



Workplace Spirituality and Innovative Work Behavior: Unveiling the Power of Engagement

Meily Margaretha^{1,2*}, Achmad Sudiro², Desi Tri Kurniawati², Sri Palupi Prabandari²

¹Department of Management, Universitas Kristen Maranatha, Indonesia, ²Department of Management, Universitas Brawijaya, Indonesia. *Email: meilymargaretha@student.ub.ac.id

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ABSTRACT

This study aimed to examine the influence of workplace spirituality (WpS) on innovative work behavior (IwB) with employee engagement (EmE) as a mediating variable. By using a quantitative method, data were collected from 251 respondents from the public and private sectors in Indonesia with a minimum of 1 year of work experience. The analysis was conducted using Partial least squares structural equation modelling (PLS-SEM). The results showed that workplace spirituality had a significant positive effect on employee engagement and innovative work behavior, both directly and indirectly. Furthermore, employee engagement played a partial mediating role, suggesting that it served as an important psychological mechanism in translating spiritual values into innovative actions. The results reinforced existing literature and expanded the understanding of how spiritual values were internalized in the context of innovative work behavior. Values such as meaningful work, connectedness between colleagues, and inner harmony were found to foster a work climate that motivated exploration, the courage to take initiative, and bottom-up innovation. This study further recommended the integration of spirituality into organizational culture as a holistic strategy to increase engagement, enhance well-being, and drive sustainable innovation in the modern workplace.

Keywords: Employee, Engagement, Innovative, Behavior, Spirituality

JEL Classifications: D23, O15, J24, O31

1. INTRODUCTION

The challenges of the dynamic social and economic environment faced by organizations from the past to the present are influencing the role of employees in driving innovation in the workplace. The increasing complexity and uncertainty in the current environment place employees as a crucial resource that enhances organizational competitiveness through the extra roles performed, particularly through innovative work behavior (IwB) (Hunsaker, 2020; Zhu and Zhang, 2020). Employees as the main agents of innovation explore opportunities, generate new ideas, and implement changes through innovative work behavior to help organizations respond to transformational environments. This further increases productivity and effectiveness, leading to sustainable competitiveness (Montani et al., 2017). Therefore, promoting innovative work behavior is

a crucial task for existing organizations to ensure their continued development through innovation. In an era where innovation is no longer optional but a necessity, organizations should prioritize understanding and supporting the factors that motivate employees to lead innovation, rather than simply demanding innovation. However, the reality is that the pressure for increased productivity and the demand for continuous innovation often leave employees feeling overwhelmed, causing innovative behavior to be neglected. According to previous studies, this can negatively impact on the innovative mindset and overall well-being at work (Chen et al., 2019; Garg, 2017). Innovation is critical to the long-term growth and survival of organizations.

In addition to the challenge of motivating innovative work behavior, the second major challenge faced by organizations

is the ability to meet employee increasing needs for work and enrich relationships with leaders and coworkers (Colbert et al., 2016; Singh et al., 2021; Zou et al., 2020). Workplace spirituality (WpS) has been suggested as a construct to help organizations capture employee intangible and innovative resources based on underlying assumptions related to meaningful work and workplace community (Amabile and Pratt, 2016; Houghton et al., 2016; Zhang and Yang, 2021). To extend workplace spirituality theory, studies have investigated how and when workplace spirituality influences innovative work behaviors (Chen et al., 2019; Garg, 2017; Houghton et al., 2016). WpS has also been recognized as an important factor that directly or indirectly influences individuals' intrinsic motivation and performance, such as job satisfaction and organizational commitment (Ranasinghe and Samarasinghe, 2019). Since intrinsic motivation is a prerequisite for generating positive creative behavior, WpS can be considered a factor that enhances innovative work behavior. Although the relationship between workplace spirituality and innovative work behavior has been suggested, empirical evidence supporting the relationship is still lacking (Ranasinghe and Samarasinghe, 2019). Therefore, this study aims to investigate the effect of workplace spirituality on innovative work behavior. The analysis also examines the mediating function of employee engagement (EmE), which is limitedly explored in the relationship between workplace spirituality and innovative work behavior. In this context, employee engagement is positioned as a mediating variable because it acts as a psychological mechanism that bridges the positive influence of workplace spirituality on innovative work behavior. Workplace spirituality further provides meaning, a sense of belonging, and a deep spiritual connection in work, but these values do not directly produce innovative behavior. The values should increase employee emotional and cognitive participation in the form of engagement, which then drives innovative work behavior.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Innovative Work Behavior (IwB)

Innovative work behavior was regarded as a critical tool that enabled organizations to achieve competitive advantage over their competitors, as no organization could survive without continuous innovation (Ranasinghe and Samarasinghe, 2019). It also referred to deliberate actions through which employees introduced and implemented new ideas by modifying work processes to improve individual and organizational performance (De Jong and Den Hartog, 2010). Innovative work behavior comprised initiating and deliberately presenting novel and useful ideas related to products, services, and work methods, as well as engaging in a series of behaviors required to develop, initiate, and execute these ideas (Saeed et al., 2019). These ideas were necessary to address organizational changes, such as establishing new routines, streamlining workflows, and enhancing both internal and external collaboration (Al-Essa and Durugbo, 2022). Innovative behavior work did not occur randomly as it typically evolved when employees faced challenges and were given autonomy to fulfill the duties and responsibilities. Organizations were expected to create opportunities and platforms that allowed employees to share new

ideas. Therefore, the development of a better organization could be motivated and enable others to be competitive.

2.2. Workplace Spirituality (WpS)

Workplace Spirituality fostered a sense of belonging among organizational members, particularly when leaders cultivated a culture that promoted peace and supported learning (Margaretha et al., 2021). Pawar as cited in Beehner (2019) outlined two perspectives, namely individual and organizational, in the context of workplace spirituality. From an individual perspective, workplace spirituality referred to a person's experience of expressing personal spiritual values in organizational setting (Milliman et al., 2003). On the other hand, the organizational perspective defined workplace spirituality as a framework of values reflected in a culture that enabled individuals to practice spirituality at work (Rocha and Pinheiro, 2021). Workplace spirituality was rooted in both intrinsic and existential perspectives on individual meaning (Houghton et al., 2016). Based on the intrinsic view, it was assumed that spirituality originated from individuals, manifesting in feelings of connection to others and work. In contrast, the existential perspective focused on how work contributed to one's sense of purpose and existence. Workplace spirituality further helped employees find meaning in life and work, fostered relationships with coworkers, correlated personal values with organizational values, and enabled passionate self-expression in the roles (Ashmos and Duchon, 2000; Kinjerski and Skrypnik, 2004).

2.3. Employee Engagement (EmE)

Employee engagement reflected a positive and productive mental state associated with work, which contributed to the overall growth of the organization. It showed the positive disposition that employees brought to fulfilling their responsibilities (Saks, 2022). Engaged employees typically exerted the best efforts when they felt dedicated and committed to the work (van Tuin et al., 2021). In essence, employee engagement was a key organizational factor that captured the extent to which employee attitudes, specifically the sense of dedication and communication with the organization, were correlated with organizational objectives. It was generally connected to the quality and level of performance. Moreover, higher engagement levels were associated with reduced employee turnover (Malik and Garg, 2020).

2.4. Workplace Spirituality and Innovative Work Behavior

The determinants of innovative work behavior originated from both individual and organizational characteristics (Hunsaker and Ding, 2022). Organizational factors such as culture, climate, leadership, workplace spirituality, meaningful work, and social exchange in workgroups have been shown to influence innovative work behavior (Hunsaker, 2020; Singh et al., 2021; Zhu and Zhang, 2020). Scott and Bruce (1994) proposed that organizational climate shaped expectations, motivation, and perceptions of instrumentality, thereby motivating employees to obtain manners to innovate and improve work. Workplace spirituality, as part of the organizational climate, enabled organizations to promote comprehensive performance, high motivation, and creativity among employees (Saxena and Prasad, 2023).

A study conducted by Afsar and Badir (2017) showed that employees with a strong spiritual dimension derive meaning and purpose from work which enhanced the ability to think critically and creatively, generating innovative solutions to workplace challenges. Similarly, Baber et al. (2023) outlined the importance of creating a spiritually supportive workplace in high-stress organizations, as it could provide employees with a sense of purpose and meaning in the work leading to increased creativity and innovation. The results correlated with previous studies that have found a positive relationship between workplace spirituality and innovative work behavior (Bantha and Nayak, 2020; Aboobaker et al., 2022; Hunsaker and Ding, 2022; Sode and Chenji, 2024). These studies suggested that workplace spirituality could motivate innovative behavior by increasing work meaning, creative freedom, and a sense of social connectedness in the workplace. A work environment that recognized employee spiritual values allowed for a sense of psychological safety and the courage to take risks in conveying new ideas (Bantha and Nayak, 2020). Therefore, the first hypothesis for this study was formulated as follows:

H₁: Workplace spirituality had a positive influence on innovative work behavior.

2.5. Workplace Spirituality and Employee Engagement

Workplace spirituality became a contemporary method in human resource management, aimed at enhancing the quality of employee work experience. It did not refer to religious practices, but to the extent to which employees felt that the work had meaning (meaningful work), experienced connection with coworkers (sense of community), and perceived alignment between personal and organizational value alignment) (Milliman et al., 2003). When employees experienced these spiritual dimensions, employees felt valued as whole individuals and further showed higher levels of engagement. Employee engagement reflected a positive psychological state, characterized by vigor, dedication, and a deep emotional connection to an individual's work (Schaufeli et al., 2002). A study conducted by Milliman et al. (2018) found that workplace spirituality had a direct influence on employee engagement and intention to stay, based on data from 292 employees in a hospitality organization in the United States. Engagement was also connected to the quality of employee delivery service.

Furthermore, Bantha et al. (2024) showed that workplace spirituality significantly contributed to increasing work engagement among 510 millennial employees working in the Fortune 500 manufacturing and service industries in India. The publication by Baskar and Indradevi (2022) including employees as respondents further found that workplace spirituality had a direct influence on employee engagement. Workplace spirituality increased employee sense of meaning in the work, which further motivated greater emotional and cognitive participation. Therefore, it could be concluded that workplace spirituality provided a psychological and emotional foundation supporting employee full engagement. Employees who believed that the work was meaningful and correlated with values were more inclined to

be actively engaged in the organization. Based on this explanation, the second hypothesis was formulated as follows:

H₂: Workplace spirituality had a positive influence on employee engagement.

2.6. Employee Engagement and Innovative Work Behavior

Employee engagement evolved as a key indicator for improving employee productivity and performance quality across various organizational contexts. According to Kahn (1990), employee engagement referred to the physical, cognitive, and emotional dedication of employees towards executing work responsibilities. It focused on the relationship between employees, work, and organization (Schaufeli and Bakker, 2010). Miller and Miller (2020) further explained that engagement was a fundamental antecedent of innovative work behavior. Employees often exhibited strong intrinsic motivation, a desire to contribute meaningfully, and a sense of ownership over the tasks when experienced high levels of engagement. This psychological condition was highly relevant to innovative work behavior, which included a series of behaviors aimed at creating, promoting, and implementing new ideas to improve work efficiency. Engaged employees were more inclined to be proactive in identifying opportunities, open to change, and willing to take risks to implement innovative solutions (Afsar et al., 2021). A study by Yandong and Wareewanich (2024) showed that employee engagement significantly influenced innovative work behavior, particularly through enhanced career growth, recognition, job participation, and job responsibility. Al-Ajlouni (2021) similarly found that more engaged employees were more inclined to exhibit innovative work behavior.

In the analysis conducted by Elamin et al. (2024), a significant positive relationship was found between employee engagement and innovative work behavior, and employee engagement also indirectly influenced innovative work behavior through the mediating role of knowledge-sharing behavior. Ali et al. (2022) further emphasized the importance of innovative work behavior in achieving competitive advantage and organizational sustainability, finding that engagement stimulated innovative behavior among the millennial workforce in China's service sector. Therefore, employee engagement was a major determinant of loyalty and productivity, as well as a driver of innovation, as it created the psychological conditions necessary for creativity and exploration of new ideas. Based on the explanation, the third hypothesis proposed was as follows:

H₃: Workplace spirituality had a positive effect on innovative work behavior.

2.7. The Role of Employee Engagement as a Mediator

Employee engagement was a psychological state characterized by high energy (vigour), dedication, and deep involvement (absorption) in work (Schaufeli et al., 2002). When workplace spirituality enhanced engagement, employees became more emotionally and cognitively invested, thereby increasing the willingness and capacity to exhibit innovative behavior. In this regard, employee engagement functioned as a mediating variable

as employees who perceived the work to be meaningful and value-correlated tended to become more deeply engaged in the roles.

Engaged employees were more motivated to think creatively, propose improvements, and implement novel ideas. A study by Salem et al. (2023) using two waves of survey data collected from 538 employees and the managers in the Pakistani IT sector explicitly showed that employee engagement mediated the relationship between workplace spirituality and innovative work behavior. In essence, workplace spirituality enhanced engagement, which further drove innovation. Based on the explanation, the final hypothesis in this study was proposed as follows:

H₄: Employee engagement mediated the influence between workplace spirituality and innovative work behavior. The study framework is presented in Figure 1.

3. METHODOLOGY

This study adopted a quantitative method using partial least squares structural equation modeling (PLS-SEM) method to test the relationships between workplace spirituality, employee engagement, and innovative work behavior. The sample was selected through a purposive sampling technique, comprising a total of 251 respondents who met the criterion of having a minimum of 1 year of work experience. The study instrument was a five-point Likert scale questionnaire adapted from previous publications. Each construct was measured using several indicators that had been previously tested for validity and reliability. Innovative work behavior questionnaire consisted of six statement items, adapted from Nordin et al. (2024), Rafique et al. (2022), and Saif et al. (2024). One example of the items was “I try to convince other members to support the innovative ideas that I have.” The workplace spirituality questionnaire was adapted from Sharma and Kurma (2020) as well as Hunsaker and Ding (2022), comprising six statement items. For example, “I feel like I am part of the organization where I work.” Employee engagement questionnaire was adapted from Decuyper and Schaufeli (2020) with an example item being “I enjoy doing my job.” Data analysis was conducted using SmartPLS software and included tests for construct validity and reliability, structural model evaluation, and mediation analysis among the variables.

4. RESULTS AND DISCUSSION

This study included 251 respondents from various demographic and organizational backgrounds. By gender, the majority were

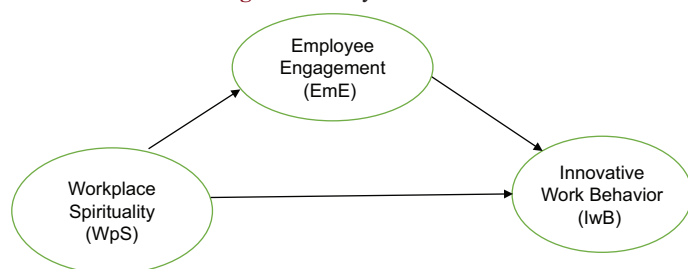
male, with 153 (61%), and female respondents numbered 98 (39%) (Table 1). Regarding age, the largest group fell in the 25-30 years range, with 65 (25.9%), followed by the 41-45 years group with 42 (16.7%), and the 31-35 and 36-40 years groups with 42 and 41 respondents respectively (16.7%). Meanwhile, 28 (11.2%) were above 51 years of age. In terms of educational background, the majority held a Bachelor's degree (S1)—154 people (61.4%)—followed by Diploma holders (22.3%), Master's degree holders (9.6%), and High School or equivalent (6%). Only a small number held a Doctorate (0.8%). In work experience, the majority had 11-15 years of experience (21.1%) and 1-5 years (20.3%). Those with 6-10 years (19.5%) and 16-20 years (13%) were also significantly represented. Only a few respondents had more than 30 years of experience (1.2%). Most of respondents were married, amounting to 187 (74.5%). Based on the type of organization, respondents were evenly split between the private sector (51.8%) and the public sector (48.2%). From these respondent profiles, it could be inferred that employees were capable of responding appropriately to the questionnaire items, particularly concerning the experiences in innovative work behavior.

The initial model testing started with the outer model assessment, which was used to determine how effectively the indicators represented their respective latent constructs. This included evaluating the validity and reliability of the reflective measurement model through both convergent and discriminant validity analyses. For convergent validity, indicators were expected to have outer loadings above 0.70 and an average variance extracted (AVE) value

Table 1: Respondents' characteristics (n=251)

Characteristics	Frequency	Percentage
Gender		
Female	98	39
Male	153	61
Age		
25-30 years old	65	25.9
31-35 years old	42	16.7
36-40 years old	42	16.7
41-45 years old	37	14.7
46-50 years old	37	14.7
>51 years old	28	11.2
Educational background		
Senior high school and equivalent	15	6
Diploma	56	22.3
Strata 1	154	61.4
Strata 2	24	9.6
Strata 3	2	0.8
Tenure		
1-5 years	51	20.3
6-10 years	49	19.5
11-15 years	53	21.1
16-20 years	30	12
21-25 years	36	14.3
26-30 years	18	7.2
>30 years	14	5.6
Marital status		
Married	187	74.5
Unmarried	61	24.3
Divorced	3	1.2
Type of organization		
Private	130	51.8
Public	121	48.2

Figure 1: Study framework



with a minimum of 0.50 (Hair et al., 2022). As shown in Table 2, all the indicators met these criteria, indicating that the corresponding latent constructs were measured validly. Discriminant validity was then assessed using the Fornell-Larcker criterion, which ensured that each construct was unique and did not overlap with others. It was confirmed when the square root of each construct's AVE exceeded its correlations with other constructs (Hair et al., 2022), as presented in Table 2. Following the validity tests, reliability was evaluated to confirm the consistency and accuracy of the constructs. Construct reliability was measured using Cronbach's Alpha and Composite Reliability, both of which needed to exceed 0.70 to be considered reliable. The results in Table 3 showed that all constructs had Cronbach's Alpha and Composite Reliability values above this threshold. Therefore, the study showed that all constructs met the required validity and reliability standards for further analysis of the inner model.

After the outer model assessment, the next phase included testing the inner or structural model, which aimed to evaluate the relationships among the latent constructs. This was done using key indicators such as R-squared (R^2) value, model fit indices (Goodness of Fit), path coefficients, and t-statistics. R^2 value indicated the extent to which the independent constructs explained the variance in the dependent variables. The results showed that innovative work behavior construct had R^2 value of 0.320, while employee engagement had R^2 of 0.596, as shown in Table 4. These results suggested that the model had moderate predictive power in explaining variations in innovative work behavior and employee engagement.

To assess the overall fit of the model, standardized root mean square residual (SRMR) and the Normed Fit Index (NFI) were used. According to Hair et al. (2022), a model was considered to have a good fit when SRMR was below 0.08 and NFI was close to 1. In this study, SRMR was 0.076 and NFI was 0.771, which indicated that the model fulfilled the criteria for a good

model fit. Therefore, the analysis showed that the structural model was suitable for application and accurately represented the relationships between the constructs examined.

The next stage in the structural model analysis was to evaluate the path coefficients between latent variables by comparing the β (beta) values on each relationship path. A relationship was considered significant when the t -statistic value exceeded 1.96 and the P -value was <0.05 . Based on the test results presented in Table 5, it was found that workplace spirituality had a significant effect on innovative work behavior ($P = 0.003$; t -statistic = 2.979). In addition, the indirect effect of workplace spirituality on innovative work behavior through the mediation of employee engagement was also confirmed to be significant ($P = 0.028$). The direct relationships between workplace spirituality and innovative work behavior, as well as between employee engagement and innovative work behavior, both showed $P = 0.003$ and 0.027 , respectively. This showed that the elements were statistically significant. Consequently, all the hypotheses proposed were accepted.

Figure 2 illustrates the direct and indirect relationships among Workplace Spirituality (WpS), Employee Engagement (EmE), and Innovative Work Behavior (IWB). The analysis indicates that WpS has a significant positive effect on both EmE and IWB, while EmE partially mediates the relationship between WpS and IWB. These findings highlight that a spiritually grounded workplace enhances employee engagement and promotes innovative behavior.

The results showed that employees made efforts to add value by engaging in extra-role behavior, such as thinking critically and creatively, proposing effective solutions to problems, and generating new ideas when work was perceived as meaningful and purposeful. This showed that spirituality in the workplace could foster innovative work behavior among employees, particularly through the mediating role of employee engagement. Moreover, a work environment that upheld spiritual values such as meaningfulness, connectedness, and inner balance contributed significantly to employee engagement at emotional, cognitive, and physical levels. The results correlated with previous publications by Milliman et al. (2018), Baskar and Indradevi (2022), as well as Bantha et al. (2024) showing that spiritual values in the workplace could generate greater commitment and dedication in carrying out tasks. Furthermore, employee engagement motivated innovative

Table 2: Loading factors

Items	Loading factors	CA	CR	AVE
WpS1	0.786	0.842	0.884	0.56
WpS2	0.739			
WpS3	0.802			
WpS4	0.788			
WpS5	0.766			
WpS6	0.801			
IwB1	0.818	0.842	0.887	0.612
IwB2	0.722			
IwB4	0.726			
IwB5	0.724			
IwB6	0.814			
EmE1	0.720			
EmE2	0.801	0.91	0.925	0.53
EmE3	0.731			
EmE4	0.742			
EmE5	0.828			
EmE7	0.779			
EmE8	0.771			
EmE9	0.726			
EmE10	0.717			
EmE11	0.758			
EmE12	0.701			

Table 3: Fornell-Larcker criterion

Variables	EmE	IwB	WpS
EmE	0.728		
IwB	0.521	0.782	
WpS	0.772	0.542	0.749

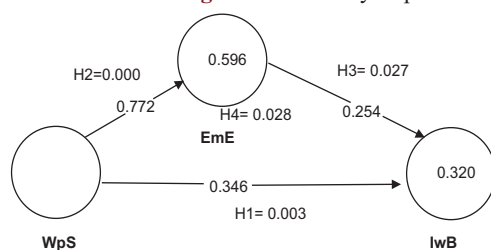
The bold values on the diagonal represent the square root of the Average Variance Extracted (\sqrt{AVE}) for each construct. These values are higher than the correlations between constructs, confirming discriminant validity in accordance with Fornell and Larcker (1981).

Table 4: Coefficient of determination (R^2)

Variables	R-square	R-square adjusted
Employee engagement (EmE)	0.596	0.593
Innovative work behavior (IwB)	0.320	0.312

Table 5: Path coefficient

Paths	Original sample	Sample mean	Standard deviation	T-statistics	P-values	Decision
WpS→IWB	0.346	0.346	0.116	2.979	0.003	Accepted
WpS→EmE	0.772	0.774	0.035	21.923	0.000	Accepted
EmE→IwB	0.254	0.265	0.115	2.217	0.027	Accepted
WpS→EmE→IwB	0.196	0.205	0.089	2.202	0.028	Accepted

Figure 2: Summary of path analysis

behavior where employees who felt connected to the work were more inclined to exhibit proactive behaviors, such as proposing new solutions, improving existing processes, and implementing innovative ideas. This confirmed that engagement was a key driver in fostering bottom-up innovation in the workplace (Malik and Garg, 2020). Similar results were reported in studies conducted by Al-Ajlouni (2021), Elamin et al. (2024), and Yandong and Wareewanich (2024), which affirmed the significant influence of employee engagement on innovative work behavior.

This study found that workplace spirituality directly influenced innovative work behavior, consistent with previous publications (Afsar and Badir, 2017; Bantha and Nayak, 2020; Aboobaker et al., 2022; Hunsaker and Ding, 2022). This indicated that spiritual values not only enhanced engagement but also created a work atmosphere that motivated exploration and creativity. Workplace spirituality fostered a psychologically safe climate in which employees felt free to take risks, try new approaches, and innovate without fear of failure or negative consequences. The presence of both direct and indirect pathways between workplace spirituality and innovative work behavior indicated that employee engagement served as a partial mediator in the model. This suggested that a portion of the effect of workplace spirituality on innovative work behavior remained significant when mediated by engagement. The results also supported the publication of Salem et al. (2023) which similarly recognized the importance of spiritual values in the modern workplace. Therefore, the analysis provided a strong foundation for organizations to cultivate a productive work environment as well as a meaningful and transformative experience for employees.

5. CONCLUSION

In conclusion, this study showed that workplace spirituality had a significant effect on both employee engagement and innovative work behavior, through both direct and indirect pathways. Employee engagement was also shown to significantly drive the emergence of innovative behavior among employees. This confirmed that employee engagement played a partial mediating role in the relationship between workplace spirituality and innovative work behavior. Therefore, adopting a workplace approach that prioritized spiritual values could be an effective

strategy for increasing employee engagement and fostering a culture of innovation within organizations. This study contributed to the literature by showing the partial mediation effect of employee engagement in the connection between workplace spirituality and innovative behavior. This reinforced earlier models and further created opportunities for exploring additional factors that could further strengthen the relationship.

Based on the results, the analysis recommended that organizations should actively integrate spiritual values into work culture through various coaching programs, strengthening the meaning of work, and adopting leadership styles prioritizing human-centered values. A work environment that was rich in meaning, connection, and inner balance had been shown to enhance employee engagement and encourage innovative conduct. Therefore, it was important for organizations to cultivate a climate that emphasized productivity and performance targets as well as attending to the emotional and spiritual needs of employees. Programs aimed at enhancing employee engagement should focus on building positive work relationships, recognizing contributions, and offering employees space for both professional and personal development. To further stimulate innovation, organizations should create environments that supported freedom of expression, tolerate failure, and welcome new ideas from employees.

5.1. Limitations and Suggestions for Further Studies

This study had a number of limitations that should be taken into account when interpreting the results and designing future investigation. First, the use of a cross-sectional design limited the ability to establish definitive causal relationships. Second, the purposive sampling method and the relatively limited number of respondents may have affected the generalizability of the results to other organizational settings or industries. Third, data collected through self-report questionnaires were susceptible to respondent subjectivity and bias. Therefore, further publications were advised to use a longitudinal design to capture the dynamics of the relationship between variables over time and strengthen temporal validity. Mixed methods that combined quantitative and qualitative data, such as in-depth interviews or participant observation, could provide a more comprehensive understanding of the processes and meanings behind the relationship between workplace spirituality, employee engagement, and innovative work behavior. Testing moderator variables such as leadership style, organizational climate, or employee personality characteristics also enriched the model and provided new insights into the conditions that strengthen or weaken the relationship between variables in this study.

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