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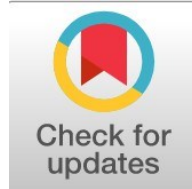
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The Role of Workplace Spirituality in Outstanding Performance: An Pilot Study for Opinions of A Sample of Faculty Members at the College of Administration and Economics - University of Fallujah

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Abstract

Abstract:

General Background: In the modern academic and organizational context, workplace spirituality has emerged as a crucial factor influencing employee behavior and institutional success. **Specific Background:** Within Iraqi higher education, institutions face challenges in fostering performance excellence, making it necessary to explore nontraditional motivators such as spirituality at work. **Knowledge Gap:** Despite its growing importance, limited empirical evidence exists regarding how the dimensions of workplace spirituality—meaningful work, sense of community, and alignment between individual and organizational values—affect outstanding performance in Iraqi academic environments. **Aims:** This study aims to examine the role of workplace spirituality in achieving outstanding performance among faculty members of the College of Administration and Economics, University of Fallujah. **Results:** Using a descriptive method and data from 76 respondents, the study found significant positive correlations and effects between all dimensions of workplace spirituality and outstanding performance, with alignment between individual and organizational values showing the strongest impact. **Novelty:** This research is one of the first to empirically validate the influence of workplace spirituality on performance within Iraqi higher education institutions. **Implications:** The findings highlight the necessity for universities to integrate spiritual and ethical dimensions into organizational culture to enhance employee engagement, collaboration, and overall institutional performance.

Highlight :

- Workplace spirituality significantly correlates with outstanding performance at the University of Fallujah.
- Meaningful work and value alignment are the most influential dimensions.
- Spirituality fosters belonging, satisfaction, and collaboration for superior results.

Keywords : Workplace Spirituality, Outstanding Performance, Meaningful Work, Sense of Community, Alignment Between Individual and Organizational Values

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Introduction

Workplace spirituality has become an important topic in recent years, as this concept has attracted the attention of management scholars who explore its significance within the organizational environment of educational institutions [1], [2]. This growing interest is attributed to the increasing challenges in the work environment, which may hinder institutions from achieving excellence in their performance. Since institutions are considered spiritual entities, the spiritual dimension constitutes an essential part of the workplace due to its significant impact on the cultural pattern within the organization on one hand, and on how tasks are performed on the other [3].

Workplace spirituality refers to creating a work environment in which spiritual and ethical values align with performance. In such an environment, employees experience a sense of belonging and psychological satisfaction, which motivates them to achieve superior performance. Workplace spirituality encompasses values such as respect, honesty, understanding, cooperation, and balance between personal and professional life [4], [5], [6]. When organizations adopt these values, employees feel that they are part of a community that extends beyond daily tasks to include personal care and spiritual growth. This sense of belonging enhances motivation, creativity, and commitment to shared goals, thereby contributing to the improvement of performance in educational institutions by promoting job satisfaction and reducing absenteeism and turnover rates [7], [8], [9].

Spirituality seeks to create integration and cohesion in the workplace. Given the difficulty of studying this concept in its broad sense comprehensively, it is useful to define its main dimensions as meaningful work, sense of community, and alignment between individual and organizational values. These dimensions help determine the extent to which each contributes to achieving superior performance [10]. Since performance excellence is a central goal for all institutions, particularly public and educational ones, they strive to achieve it by adopting various approaches to measure outstanding performance, such as learning organization characteristics, quality awards, and the balanced scorecard. To achieve the objectives of this research, it has been divided into four main sections: the first section addresses research methodology, the second presents the theoretical framework, the third is devoted to the practical aspect, and the fourth includes conclusions and recommendations [11].

Section One: Research Methodology

First: Research Problem

The higher education sector in Iraq faces many challenges, most notably treating all individuals according to the same standard without giving sufficient attention to creative individuals whose contributions could encourage excellence in performance. The participation and performance of employees are considered critical drivers of success in contemporary organizational environments. However, the role of workplace spirituality in this regard remains underexplored. Workplace spirituality, as a multidimensional construct encompassing diverse values and dimensions namely, meaningful work, sense of community, and alignment between individual and organizational values is increasingly recognized as a potential influencer of workplace outcomes. Nevertheless, there is limited evidence regarding how workplace spirituality, through its three dimensions, affects outstanding performance. The main challenge, therefore, lies in understanding whether fostering workplace spirituality across all its dimensions within organizations can lead to superior performance. Accordingly, the central research problem can be formulated as: What is the role of workplace spirituality in achieving outstanding performance in the College of Administration and Economics, University of Fallujah?

From this central problem, the following sub-questions are derived:

1. What is the level of awareness of workplace spirituality among the research sample?
2. What is the level of awareness of outstanding performance among the research sample?
3. What role does workplace spirituality play in outstanding performance at the College of Administration and Economics, University of Fallujah?

Second: Research Significance

1. The research addresses workplace spirituality and outstanding performance, both of which are relatively modern topics in management studies, by focusing on their dimensions and the philosophical role workplace spirituality plays in achieving outstanding performance.
2. The significance of the research stems from the importance of its variables and the interrelationships between them. The themes of workplace spirituality and outstanding performance hold great practical relevance, particularly in Iraqi educational institutions, especially within the research setting (University of Fallujah / College of Administration and Economics).
3. The research gains importance from its attempt to identify which of the workplace spirituality dimensions

(meaningful work, sense of community, alignment between individual and organizational values) has the greatest impact on achieving outstanding performance. To the best of the researcher's knowledge, this study is the first of its kind in this context.

Third: Research Objectives

1. To enrich knowledge of the studied variables (workplace spirituality and outstanding performance) across their dimensions by consolidating intellectual efforts related to the accumulated literature on workplace spirituality and outstanding performance.
2. To identify the nature of the correlation between each dimension of workplace spirituality and outstanding performance, as well as to examine the impact of workplace spirituality across its dimensions on outstanding performance in the College of Administration and Economics, University of Fallujah.
3. To reach findings that can generate recommendations contributing to enhancing outstanding performance at the College of Administration and Economics, University of Fallujah.

Fourth: Research Hypotheses

1. **First Main Hypothesis:** There is a statistically significant correlation between workplace spirituality and outstanding performance. From this, the following sub-hypotheses are derived:
 - a. There is a statistically significant correlation between meaningful work and outstanding performance across its dimensions.
 - b. There is a statistically significant correlation between sense of community and outstanding performance across its dimensions.
 - c. There is a statistically significant correlation between alignment between individual and organizational values and outstanding performance across its dimensions.
2. **Second Main Hypothesis:** There is a statistically significant effect of workplace spirituality on outstanding performance. From this, the following sub-hypotheses are derived:
 - a. There is a statistically significant effect of meaningful work on outstanding performance.
 - b. There is a statistically significant effect of sense of community on outstanding performance.
 - c. There is a statistically significant effect of alignment between individual and organizational values on outstanding performance.

Fifth: Research Hypothetical Model

In line with the research problem and in order to achieve the objectives that the study seeks to accomplish, a hypothetical model has been designed to explore the role of workplace spirituality in outstanding performance, as illustrated in Figure (1).

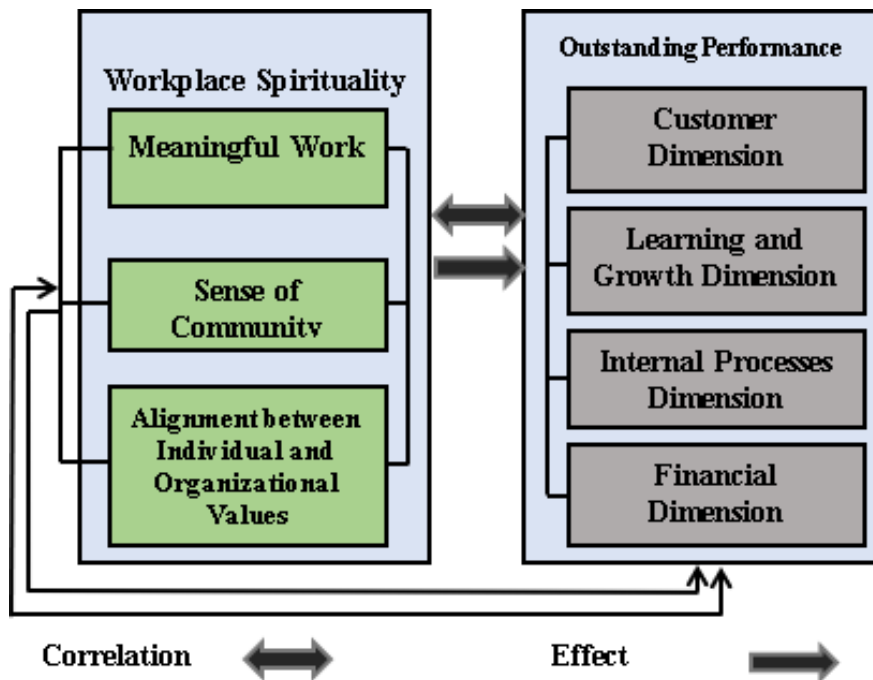


Figure 1. *The Hypothetical Research Model*

Source: Prepared by the Researchers

Sixth: Research Methodology

The study relied on the descriptive approach to collect and analyze data, as it is a suitable method for describing variables, analyzing data, and subsequently measuring them to achieve the intended results. This methodology included the following steps:

1. The theoretical framework of the research was constructed based on the available literature, while the fieldwork was developed through a questionnaire designed for data collection.
2. The questionnaire consisted of three sections:
 - oThe first section covered the demographic data of the respondents.
 - oThe second section included the scale related to workplace spirituality.
 - oThe third section contained the scale related to outstanding performance.
3. The questionnaire employed a five-point Likert scale, ranging from (5 = Strongly Agree) to (1 = Strongly Disagree), to determine the level of responses to the questionnaire items (see Table 1).

Section	Research Variables	Sub-Dimensions of the Research Variables	Number of Items	References
First Section	General Information	Gender, Age, Educational Qualification, Years of Service	4	Prepared by the Researchers
		Total	4	
Second Section	Dimensions of Workplace Spirituality	Meaningful Work	5	(Soder,2016)
		Sense of Community	5	
		Alignment between Individual and Organizational Values	5	
		Total	15	

Third Section	Dimensions of Outstanding Performance	Customer Dimension	5	(Kaplan & Norton,1992)
		Learning and Growth Dimension	5	
		Internal Processes Dimension	5	
		Financial Dimension	5	
	Total		20	
Overall Total			35	

Table 1. Structure of the Questionnaire and Sources of Item Construction

Source: Table prepared by the researchers.

2. Research Boundaries:

- Conceptual Boundaries: Focused on workplace spirituality and its role in outstanding performance.
- Spatial Boundaries: The research was conducted at the College of Administration and Economics, University of Fallujah.
- Human Boundaries: Limited to the faculty members of the College of Administration and Economics, University of Fallujah.
- Temporal Boundaries: The study was conducted during the period in which the researchers collected data and wrote the research, from April 13, 2024, to May 15, 2025.

Sixth: Research Population and Sample

For the purpose of this study, the College of Administration and Economics, University of Fallujah, was selected as the research field. The research population consisted of the college faculty members, totaling 81 individuals. A comprehensive enumeration method was used, meaning that the entire population served as the study sample. Accordingly, 79 questionnaires were distributed and fully retrieved. After reviewing the responses, 3 questionnaires were deemed invalid for analysis, leaving a total of 76 valid questionnaires, representing 93.82%. The table 2 below presents the demographic characteristics of the research sample.

Gender	Frequency	Percentage
Male	54	71%
Female	22	29%
Total	76	100%
Age	Frequency	Percentage
31–35	7	9.21%
36–40	23	30.26%
41–45	27	35.52%
46–50	11	14.47%
55 years and above	8	10.52%
Total	76	100%
Educational Qualification	Frequency	Percentage
Master's	48	63%
Doctorate	28	37%
Total	76	100%
Years of Work Experience	Frequency	Percentage
Less than 5 years	6	8%
5–10 years	13	17%
11–15 years	19	25%
16–20 years	21	28%
21–25 years	12	16%
26 years or more	5	7%
Total	76	100%

Table 2. *Characteristics and Attributes of the Sample*

Source: Prepared by the Researchers

Section Two: Theoretical Framework

First: Workplace Spirituality

In social, organizational, and academic literature, studying the degree of meaning that employees find in their work is considered one of the components of the construct known today as workplace spirituality. Many individuals find inspiration in their jobs by bringing their spirituality into the workplace. Spirituality, in general, and in the workplace in particular, has become an important topic due to the recognition by academics and practitioners that fostering workplace spirituality can help improve employee performance. Many researchers emphasize that, in addition to enhancing performance, workplace spirituality can lead to higher productivity, greater organizational contribution, better decision-making, improved problem-solving abilities, higher intuition, and increased creativity when managed correctly.

Before delving deeper into workplace spirituality, it is necessary to understand the term “spirit” and its origins. The term “spirit at work” describes employees’ experiences of being passionate and energetic about their jobs, finding meaning and purpose in their work, allowing them to express their full selves and feel connected to colleagues. The term “spiritual” derives from the Latin word *Spiritus*, roughly translating to “the principle of giving life,” meaning that the spirit animates a person giving life to the body and spirituality becomes a condition for the existence of that life.

Workplace spirituality can be viewed as a framework of organizational values manifested in culture, enhancing employees’ experiences through work and facilitating their sense of connection with others in a way that provides feelings of fulfillment and joy. This leads to high personal achievement, elevated morale, and, in turn, improved outstanding performance. Additionally, it can be seen as the acknowledgment that employees have an inner life that is nurtured and enriched through meaningful work, which occurs within the context of community, helping them discover deeper meaning in work relationships and activating work engagement.

Workplace spirituality also represents aspects of work related to the individual that enhance personal satisfaction; it is a unique and meaningful personal experience. While it may be associated with certain forms of religiosity, it does not depend on a specific form or appearance, as spirituality is broader than religiosity. Even if a person is not religious, they can develop a spiritual system regardless of religious affiliation. Spirituality and religion are interrelated, as both are sources of fundamental beliefs. An individual following these beliefs will likely have a positive view of both religion and spirituality, experiencing and cultivating spirituality through religion.

The benefits of integrating spirituality in the workplace with religion are evident: it contributes to improving employee performance, encourages abandoning bad habits, makes work enjoyable, fosters a sense of connection among employees, increases cooperation, and enhances ethical behavior. Simultaneously, it promotes honesty, trust, and commitment, which can be considered as spiritual well-being in the workplace. Furthermore, spirituality enhances employees’ sense of responsibility and loyalty toward the organization.

Results and Discussion

A. Dimensions of Workplace Spirituality

1. Meaningful Work

Meaningful work is considered one of the most essential aspects of workplace spirituality, encompassing a deep sense of individual purpose and significance. This dimension reflects how employees interact with their daily work on a personal level [12]. Expressing spirituality in the workplace involves assumptions, one of which is that each individual has unique motivations and truths while also seeking to engage in activities that provide value and meaning to their life and others’ lives. Social psychologists have long discussed the concept of meaningful work, defining it as work that extends beyond its material aspects [13], [14], [15].

Beheshtifar & Zare note that meaningful work is not accidental but results from human relations movements in management thought, which focus on achieving job satisfaction and employee happiness by enhancing their sense of purpose in the efforts they provide [16]. Other studies indicate that employees desire immersion in their daily tasks and activities to feel connected to a broader goal and purpose in life. The study of meaningful work and purpose is not new. According to the concept of workplace spirituality, work is not merely about obtaining benefits or facing challenges but also about discovering true meaning and purpose in one’s work, which includes expressing inner spiritual and intrinsic work needs and contributing collaboratively with others [17], [18], [19].

2. Sense of Community

The second dimension of workplace spirituality involves establishing deep connections and relationships with others, commonly referred to as a sense of community. It is characterized by sharing, exchange, and commitment that bind individuals together. Soder emphasizes that the crucial aspect giving individuals value in their work is the ability to feel part of a larger group or community with which they maintain continuous interactions. Employees should engage materially and emotionally with the group to benefit from collective resources. This level of spirituality encompasses mental and emotional communications, as well as teamwork among employees in teams, groups, or departments within the organization [20].

Researchers introducing the concept of work engagement note that belongingness or sense of community is a key factor in reducing an individual's intention to leave the workplace. Leaving a job represents a sacrifice of social resources that may not be easily replaced elsewhere. Thus, the essence of community in the workplace lies in fostering a profound sense of connection and attachment among organizational members [21].

3. Alignment between Individual and Organizational Values

The third dimension of workplace spirituality involves employees feeling a strong alignment between their personal values and the organization's mission. This dimension reflects employees' engagement with the broader purpose that the organization seeks to achieve. Alignment with organizational values implies that an individual's purpose extends beyond the self to contribute to others and society [22].

The concept of person-organization alignment has attracted attention from both researchers and practitioners in recent years. It is defined as the congruence and harmony between the individual and the organization [23]. Alignment also entails employees believing that their managers and colleagues share compatible values, possess a conscious moral compass, and care about both individual and societal well-being.

Second: Outstanding Performance

In English, the term "performance" is derived from "to perform," meaning to carry out a task or accomplish a specific activity. It reflects an organization's ability and efficiency in achieving long-term goals, exceeding average or routine performance, and distinguishing organizational outcomes from conventional performance [24]. Outstanding performance results from effective organizational operations and well-equipped employees possessing knowledge, skills, abilities, experience, and the potential to apply these to processes in an exceptional manner. Zargar et al emphasize that excellence can be achieved through various methods, including the Balanced Scorecard, quality awards, and learning organization characteristics, all aimed at delivering unexpected value to customers value that exceeds their current and future expectations [25], [26].

Outstanding performance can also be viewed as a set of behaviors, intellectual capabilities, and high-level knowledge possessed by employees, enabling them to accomplish tasks beyond standard norms, outperform others in quality and quantity, and produce innovative and original ideas and products, thereby increasing the organization's ability to achieve sustainable results. This indicates that outstanding performance extends from the knowledge employees hold within the organization, as they are the foundation of its operations [27]. Their role manifests through the execution of exceptional work in organizational management, contributing to high performance levels that meet or exceed stakeholder expectations. This can be achieved by building employee capabilities, providing financial and non-financial rewards, and actively engaging employees [28].

A review of the theoretical framework highlights the importance of outstanding performance in organizations as a starting point for achieving stakeholder goals. It contributes to the development and enhancement of organizational management systems and processes, improving performance and creating value for stakeholders, thereby achieving notable results. It provides timely support for the skills needed to implement organizational strategy, enhances the organization's ability to adapt to changes in the external environment, and respond quickly to customer requirements [29], [30], [31]. Outstanding performance also increases overall awareness of the importance of moving toward Total Quality Management through systematic performance processes, identifying strengths and weaknesses, and benchmarking against competitors.

B. Dimensions of Outstanding Performance

To measure the level of outstanding performance in the current study, the Balanced Scorecard (BSC) approach will be employed. The BSC consists of four main dimensions: Customer Dimension, Learning and Growth Dimension, Internal Processes Dimension, and Financial Dimension [32], [33]. The details of each dimension are as follows:

1. Customer Dimension:

The customer dimension is one of the most critical aspects of the Balanced Scorecard. It represents the organization's ability to meet both expected and unexpected customer needs. This dimension includes a set of metrics that reflect outstanding customer performance and measure the value offered by the organization to its

customers.

2. Learning and Growth Dimension:

This dimension emphasizes organizational learning and growth. Its purpose is to identify and assess the infrastructure that organizations must develop to achieve long-term improvement and organizational learning [34].

3. Internal Processes Dimension:

Internal processes focus on all activities related to innovation, learning, and the development of skills and capabilities that the organization must master to optimize internal operations, deliver value to customers, enhance loyalty, and achieve the highest level of customer satisfaction.

4. Financial Dimension:

The financial dimension is a key component of outstanding performance, as it evaluates the profitability of strategic plans and the creation of shareholder value [35], [36]. Since organizations' strategic initiatives often involve cost reduction compared to competitors and sales growth, this dimension focuses on operating income resulting from cost savings and increased unit sales.

C. Chapter Three: Scientific Framework

First: Description of the Research Variables

This section aims to examine the research variables, namely Workplace Spirituality and Outstanding Performance, using the arithmetic mean, standard deviation, and percentage.

First: Reliability Tests of Workplace Spirituality and Outstanding Performance

This section aims to test the reliability of the measures using Cronbach's Alpha to assess the consistency of workplace spirituality and outstanding performance. A value of Alpha ≥ 0.60 is considered acceptable from a practical perspective [37]. Table (3) shows the Cronbach's Alpha values for workplace spirituality and outstanding performance, with item reliability ranging from 0.78 to 0.83.

S	Variables and Dimensions		Number of Items	Cronbach's Alpha Coefficient
1	Workplace Spirituality	Meaningful Work	5	0.81
2		Sense of Community	5	0.78
3		Alignment between Individual and Organizational Values	5	0.80
		Overall Level		0.82
4	Outstanding Performance	Financial Dimension	5	0.82
5		Customer Dimension	5	0.80
6		Internal Processes Dimension	5	0.83
7		Learning and Growth Dimension	5	0.83
		Overall Level		0.83
Instrument as a Whole				0.82

Table 3. Cronbach's Alpha Values for Workplace Spirituality and Outstanding Performance

Second: Description of Workplace Spirituality and Outstanding Performance

1. Description of Workplace Spirituality:

This section aims to describe the dimensions of workplace spirituality, diagnose them, and clarify their relative importance in identifying these dimensions. The central tendency measures for the dimensions of workplace spirituality, as shown in Table (4), revealed a mean of 4.1763 and a standard deviation of 0.70869, with a coefficient of variation of 16.93% and a relative importance of 83.77%. This variable was expressed through 15 indicators, allowing the dimensions of workplace spirituality to be ranked according to their relative importance and impact as follows:

a. Meaningful Work:

This dimension ranked first among the other dimensions, with a mean of 4.1974, indicating that individuals feel their work benefits the community in which they operate, motivating them to approach their work with enthusiasm and participate in activities that bring greater meaning to others' lives [38], [39]. The standard deviation was 0.63689, the coefficient of variation was 15.04%, and its relative importance reached 84.68%, making it the most influential dimension of workplace spirituality.

b. Sense of Community:

This dimension ranked second, with a mean of 4.1842, indicating a deep connection between the individual and other organizational members, fostering collaborative work to achieve higher goals. The standard deviation was 0.71942, the coefficient of variation was 17.19%, reflecting a high level of influence and relative importance of 83.68%.

c. Alignment between Individual and Organizational Values:

This dimension ranked third, with a mean of 4.1474, representing the alignment of personal values with organizational and societal values, along with respect for employees' personal lives and adherence to organizational principles. The standard deviation was 0.76977, the coefficient of variation was 18.56%, and its relative importance reached 82.95%, placing it third among the workplace spirituality dimensions.

2. Description of Outstanding Performance:

This section describes the dimensions of outstanding performance, diagnosing them and clarifying their relative importance. The central tendency measures for the performance dimensions, as shown in Table (4), revealed a mean of 4.1855, a standard deviation of 0.69472, a coefficient of variation of 16.57%, and a relative importance of 83.8675%. This variable was expressed through 20 indicators distributed across four dimensions (axes), ranked according to their relative importance and impact as follows:

a. Internal Processes Dimension:

This dimension ranked first, with a mean of 4.2079, reflecting the college administration's focus on providing all requirements supporting scientific research, continuous improvement practices, optimal utilization of available resources, and encouraging self-monitoring among employees to achieve high-quality work. The standard deviation was 0.65473, the coefficient of variation was 15.56%, and its relative importance reached 84.16%.

b. Customer Dimension:

This dimension ranked second, with a mean of 4.2026, indicating the college's efforts to provide excellent services to faculty and respond promptly to students' needs, adapt to environmental changes, and implement appropriate measures. The standard deviation was 0.68465, the coefficient of variation was 16.29%, and its relative importance reached 84.06%.

c. Learning and Growth Dimension:

This dimension ranked third, with a mean of 4.1842, reflecting the college's attention to training and development to enhance faculty competence, allocate sufficient financial resources for training, and establish values that promote excellence. The standard deviation was 0.68958, the coefficient of variation was 16.48%, and its relative importance was 83.68%.

d. Financial Dimension:

This dimension ranked fourth table, with a mean of 4.1789, indicating the college's possession of financial resources necessary to improve educational service quality, align funding with research requirements, and implement financial measures to provide a clear picture of performance at the end of the fiscal year. The standard deviation was 0.74993, the coefficient of variation was 17.95%, and its relative importance reached 83.58%.

S	Dimensions	Mean	Standard Deviation	Coefficient of Variation	Relative Importance
1	Meaningful Work	4.1974	0.63689	15.04%	84.68%
2	Sense of Community	4.1842	0.71942	17.19%	83.68%
3	Alignment between	4.1474	0.76977	18.56%	82.95%

	Individual and Organizational Values				
4	Financial Dimension	4.1789	0.74993	17.95%	83.58%
5	Customer Dimension	4.2026	0.68465	16.29%	84.05%
6	Internal Processes Dimension	4.2079	0.65473	15.56%	84.16%
7	Learning and Growth Dimension	4.1842	0.68958	16.48%	83.68%
Workplace Spirituality		4.1763	0.70869	16.93%	83.77%
Outstanding Performance		4.1855	0.69472	16.57%	83.8675%

Table 4. Workplace Spirituality and Outstanding Performance Dimensions Means, Standard Deviations, Coefficients of Variation, and Relative Importance

Source: Prepared by the researchers

Third: Testing the Research Hypotheses

This section focuses on testing the research hypotheses presented in the research framework as follows:

1. Correlation between Workplace Spirituality and Outstanding Performance:

Table (5) shows the correlation between workplace spirituality and outstanding performance at both the overall and partial levels. The correlation coefficient at the overall level was 0.673* at a significance level of 0.05, indicating a strong relationship between workplace spirituality and outstanding performance. Accordingly, the main hypothesis is accepted, which states: "There is a statistically significant correlation between workplace spirituality and outstanding performance." This main hypothesis has the following sub-hypotheses:

a. Correlation between Meaningful Work and Outstanding Performance:

Statistical analysis indicates a significant correlation between meaningful work and outstanding performance, with a correlation coefficient of 0.691* at a significance level of 0.05. This relationship suggests that the more the organization enables its faculty to integrate their spiritual ideas and values into the workplace, the more it reflects in achieving outstanding performance. Therefore, the sub-hypothesis stating "There is a statistically significant correlation between meaningful work and outstanding performance across all its dimensions" is accepted.

b. Correlation between Sense of Community and Outstanding Performance:

The results show a significant correlation between sense of community and outstanding performance, with a correlation coefficient of 0.613* at a significance level of 0.05. This indicates that the more positive interactions among faculty increase, the greater the organization's outstanding performance. Hence, the sub-hypothesis stating "There is a statistically significant correlation between sense of community and outstanding performance across all its dimensions" is accepted.

c. Correlation between Alignment of Individual and Organizational Values and Outstanding Performance:

Statistical analysis shows a significant correlation between alignment of individual and organizational values and outstanding performance, with a correlation coefficient of 0.750* at a significance level of 0.05. This indicates that the stronger the individuals' sense of alignment with their personal values and the organization's mission and goals, the higher the organization's outstanding performance. Therefore, the sub-hypothesis stating "There is a statistically significant correlation between alignment of individual and organizational values and outstanding performance across all its dimensions" is accepted.(Table 5)

Dependent Variable		Outstanding Performance
Independent Variable		
Workplace Spirituality	Meaningful Work	0.691 *
	Sense of Community	0.613*
	Alignment between Individual and Organizational Values	0.750*
	Overall Index	0.673*

N = 76 *P ≤ 0.05

Figure 2. Correlations between Workplace Spirituality and Outstanding Performance at Overall and Partial Levels

1. The Effect of Workplace Spirituality on Overall Outstanding Performance:

The results of the regression analysis shown in Table (6) indicate the effect of workplace spirituality on overall outstanding performance. The explanatory power of workplace spirituality for outstanding performance at the overall level is 45.3%, while the remaining explanatory power is attributed to random variables not included in the regression model.

The regression coefficient (β_1) is 0.177, indicating that an increase of one unit in workplace spirituality leads to a corresponding positive increase in outstanding performance. This result is supported by the calculated F-value (5.396)**, which is greater than the critical F-value of 3.931 at degrees of freedom (1,74) and a significance level of 0.01. Additionally, the calculated T-value (2.629)* exceeds the critical T-value of 1.993 at a significance level of 0.05.

These findings support the acceptance of the hypothesis stating: “There is a statistically significant effect of workplace spirituality on outstanding performance.”(Table 6)

Achieving Outstanding Performance	Effect	R2	F		Significance Level
	β_1		Calculated	Tabulated	
Workplace Spirituality	0.177 *(2.629)	0.453	5.396	3.931	**0.01

$p \leq 0.05$, N= 76 , DF= (1,74)

Table 5. Effect Relationships between Levels of Workplace Spirituality and Overall Outstanding Performance

D. Effect of Each Dimension of Workplace Spirituality on Outstanding Performance:

a. Effect of Meaningful Work on Outstanding Performance:

The data indicate a positive and statistically significant effect of meaningful work on outstanding performance. The regression coefficient (β_1) equals 0.118 with a determination coefficient (R^2) of 0.477, meaning that 47.7% of the variance in outstanding performance is attributed to meaningful work as a dimension of workplace spirituality, while the remaining 52.3% is due to variables not included in the current research model.

The calculated F-value (4.204) exceeds the critical value of 3.931 at a significance level of 0.021*, supporting the hypothesis: “There is a statistically significant effect of meaningful work on outstanding performance.”

This indicates that meaningful work, as a dimension of workplace spirituality, plays a crucial role in achieving the highest level of outstanding performance.(Table 7)

Achieving Outstanding Performance	Effect	R2	F		Significance Level
	β_1		Calculated	Tabulated	
Meaningful Work	0.118 *(2.064)	0.477	4.204	3.931	**0.027

$p \leq 0.05$, N= 76 , DF= (1,74)

Table 6. Effect Relationships between Meaningful Work and Outstanding Performance

b. Effect of Sense of Community on Outstanding Performance:

The statistical analysis data indicate a positive and significant effect of the sense of community on outstanding performance. The regression coefficient (β_1) equals 0.290 with a determination coefficient (R^2) of 0.376, meaning that 37.6% of the variance in outstanding performance is attributed to the sense of community as a dimension of workplace spirituality, while the remaining 62.4% is due to variables outside the current research model.

The calculated F-value (5.357) exceeds the critical value of 3.931 at a significance level of 0.021*, supporting the hypothesis: "There is a statistically significant effect of the sense of community on outstanding performance."

This indicates that the sense of community plays a crucial role in enhancing the organization's ability to achieve outstanding performance and supports its adoption.(Table 8)

Outstanding Performance	Effect	R2	F		Significance Level
	β_1		Calculated	Tabulated	
Sense of Community	0.290 *(2.218)	0.376	5.357	3.931	**0.021
$p \leq 0.05$, N= 76 , DF= (1,74)					

Table 7. Effect Relationships between Sense of Community and Outstanding Performance

c. Effect of Alignment between Individual and Organizational Values on Outstanding Performance: The data indicate a significant positive effect of the alignment between individual and organizational values, as one of the dimensions of workplace spirituality, on outstanding performance. The β_1 coefficient was 0.354, with a determination coefficient (R^2) of 0.563, indicating that 56.3% of the variance in the outstanding performance variable is attributed to the alignment between individual and organizational values, while the remaining 43.7% is due to other variables not included in the current research model. The calculated F-value was 6.059, exceeding the tabular value of 3.931 at a significance level of 0.024, supporting the hypothesis that there is a statistically significant effect of alignment between individual and organizational values on outstanding performance. This suggests that outstanding performance increases as the organization adopts and promotes alignment between individual and organizational values.(Table 9)

Outstanding Performance	Effect	R2	F		Significance Level
	β_1		Calculated	Tabulated	
Alignment between Individual and Organizational Values	0.354 *(3.243)	0.563	6.059	3.931	**0.024
$p \leq 0.05$, N= 76 , DF= (1,74)					

Table 8. Effect Relationships between Alignment of Individual and Organizational Values and Outstanding Performance.

Fourth Section: Conclusions and Recommendations

First: Conclusions

1. Workplace spirituality enhances employees' sense of belonging, which improves individual satisfaction and increases commitment and trust, thereby fostering collaborative work.
2. Purposeful work, as one of the dimensions of workplace spirituality, enables the faculty members in the study sample to achieve the highest level of outstanding performance.
3. Faculty members in the study sample demonstrate higher levels of outstanding performance as their perception of high workplace spirituality across its dimensions increases.
4. Statistical analysis results indicate a significant positive correlation between the dimensions of workplace spirituality and outstanding performance among the faculty members in the study sample, reflecting the degree of association between the two variables.
5. The statistical analysis revealed the strongest significant correlation between purposeful work, as a dimension of workplace spirituality, and outstanding performance among the faculty members overall.
6. Regression analysis results indicate that the overall dimensions of workplace spirituality significantly affect the

outstanding performance of the faculty members in the study sample, demonstrating the positive impact of workplace spirituality on outstanding performance.

Second: Recommendations

1. Organizations should encourage communication among employees to foster a structure of trust and organizational belonging, as well as create a supportive environment to enhance security among employees and implement balanced policies that support quality of work life.
2. Organizations should develop a workplace environment emphasizing shared goals and values through programs aimed at promoting outstanding performance by encouraging employees to experience a sense of achievement through alignment between their personal values and organizational objectives, thereby enhancing individual and overall organizational performance.
3. Organizations should develop skills through specialized training programs that enhance both hard and soft skills of employees and provide compensation programs to encourage outstanding achievements.
4. The researched organization should increase attention to the dimensions of workplace spirituality due to their positive reflection on overall outstanding performance.
5. Focus should be placed on the various dimensions of workplace spirituality as a key factor supporting the organization in achieving the highest levels of performance.
6. The college should adopt measures that promote a comprehensive understanding of workplace spirituality dimensions, contributing to achieving the highest level of outstanding performance.

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