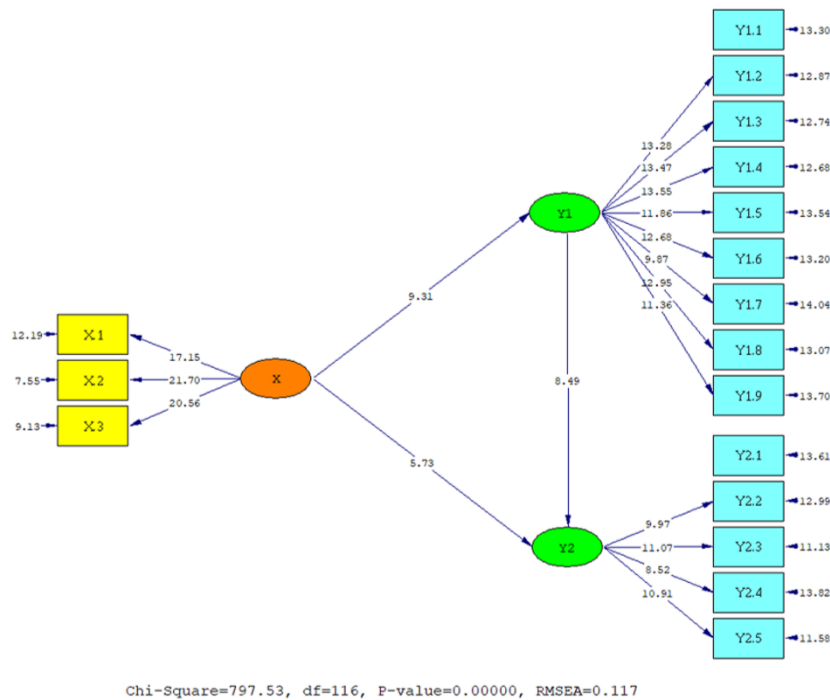Chi-Square=797.53, df=116, P-value=0.00000, RMSEA=0.117

Figure 2. T-value Structural Model

In general, this research found the role of work effectiveness in mediating the influence of workplace spirituality on employees' contextual performance (H4). This mediating role aligns with other findings: the significant influence of workplace spirituality on work effectiveness, work effectiveness on employees' contextual performance, and workplace spirituality on employees' contextual performance. The mediating role of work effectiveness is an essential and new finding from this research. So far, no research has been found proving that work effectiveness mediates the influence of workplace spirituality on employees' contextual performance. However, these findings confirm several previous relevant studies which prove that workplace spirituality impacts effectiveness (Daniel, 2010; Kusnadi & Prijono, 2023), work effectiveness affects performance (Arifin & Akhmad, 2022; Arifin & Hidayat, 2023; Rani et al., 2021; Tuffaha, 2020; Assbeihat, 2016; Tsai & Tsai, 2017), and workplace spirituality influences performance (Nwanzu & Babalola, 2021; Jena, 2021; Ekowati, 2022). As shown in testing H3, workplace spirituality has a direct positive effect on employees' work effectiveness. Positive influence indicates that increases will follow improvements in workplace spirituality in employees' work effectiveness. Thus, workplace spirituality is an important determinant that can encourage increased work effectiveness. This finding is precisely in line with and confirms the research results of Daniel (2010) and Kusnadi and Prijono (2023), which prove that workplace spirituality has an effect on work effectiveness and, at the same time, negates the study by Trespalacios and Perkins (2016) which revealed that workplace spirituality does not have an impact on performance.

Addtionally, in testing H2, empirical facts were found that work effectiveness positively contributes to employee contextual performance. Positive contribution suggests that higher employee contextual performance will follow improvements in work effectiveness. It provides empirical evidence that a key precondition for employee contextual performance is work effectiveness. This finding is consistent and confirms previous studies which claim that work effectiveness has a significant effect on contextual performance (e.g., Arifin & Akhmad, 2022; Arifin & Hidayat, 2023; Rani et al., 2021) and at the same time is an antithesis to Afram et al.'s study. (2022) and Jiang and Liu (2015) that work effectiveness does not influence performance and performance actually influences effectiveness. Finally, this study also reveals the positive influence of workplace spirituality on employee contextual performance (H1). Positive influence describes a linear trend that when workplace spirituality is developed better and more massively, it can stimulate an increase in employee contextual performance. It indicates that workplace spirituality is an essential predisposition for employee contextual performance. These findings support and confirm previous research indicating that workplace spirituality has a significant impact on performance (Nwanzu & Babalola, 2021; Jena, 2021; Ekowati, 2022) and negate Lubis's (2022) findings that work effectiveness actually influences workplace spirituality.

Overall, the results of this research not only provide a theoretical contribution to the development of management science, especially regarding the relationship between workplace spirituality and employee

contextual performance through work effectiveness mediation mechanisms, but also provide practical implications for company management in improving employee performance through the perspective of workplace spirituality and work effectiveness. In light of these circumstances, the conclusions of this study deserve to be critically discussed among academics and professionals before being accepted, adapted and changed to help their future work without ignoring the limitations of the results of this study. For example, this research does not control individual factors that might interfere with research results, only uses a single data source (employees), only uses some of the theoretical indicators available in the literature, and only uses quantitative methods.

Conclusion

This research provides valuable insight into the relationship between workplace spirituality and work effectiveness in influencing employee contextual performance. The results show that organizations benefit from a comprehensive approach while fostering workplace spirituality and work effectiveness to optimize employee contextual performance. The analysis also contributes to existing research by enriching the understanding of the causal relationship between workplace spirituality and contextual performance using mediating mechanisms of work effectiveness. However, the present investigation recognizes the need for further research to clarify the results in diverse contexts. Future research is recommended to include additional individual factors, such as personality and spiritual intelligence, that might influence the link between workplace spirituality and contextual performance. Methodologically, using additional data sources, such as leaders or colleagues, using other theoretical indicators, and applying mixed methods can enrich the study.

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