WORKING WITH MEANING: EMPLOYEE MINDFULNESS, WORKPLACE SPIRITUALITY, AND INNOVATIVE WORK BEHAVIOR AMONG EMPLOYEES

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Abstract:

This study aims to analyze the role of employee mindfulness in shaping workplace spirituality, job satisfaction, and innovative work behavior among employees in Indonesia. The Indonesian context, characterized by a high level of religiosity, provides a relevant foundation for examining the relationship between individual awareness, workplace spirituality, and innovative behavior within organizational settings. This study adopts a quantitative approach using a survey method involving 145 active employees from various industry sectors in Indonesia. Data were collected through an online questionnaire and analyzed using SEM-PLS with the support of SmarPLS 4 software. The results indicate that employee mindfulness has a positive and significant effect on workplace spirituality, which is found to have a positive and significant influence on innovative work behavior and job satisfaction. However, the findings reveal that employee mindfulness does not have a significant effect on job satisfaction, and job satisfaction does not significantly influence innovative behavior, which is driven more by self-awareness and a sense of meaning at work than by job satisfaction alone. Theoretically, this study extends the literature by highlighting the role of mindfulness and workplace spirituality as important psychological resources in fostering innovative work behavior, particularly in the context of developing countries. Practically, the findings imply that organizations should not focus solely on enhancing job satisfaction, but also on cultivating work environments that support awareness, meaningful work, and spirituality in order to promote sustained innovation and employee well-being.

Keywords: Employee Mindfulness, Workplace Spirituality, Innovative Work Behavior, Job Satisfaction

INTRODUCTION

Indonesia is widely recognized as a country with a high level of religiosity, as approximately 98.7% of its population adheres to a religion (Widodo, 2025). According to the World Bank, Indonesia is among the countries with the highest religiosity scores, reaching 99%, with Islam as the dominant religion. This situation fosters a society with a strong awareness of life's meaning and inner reflection, which aligns closely with the concept of mindfulness. From an institutional perspective, mindfulness provides a crucial foundation that connects individual religiosity with workplace spirituality.

The spiritual life of society influences how individuals conduct their daily activities, including work. Studies by Sode et al. (2024) indicate that spirituality research has expanded into more

professional contexts. Dhir (2025) also highlights that studies on working spirituality offer numerous benefits for improving organizational performance. An organization is a place where individuals collaborate to achieve business objectives. In today's work environment, organizations are no longer focused solely on financial goals but also on fulfilling employees' internal needs, such as meaningful work, organizational transparency, and opportunities for personal growth (Nishanthi et al., 2025). These conditions require organizational support to create a workplace that promotes employee well-being through workplace spirituality. Workplace spirituality has the potential to influence employee job satisfaction (Dhir, 2025; Nishanthi et al., 2025; Raj et al., 2023).

Mindfulness practices in the workplace have considerable potential to improve employees' psychological well-being, emotional control, and ability to manage stress. Sode et al. (2024) explain that employee mindfulness can be influenced by workplace spirituality. Fu et al. (2025) further argue that in green organizational contexts, innovative organizations can influence employees' mindfulness. Leaders who practice mindful leadership can positively affect employees' behaviors (D. Wang et al., 2025). This study explores the influence of employee mindfulness on workplace spirituality, job satisfaction, and innovative work behavior. Workplace spirituality and job satisfaction are examined to determine their influences on innovative work behavior, whereas workplace spirituality also directly influences job satisfaction. Oeij et al. (2022) found that mindfulness in organizational settings fosters innovation among employees.

Previous studies on employee mindfulness have identified its moderating role and influence on knowledge sharing within organizations. Similarly, workplace spirituality has been shown to affect job performance. Thus, limited research has examined the combined role of employee mindfulness and workplace spirituality in generating job satisfaction and innovative work behavior. Prior studies have generally suggested that workplace spirituality influences employee mindfulness. Especially in the context of organizations in general, rather than green organizations, further investigation is required to provide more applicable findings across diverse research contexts. Alongside this research, it explores the roles of these variables in the Indonesian context, which is characterized by a high level of religiosity.

Research contributes theoretically by expanding findings related to employee mindfulness, workplace spirituality, and their influence on innovative work behavior and job satisfaction. In particular, the significance of mindfulness in innovation and job satisfaction remains underexplored. Practically, this study provides insights for organizations on the importance of maintaining employee well-being and cultivating mindfulness to reduce work-related stress and enhance job satisfaction.

Employee Mindfulness. Mindfulness originates from Buddhist contemplative traditions (Kornfield, 2012). According to Brown and Ryan (2003), mindfulness refers to a receptive state of attention and awareness focused on current experiences. The concept of mindfulness consists of three main components. First, mindfulness emphasizes the individual's ability to be fully present in the current moment (being in the now) (Shankland et al., 2021). Second, it involves awareness of both internal and external environments, including emotions, thoughts, and an individual's environment (K. W. Brown & Ryan, 2003). Third, mindfulness entails a non-judgmental awareness, which involves accepting situations and experiences without evaluation or judgment (Brown et al., 2007). Mindfulness plays a role in purifying the mind and helping individuals perceive fundamental truths and wisdom. It can also evoke inner strength and positive emotions, enabling individuals to understand themselves and others better. This process enables the development of one's spiritual dimension and enhances the ability to perceive others, which aligns with the key element of workplace spirituality (Petchsawang & McLean, 2017). According to Huang et al. (2022),

mindfulness plays a role in preventing the occurrence of mind wandering by sustaining individuals' attention on the current experiences. As a personal resource, mindfulness helps individuals maintain an optimal level of concentration, avoid various potential distractions in the work environment, and ultimately enhance work productivity. Previous studies indicate that individuals with higher levels of mindfulness tend to be more aware of their behavior when interacting with others, ranging from verbal communication to attentiveness to various nonverbal expressions (Kumprang & Suriyankietkaew, 2024).

Workplace Spirituality. The increasing engagement with workplace spirituality has emerged from a wider range of social changes, particularly the tendency to integrate deeper values into professional contexts (Sode et al., 2024). Workplace spirituality focuses on the effect of spiritual principles and practices on personal development as members of the workforce, as well as organizations as a whole (Marques & Dhiman, 2011). In the current fast-changing business environment, organizations that overlook the spiritual aspects of work may risk disengaging employees who value meaningful work experiences. that are not driven solely by financial rewards (Marques & Dhiman, 2011). Spirituality is viewed not only as a personal pursuit but also as an organizational resource that can enhance holistic well-being and nurture a sense of belonging among employees (Sode et al., 2024). It embodies a comprehensive understanding of the organizational environment, recognizing that employees seek mental stimulation, spiritual fulfillment, inner satisfaction, as well as financial rewards (Marques & Dhiman, 2011). Employees who exhibit high levels of workplace spirituality. Employees with high levels of workplace spirituality tend to be better able to find meaning in their work (He et al., 2020). The stronger employees' perceptions of the meaning they derive from their work, the higher the enthusiasm and dedication they demonstrate in carrying out their job responsibilities (He et al., 2020). According to Roh and Suh (2014), workplace spirituality can be classified into five main dimensions. First, the development of inner life and self-concept is grounded in existential values and individual identity. Second, a sense of calling, in which the meaning of work goes beyond mere instrumental goals and reveals a broader life purpose, leading work to be perceived as a more meaningful process of self-formation. Third, empathy, defined as an individual's willingness to share and carry the emotional burdens of others, including coworkers and subordinates. Fourth, a sense of community, reflected in positive emotional perceptions of connectedness with others and a sense of belonging to the organization and society. Fifth, transcendence, which refers to a state of awareness in which individuals strive to move beyond personal ego and toward higher self-development through engagement in their work and work environment.

Job Satisfaction. Locke (1976) defined job satisfaction as a function of the perceived relationship between what an individual desires from their job and what they perceive they obtain or contribute. Job satisfaction reflects employees' attitudes toward their work and the institution in which they are employed (Ertemsir et al., 2024). In other words, job satisfaction represents employees' emotional reactions to their work, which arise from a comparison between expected work outcomes and the outcomes actually received. Individuals with high levels of job satisfaction tend to approach their work with a positive mindset, while dissatisfied individuals are more likely to exhibit negative attitudes toward their jobs (Robbins & Sanghi, 2006). Expectation discrepancy is defined as the gap between the values expected by individuals and the actual values they receive within a particular work environment (Guiyao et al., 2017). Employees generally compare the characteristics of their jobs based on various factors, such as job aspects, personal reasons, and the job itself (Guiyao et al., 2017). The factors that most strongly influence employees' attitudes and behaviors are not the objective evidence inherent in the job or the organization, but rather

employees' subjective perceptions and interpretations of the characteristics of the work they perform (Guiyao et al., 2017)

Innovative Work Behavior. In line with the mantra "innovation or die," innovation is a primary source of organizational competitive advantage (Drucker, 1999). Innovation has become a critical factor for organizational success in rapidly evolving and continuously changing business environments (Sode et al., 2024). Innovative work behavior encompasses a range of actions undertaken by individuals to generate, propose, and bring new concepts, products, or processes into practice within organizations (Pandey et al., 2017). Numerous studies consistently demonstrate that autonomy, competence, and intrinsic motivation are strong predictors of innovative work behavior. Innovation refers to the process of integrating individuals' existing knowledge with newly acquired knowledge, enabling organizations to more effectively identify new opportunities and utilize existing opportunities more rationally (Matzler et al., 2013). When individuals engage in creative behavior, they not only perform their tasks more effectively but also help organizations achieve competitive advantage in environments characterized by uncertainty (J. Wang et al., 2017).

Hypothesis Development. He et al. (2020) argue that mindfulness practices are regarded as one of the effective means of enhancing workplace spirituality, which in turn can contribute to employee performance. Mindfulness can be viewed both as a cognitive resource and a competency-based resource. It also plays a role in enhancing employees' personal energy, thereby providing the energetic resources required for work and enabling employees to focus more effectively on the tasks at hand (Montani et al., 2018). By fostering workplace spirituality among employees, mindfulness serves as a mechanism through which employee performance can be improved (He et al., 2020). A key characteristic of mindfulness that strengthens workplace spirituality is its ability to cultivate higher levels of awareness and a sense of connectedness with the surrounding environment (K. W. Brown & Ryan, 2003). This heightened state of awareness aligns with the core principles of workplace spirituality, as it allows individuals to connect more deeply with their work and discover greater meaning in their professional roles (Lin et al., 2024). It is consistent with the findings of Bamber and Schneider (2022), who emphasize that mindful individuals, through full engagement in work tasks and interactions, are better able to perceive and respond to the spiritual nuances of their professions. Furthermore, Liu et al. (2022) demonstrate that mindfulness practices can foster a deeper understanding and appreciation of one's work role, thereby strengthening the spiritual dimension of work.

H1: Mindfulness has a positive and significant effect on workplace spirituality. Most prior research has focused on the benefits of workplace spirituality. Numerous findings indicate that workplace spirituality has a positive influence on organizational performance, profitability, and the meaningfulness of work itself (Ranasinghe & Samarasinghe, 2019). When employees find meaning in their work, they are more likely to exhibit creative and innovative behaviors and to engage in workplace change by embracing various challenges (Ranasinghe & Samarasinghe, 2019). In addition, employees tend to seek a deeper understanding of problems and explore a wider range of alternative solutions when they perceive their work as meaningful for both themselves and the organization (Gilson & Shalley, 2004).

H2: Workplace spirituality has a positive and significant effect on innovative work behavior. The study of mindfulness can be divided into two forms: trait mindfulness and state mindfulness (Randall et al., 2015). State mindfulness is temporary in nature and may fluctuate due to internal and external environmental influences, lasting only for a short period of time (Liu et al., 2022). In contrast, trait mindfulness refers to a relatively stable tendency over time in which individuals deliberately and consciously pay attention to their surrounding environment (Liu et al.,

2022). This tendency enables individuals to focus their attention more effectively on goal-related stimuli and to demonstrate greater consistency and persistence in their actions (D. Wang et al., 2025). The presence of trait mindfulness has been shown to stimulate higher levels of innovative behavior among employees (Kuang et al., 2022). Mindfulness allows individuals to process information and emotional cues more rapidly while reducing inappropriate or maladaptive behaviors (Malinowski & Lim, 2015). Overall, mindfulness has a significant influence on employees' behavioral outcomes, including the enhancement of positive work attitudes, improved emotional regulation, and higher levels of work engagement (Yu & Guo, 2023). As an individual characteristic, employee mindfulness represents an important factor influencing innovative work behavior (Mulligan et al., 2021). The flexibility fostered by mindfulness supports adaptive capacity through the generation of novel ideas and responses. Moreover, heightened awareness helps maintain broad external attention and capture critical information, thereby reducing error rates and enhancing individuals' ability to generate ideas (Kuang et al., 2022). In addition, employees with a strong learning orientation tend to be more proactive in acquiring new skills and knowledge, which further encourages their engagement in innovative work behavior (Sode et al., 2024). Although innovation is widely acknowledged as important, there is still a scarcity of empirical studies examining how workplace spirituality influences innovative work behavior (Ranasinghe & Samarasinghe, 2019).

H3: Employee mindfulness has a positive and significant effect on innovative work behavior. Mindfulness interactions have been shown to reduce emotional exhaustion and enhance employees' job satisfaction significantly (Hülsheger et al., 2013). Accordingly, mindfulness is expected to be positively associated with job satisfaction (Weiss & Cropanzano, 1996). Events occurring in the workplace constitute a primary source of employees' emotional reactions, which subsequently shape their levels of job satisfaction (Song et al., 2008). One of the most widely accepted definitions describes job satisfaction as a pleasant or positive emotional state resulting from an individual's evaluation of their job (Locke, 1976). In general, job satisfaction encompasses cognitive evaluations of work-related emotions as well as affective responses arising from work-related cognitive processes (Hulin & Judge, 2003). Employees who demonstrate higher levels of mindfulness tend to experience significantly greater job satisfaction, indicating that mindfulness practices can serve as a strong predictor of employee job satisfaction (Han & Zhang, 2025; Pang & Ruch, 2019). Higher job satisfaction, in turn, creates a positive emotional and cognitive foundation that supports employees' willingness to explore new ideas, experiment with alternative approaches, and engage in innovative work behavior.

H4: Employee Mindfulness Positively and Significantly Influences Job Satisfaction. Employees who experience higher job satisfaction are generally less likely to consider leaving their organization (Song & Chenji, 2024). In addition, organizations should implement innovative strategies to boost competitiveness and enhance overall performance, as studies have shown that innovation contributes to organizational sustainability (Song & Chenji, 2024). Empirical research also suggests that job satisfaction positively and significantly affects innovative work behavior. For instance, Suheni (2025) reported that employees with greater job satisfaction tend to engage more in innovative work behaviors than those with lower satisfaction levels. Comparable findings were observed by Meilawati et al. (2024) in the educational sector, as well as by Widyantari (2021), who confirmed a positive link between job satisfaction and innovative behavior.

H5: Job satisfaction has a positive and significant effect on innovative work behavior. Furthermore, employees who are able to assign spiritual meaning to their work tend first to enrich their inner life, which ultimately enhances job satisfaction through the attainment of physical, cognitive, and spiritual well-being (Ertemsir et al., 2024). Accordingly, a strong relationship exists

between workplace spirituality and job satisfaction (Ertemsir et al., 2024). Workplace spirituality emphasizes the importance of communication, fairness, and managerial skills among employees. Employees with high levels of workplace spirituality strive to understand external customers by expressing their emotional identities (Ertemsir et al., 2024). As the level of workplace spirituality increases, employees' job satisfaction also tends to rise (Ertemsir et al., 2024).

H6: Workplace spirituality has a positive and significant effect on job satisfaction.
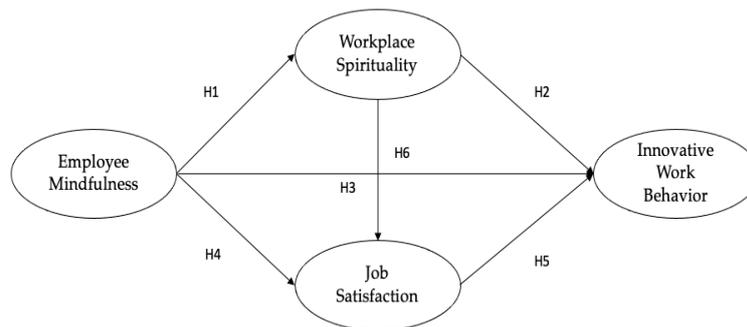
Figure 1. Research Framework

METHODS

This study adopts a quantitative approach using a survey method. A quantitative approach allows researchers to test predetermined hypotheses objectively and systematically. Furthermore, this approach focuses on the examination of a defined population and its sample. The data used in this study are primary data, collected directly from respondents via an online survey. Respondents completed the questionnaire independently through Google Forms. The study employs a non-probability sampling method, where not all members of the population have an equal chance of being selected as respondents; selection is based on specific criteria relevant to the research context (Cooper & Schindler, 2014). The criteria for selecting respondents in this study were as follows:

1. Active employees of the company.
2. Work experience of one year or more.
3. Have been or are currently involved in work process improvement, use of technology/digital tools, or proposing work-related ideas or solutions (formally or informally).
4. Located in Indonesia.

The determination of the sample size in this study refers to the guidelines proposed by Hair et al. (2022), which recommend a minimum number of respondents equivalent to five to ten times the number of indicators in the research model. This study employs 28 indicators; therefore, the minimum required sample size is 140 respondents. This number is also consistent with the recommendation of Roscoe (1975), who stated that a sample size ranging from 30 to 500 respondents is adequate for social science research. During the data collection process, a total of 145 respondents were obtained, all of whom met the predefined screening criteria of this study.

This study employs the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach using SmartPLS software version 4 to analyze the relationships among variables. Demographic data were analyzed using descriptive statistics to identify the distribution and percentages of respondents' demographic characteristics.

## RESULT AND DISCUSSION

Table 1. Respondents Characteristics

Characteristics		Frequency	Percentage (%)
Respondent Ages	<25 years old	26	17,93%
	25-34 years old	84	57,93%
	35-44 years old	23	15,86
	45-55 years old	10	6,90%
	>55 years old	2	1,38%
	Total	145	100
Respondent Gender	Male	62	43%
	Female	83	57%
	Total	145	100
Monthly Income	Less than IDR 5.000.000	71	48,97%
	IDR 5.000.000 – 10.000.000	53	36,55%
	IDR 10.000.001 – 15.000.000	10	6,9%
	IDR 15.000.001 – 20.000.000	3	2,07%
	More than IDR 20.000.001	8	5,52%
	Total	145	100
Industry	Manufacture	7	4,8%
	Retailing	17	11,7%
	Education	57	39,3%
	Technology	9	6,2%
	Health	9	6,2%
	Banking	11	7,6%
	Consultation / Service	11	7,6%
	Other	24	16,6%
	Total	145	100
Position	Director	1	0,69%
	Manager	11	7,59%
	Supervisor	23	15,86%
	Staff	78	53,79%
	Other	32	22,07%
	Total	145	100
Working Duration	< 1 year	22	15,17%

1 – 3 years	66	45,52%
4 – 6 years	29	20%
7– 10 years	7	4,83%
>10 years	21	14,48%
Total	145	100

The table of respondent characteristics indicates that the majority of respondents are within the 25–34 age range, representing a productive age group with relatively high levels of work engagement. This age dominance is relevant, as individuals in this group tend to be more open to self-development, learning, and innovative behavior in the workplace. Regarding gender, female respondents were more predominant than male respondents. It suggests that female participation in the studied organization is considerable, providing an important social context for understanding the dynamics of mindfulness, workplace spirituality, and job satisfaction.

In terms of income, the majority of respondents earn less than IDR 10,000,000, indicating that they are at the operational to mid-level employee range. It is relevant because perceptions of workplace well-being and job satisfaction within this group are strongly influenced by psychological and non-material work environment factors. Regarding industry, most respondents come from the education sector, followed by the service and retail sectors. In terms of job position, the majority of respondents hold staff-level roles with 1–3 years of work experience, indicating that they are in the early to mid-stages of their careers. This context underscores the relevance of the study to variables such as mindfulness and innovation, as this group is generally still in the role-exploration phase of their work.

Outer Model.
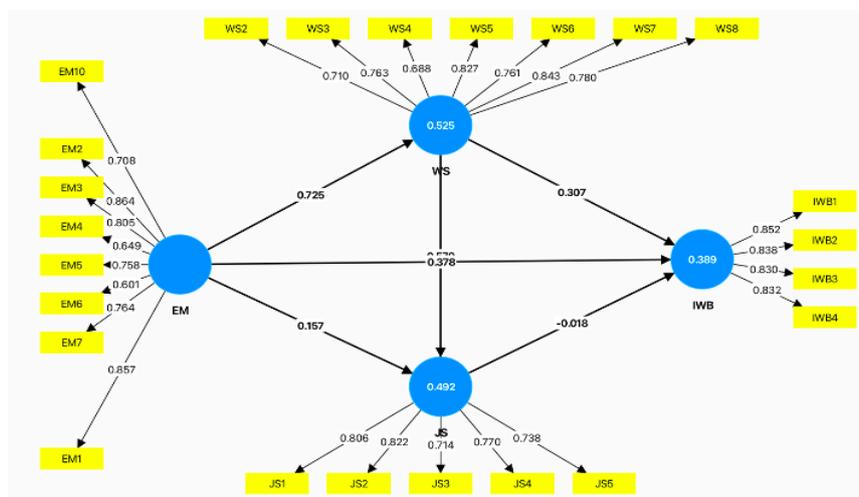
Figure 2. SEM PLS (Outer Model) Framework

The results of the outer model assessment indicate that all indicators have factor loadings above 0.60, thereby meeting the criteria for convergent validity. Each indicator adequately represents the latent constructs being measured, namely Employee Mindfulness, Workplace Spirituality, Job Satisfaction, and Innovative Work Behavior.

Table 2. Construct Validity and Reliability Results

	Factor Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Variance inflation factor (VIF)
EM1	**0,857**	0,890	0,899	0,572	3,080
EM2	0,864				3,438
EM3	0,805				2,834
EM4	0,649				2,068
EM5	0,758				2,425
EM6	0,601				1,401
EM7	0,764				2,250
EM10	0,708				1,632
IWB1	0,852	0,861	0,879	0,703	2,051
IWB2	0,838				2,538
IWB3	0,830				2,443
IWB4	0,832				1,744
JS1	0,806	0,831	0,843	0,595	1,717
JS2	0,822				2,172
JS3	0,714				1,378
JS4	0,770				1,847
JS5	0,738				1,688
WS2	0,710	0,884	0,887	0,910	2,302
WS3	0,763				2,425
WS4	0,688				1,933
WS5	0,827				3,894
WS6	0,761				3,332
WS7	0,843				3,275
WS8	0,780				2,493

The Cronbach's Alpha and Composite Reliability values for all constructs exceeded the threshold of 0.70, indicating that the research instruments exhibit a good level of internal consistency. In addition, Average Variance Extracted (AVE) values above 0.50 suggest that the constructs adequately explain the variance of their respective indicators. Based on the Variance Inflation Factor (VIF) values, all of which are below 5, it can be concluded that there are no multicollinearity issues in the measurement model, ensuring that the model estimates are reliable.

Table 3. Fornell Larcker Criterion

Variable	EM	IWB	JS	WS
EM	0,756			
IWB	0,589	0,838		
JS	0,577	0,412	0,771	
WS	0,725	0,568	0,693	0,769

Based on the Fornell–Larcker criterion, the square root of the AVE for each construct is higher than the correlations between that construct and the other constructs. These findings reinforce the HTMT results and confirm that each latent variable in the model possesses distinct and conceptually separate characteristics.

Table 4. Fit Summary Model

	Saturated Model
SRMR	0,095
D_ULS	2,733
D_G	0,997
Chi-Square	772,513
NFI	0,689
Q^2	0,076 – 0,368
R^2	0,376 – 0,522

The model fit evaluation indicates that the Standardized Root Mean Square Residual (SRMR) value is 0.095, which falls within the acceptable threshold for a PLS-SEM model. The R^2 values for the endogenous variables are in the moderate range, suggesting that the exogenous variables in the model adequately explain the variance of the endogenous variables. Furthermore, the positive Q^2 values indicate that the model possesses good predictive relevance, making it suitable for explaining the causal relationships among the variables in this study.

Table 5. Path Coefficient (Hypothesis Result)

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Conclusion
EM -> WS (H1)	0,725	0,727	0,057	12,745	0,000	Accepted
WS -> IWB (H2)	0,307	0,301	0,132	2,315	0,021	Accepted
EM -> IWB (H3)	0,378	0,384	0,112	3,366	0,001	Accepted
EM -> JS (H4)	0,157	0,158	0,105	1,503	0,133	Rejected
JS -> IWB (H5)	-0,018	-0,016	0,119	0,152	0,879	Rejected
WS -> JS (H6)	0,579	0,582	0,094	6,156	0,000	Accepted

The results of the inner model assessment indicate that not all relationships among variables are significant. Some paths show strong and significant effects, while others are not significant, providing an interesting view of the mechanisms linking the variables in the research model.

Mindfulness was found to have a positive and significant effect on Workplace Spirituality, as indicated by a T-statistic of 12.745 > 1.97 (T-table), a p-value of 0.000 < 0.05, and an original sample value of 0.725. It demonstrates a significant positive influence, supporting H1. In line with these findings, both Workplace Spirituality and Mindfulness exhibit positive effects on Innovative Work Behavior, and Workplace Spirituality also significantly affects Job Satisfaction. These relationships are supported by T-statistics exceeding the T-table value and p-values below the 0.05 significance level, along with positive path coefficients, confirming H2, H3, and H6.

However, two hypotheses were not supported. H4 and H5 were rejected, as evidenced by T-statistics below the T-table threshold and p-values greater than 0.05. It indicates that Employee Mindfulness does not significantly influence Job Satisfaction, and Job Satisfaction does not have a significant effect on Innovative Work Behavior.

H1: Employee mindfulness has a positive and significant effect on workplace spirituality. The results of this study indicate that Employee Mindfulness has a positive and significant effect on Workplace Spirituality, thus supporting H1. This finding suggests that employees' level of full

awareness in performing work activities plays an important role in shaping their spiritual experiences at the workplace. Research shows that mindfulness functions as a psychological mechanism that enables individuals to interpret work experiences more reflectively and deeply (He et al., 2020; Lin et al., 2024). Mindful employees are more capable of connecting their daily work activities with personal values and life goals, which represent a core dimension of workplace spirituality. In the context of modern organizations, workplace spirituality is no longer understood solely as a religious aspect but rather as an experience of meaningful work, social connectedness, and value alignment (Bamber & Schneider, 2022; Ertemsir et al., 2024; Marques & Dhiman, 2011). Mindfulness helps employees remain fully present (present-centered awareness), thereby enhancing these experiences. Therefore, these findings reinforce the role of mindfulness as an important antecedent of workplace spirituality.

H2: Workplace spirituality has a positive and significant effect on innovative work behavior. The analysis results indicate that Workplace Spirituality has a positive and significant effect on Innovative Work Behavior, thus supporting H2. This finding confirms that meaningful and value-driven work experiences can encourage employees to engage in innovative behaviors. Previous research has shown that workplace spirituality fosters positive psychological conditions such as emotional attachment, trust, and the courage to take initiative (He et al., 2020; Pandey et al., 2017; Ranasinghe & Samarasinghe, 2019). A spiritually enriched work environment provides psychological safety, enabling employees to propose new ideas and experiment with different work approaches without fear of failure. In addition, Ertemsir et al. (2024) emphasize that workplace spirituality enhances intrinsic motivation, a key driver of innovative behavior. Therefore, workplace spirituality functions as a contextual factor that strengthens value-based innovation rather than innovation driven solely by targets or performance pressure.

H3: Employee mindfulness has a positive and significant effect on innovative work Behavior. The results of this study indicate that Employee Mindfulness has a positive and significant effect on Innovative Work Behavior, thus supporting H3. This finding suggests that employees who maintain full awareness in their work are more adaptive and innovative in completing tasks. Previous research has shown that mindfulness enhances cognitive flexibility and the individual's ability to process information openly (Huang et al., 2022; Kuang et al., 2022; Liu et al., 2022). Mindful employees are better able to identify opportunities, integrate new knowledge, and respond creatively to changes in the work environment. Additionally, mindfulness plays a role in reducing work-related stress and enhancing mental capacity, allowing employees to allocate psychological energy to exploratory and innovative activities (Mulligan et al., 2021). Therefore, these findings reinforce the argument that mindfulness serves as a strategic psychological resource in promoting innovative work behavior.

H4: Employee mindfulness has a negative and non-significant effect on job satisfaction. The results indicate that Employee Mindfulness does not have a significant effect on Job Satisfaction, and therefore H4 is not supported. This finding suggests that employees' full awareness in performing work tasks does not necessarily lead to higher job satisfaction. Research indicates that job satisfaction is influenced by a combination of psychological and structural factors, such as compensation systems, workload, and career development opportunities (Guiyao et al., 2017; Nikensari & Arie Yudhistira, 2024). These results differ from previous studies by Han & Zhang (2025) and Pang & Ruch (2019), which reported that mindful employees showed significant increases in job satisfaction. In the context of the present study, mindfulness functions more as an emotion-regulation mechanism rather than as an evaluative factor of work conditions. Given that the sample is dominated by staff-level employees with relatively short work tenure, job satisfaction is likely

determined more by organizational factors than by individual characteristics. Therefore, the non-significant relationship can be understood contextually and does not necessarily contradict previous findings.

H5: Job satisfaction has a negative and non-significant effect on innovative work behavior. The results indicate that Job Satisfaction does not have a significant effect on Innovative Work Behavior, and therefore, H5 is not supported. This finding suggests that job satisfaction does not automatically drive innovative behavior. Research shows that innovation is more strongly stimulated by active intrinsic motivation and psychological factors such as mindfulness and work meaningfulness, rather than by the relatively stable state of job satisfaction (Matzler et al., 2013; Meilawati et al., 2024). Employees who are satisfied with their work tend to maintain the existing conditions, whereas innovation often requires change and risk-taking. Therefore, job satisfaction may serve as a supportive condition but is not a primary determinant of innovative behavior in the context of this study. These findings differ from previous studies by Song & Chenji (2024), Suheni (2025), and Widyantari (2021), which suggested that employees with higher levels of job satisfaction are more likely to exhibit innovative work behavior.

H6: Workplace spirituality has a positive and significant effect on job satisfaction. The analysis results indicate that Workplace Spirituality has a positive and significant effect on Job Satisfaction, thus supporting H6. This finding emphasizes that employees' job satisfaction is strongly influenced by meaningful work experiences that align with personal values. Recent research shows that workplace spirituality fulfills employees' deep psychological needs, such as the need for meaning, connectedness, and inner balance (Ertemsir et al., 2024; Rashidin et al., 2019). When these needs are met, employees tend to evaluate their work more positively, which is reflected in higher levels of job satisfaction. Therefore, workplace spirituality functions as a value-based mediator that bridges organizational demands with employee well-being.

Limitations and Suggestions for Future Research. This study has examined the direct relationships among variables; however, mediation and moderation mechanisms have not been explored in depth. It is particularly relevant given the empirical findings of non-significant relationships between employee mindfulness and job satisfaction, as well as between job satisfaction and innovative work behavior, which suggest the potential involvement of other variables in explaining these relationships.

Second, this study employs a cross-sectional design, with data collected at a single point in time. This approach limits the ability to capture the dynamics of employee behaviors and attitudes over time, particularly for psychological variables such as mindfulness and workplace spirituality, which are dynamic and can evolve through work experiences.

Third, the respondent composition is dominated by the education and service sectors, meaning the findings may not fully represent more dynamic and competitive industries such as manufacturing, technology, or digital startups. Therefore, the results should be interpreted contextually, taking into account the characteristics of the sectors studied.

CONCLUSION

According to the findings of the first hypothesis test, employee mindfulness was found to significantly enhance Workplace spirituality and promote innovative work behavior. Additionally, employees' innovative behavior is driven by a high level of workplace spirituality within an organization. Workplace spirituality also contributes positively to employee job satisfaction. However, the results for job satisfaction indicate that employee mindfulness does not significantly increase job satisfaction. Similarly, job satisfaction was found to have no significant effect on

innovative behavior, suggesting that employees' satisfaction with their work does not necessarily make them more innovative.

Theoretically, these findings reinforce the importance of spirituality and self-awareness, or mindfulness, in the workplace, highlighting their role in fostering creativity. The results also offer a new perspective, suggesting that job satisfaction may not serve as the principal influence of innovation compared to mindfulness. Organizations can integrate mindfulness-based training programs to enhance employees' awareness and presence at work. Creating a work environment that embodies spiritual values has been shown to stimulate employee innovation more effectively than merely pursuing job satisfaction.

For future research, explore potential moderating variables further and expand the sample to include employees from more dynamic industries, in order to examine whether the significance of employee satisfaction may differ in influencing innovative behavior across diverse organizational contexts.

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