

Workplace Spirituality and Employee Productivity in Commercial Banks of Butwal

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Abstract: *In today's fast-paced and competitive business world, organizations are constantly seeking ways to boost employee productivity and create a positive workplace atmosphere. An emerging research focus is the link between workplace spirituality and employee productivity. The banking sector, known for its high-pressure environment, often faces challenges like employee burnout, stress, and work-life imbalance. However, banks have the unique opportunity to enhance their human resource productivity to gain a competitive edge. Workplace spirituality emphasizes the intrinsic values and meaning employees find in their work, offering a holistic approach. This study employs a convenience sampling method to survey 150 employees across five commercial banks. The findings illuminate a robust and statistically significant positive relationship between all four dimensions of Workplace Spirituality—Compassion, Meaningful Work, Transcendence, and Mindfulness on Employee Productivity. These results underscore the pivotal role of workplace spirituality on enhancing employee productivity. As such, commercial banks are urged to prioritize the cultivation of a spiritual organizational values to foster a conducive environment for maximizing productivity and achieving organizational objectives.*

Keywords: *Workplace Spirituality, Employee Productivity, Banking Industry, Holistic Approach, Butwal.*

1. Introduction

Workplace Spirituality is currently a compelling area of research due to its relevance to employee well-being in today's tough and challenging environments, with corresponding advantages for both organizations and societies (Sheep, 2006). During the 1990s and early 2000s, spirituality in the workplace emerged as a movement and an important concept in academics. Its appeal stems mostly from the economic crisis, as well as demoralized and stressed workers as a result of the introduction of new technology in the manufacturing sector (Dirkx, 2013). The roots of workplace spirituality lie in spirituality as an isolate, an amorphous megatrend identified nearly two decades ago. Spirituality can have many meanings, ranging from religion to “anything intangible” to the occult and as a dimension of human experience can include a variety of values, attitudes, perspectives, beliefs, and emotions (D.D., Saunders, Hedstrom, & Huhges, 1988).

Managing an organization is becoming increasingly challenging in a rapidly changing and competitive world. It is critical for an organization to establish a competitive advantage in order to withstand the cut throat competition. Banking sector being the service sector have to deal with major challenges as well. A key aspect that influences employee productivity is how they are guided, mentored, and supported in the company, and additionally how they receive assistance with workplace spirituality to contribute more effectively in the organizational work process (Biswakarma, 2018).

Workers aspire to work in an environment where they can connect their beliefs with those of the organization and feel like their work has meaning, purpose, and is exciting. The inclusion and combination of workplace spirituality has been recognized as an essential area in academic research towards adding meaning and value to workers' workplace effect, quality of work life, and meaningful work experience (Ashmos & Duchon, 2000). Finding a purpose in life, building strong bonds with coworkers, and having an alignment between an individual's basic principles and the principles of the organization are every aspect of workplace spirituality (Mitroff & Denton, 1999).

Research in the domains of workplace spirituality and leadership is still in its early stages, as evidenced by typical paradigm development traits such as a lack of universal understanding of the idea and unclear boundaries between workplace spirituality and leadership (Dent, Higgins, & Wharff, 2005). The prior studies have been done in Global context but very limited research has been done on Workplace Spirituality and its Impact on Employee Productivity in Nepal. The Studies has been done on Nepalese Hospitality Sector as well the study has also been done on Workplace Spirituality and Job attitude but the study has not yet covered the Impact of WPS on Employee Productivity in banking sector imposing the dimension address in this paper so, this thing is taken as a Research Gap.

Therefore, the main purpose of this research is to analyze the impact of Workplace Spirituality on Employee Productivity in Commercial Banks of Butwal. Does the workplace spirituality practice in commercial bank lead to employee productivity or not? The study aims to identify the dimension that have the most significant impact on employee productivity. The research can offer practical recommendations for banks to incorporate spiritual practices or foster a more spiritually supportive environment to enhance productivity and employee well-being.

Workplace spirituality is a subjective concept, participants responses are influenced by their personal beliefs, preferences, experiences, leading to a distortion of the data and potentially affecting the validity and reliability of the research findings. The findings may not be fully representative of the entire workforce in the selected banks as convenience sampling may introduce sampling bias. Since the research is limited to the five (5) Commercial banks in Butwal city, the findings may not be easily generalizable to other banks or different cities with diverse contexts and organizational culture. Conducting research within a limited time frame may restrict the depth of data collection and analysis, potentially leaving certain aspects unexplored.

2. Literature Review

Dimension to measure workplace spirituality are Compassion, Meaningful Work, Transcendence, Mindfulness (Petchsawang & Duchon, 2009). This dimension was further validated in eastern context which has a strong tradition of Hindu Culture by the author (Shrestha, 2016).

Compassion can be defined as a strong empathy for and awareness of others and a desire to alleviate their pain (Twigg & Parayitam, 2006). Additionally, It is an intention to show concern for and support each other (Delgado, 2005).

Mindfulness is defined as a person's mind being present and not wandering with past, future, or other distractions. It is important to remember that mindfulness is about acting with consciousness, as opposed to 'automatic pilot', or acting without awareness (Baer, Smith, & Allen, 2004).

Meaningful work can be defined as the belief that one's work is an essential and valuable element of one's life. Indeed, one feels that their work has purpose for him/her beyond monetary rewards. Meaningful work also fosters a sense of enthusiasm and energy at the workplace (Duchon & Plowman., 2005).

Transcendence signifies a link to a higher power but does not imply a sense of being connected to God (Delaney, 2005). It can be defined as a positive state of energy or vitality, a sense of perfection, enlightenment, joy and bliss experiences (Kinjerski & Skrypnik, 2004).

Productivity is inevitably related to the usage and availability of resources which means the productivity might reduce if a company's resources are not properly used. On the other hand, productivity is strongly linked to the creation of value as well (Tangen, 2002). According to the European Productivity Agency, productivity is defined as "the level and intensity of use of each of the factors of production," and "productivity is thinking and approach based on which each person can do everyday jobs and tasks more efficiently." In this paper Efficiency and Effectiveness are taken as a proxy variable to measure Employee Productivity. Efficiency means 'doing things right' Effectiveness is usually described as 'doing the right things' (Sink & Tuttle, 1989).

The purpose of the study was to investigate the impact of workplace spirituality, specifically focusing on the five dimensions: team's sense of community, alignment with organizational values, sense of contribution to society, enjoyment at work, and opportunities for inner life, on affective, normative, and continuance commitment. The study aimed to understand how experiencing workplace spirituality influences individuals' attachment to their organizations. To achieve this, data were collected through interviews with a sample of 361 individuals from 154 organizations. The methodology involved conducting correlations, regressions, and cluster analyses to examine the relationships between workplace spirituality dimensions and organizational commitment. The findings revealed that individuals who experience workplace spirituality tend to exhibit stronger affective attachment and feelings of loyalty to their organizations, while demonstrating decreased instrumental commitment. These results emphasize the importance of workplace spirituality in shaping employees' connections with their organizations, with implications for organizational commitment and engagement strategies (Rego & Cunha, 2007).

The study aimed to investigate the relationship between Workplace Spirituality (WPS), Job Satisfaction, and Job Involvement, with a focus on how perceptions of Organizational Politics moderate the association between WPS and Job Involvement. Data were collected via survey questionnaires administered to 500 employees across two Nepali organizations. Structural equation modeling and multiple moderated regression analyses were employed to analyze the hypothesized relationships. The findings revealed a significantly positive relationship between WPS, Job Satisfaction, and Job Involvement. Additionally, perceptions of Organizational Politics were found to moderate the relationship between WPS and Job Involvement. These results underscore the importance of Workplace Spirituality in fostering positive employee attitudes and behaviors, while also highlighting the nuanced role of organizational context in shaping these associations (Shrestha, 2017).

The study aims to explore the impact of workplace spirituality dimensions, including inner life, meaningful work, and sense of community, on both perceived and objective organizational performance within Health Centers and Family Health Units, which differ in work organization. Data from 266 healthcare workers were collected for workplace spirituality and perceived organizational performance, while data on objective performance were obtained from regional health authorities. Utilizing multiple regression, Generalized Linear Models (GLM), and tests of mediation, the study found that a sense of community and meaningful work significantly predict both perceived and objective organizational performance in both types of healthcare settings. These findings emphasize the importance of fostering a sense of community and providing meaningful work tasks to enhance organizational performance, particularly within the healthcare sector (Albuquerque, Cunha, Martins, & Sa, 2014).

The research conducted by Harvard Business School aimed to investigate the relationship between corporate culture strength and profitability among leading corporations. Utilizing a sample of 20 companies, including 10 with strong corporate cultures ("spirited workplaces") and 10 with weak corporate cultures, drawn from a list of 207 prominent corporations, the study spanned an 11-year period. The findings revealed a significant correlation between the strength of an organization's corporate culture and its profitability over the specified timeframe. This highlights the crucial role of corporate culture in driving financial performance and underscores the importance of fostering a robust organizational culture for sustained profitability and success in the corporate world (Jean-Claude & Zamor, 2003).

The study conducted on tourism and hospitality lecturers at Higher Education Institutions in Italy and Portugal aimed to assess the impact of workplace spirituality on various dimensions including engagement, dedication, workforce agility, trust, and empowerment. Employing a quantitative approach, data was gathered through surveys from 218 participants. Utilizing Partial Least Squares (PLS) Structural Equation Modeling, the study analyzed the relationships between variables. The findings of the study suggest a favorable and significant influence of workplace spirituality on the mentioned dimensions, underscoring its potential to enhance lecturer performance and well-being within the context of higher education institutions in Italy and Portugal (Soliman, Virgilio, Figueiredo, & Sousa, 2021).

The study conducted on the Hospital Management Board in Bauchi State sought to explore the connection between workplace spirituality and organizational performance. Utilizing a cross-sectional research design with 226 participants and employing the Purposive Sampling Technique, the study employed Descriptive Statistics and Spearman's rank correlation for data analysis. The findings indicated a significant relationship between workplace spirituality dimensions, specifically sense of community and alignment with organizational values, and organizational performance. These results emphasize the significance of nurturing workplace spirituality, highlighting its potential to positively influence organizational performance within the context of the Hospital Management Board, Bauchi State (Ikechukwu, Gregory, & Paul, 2022).

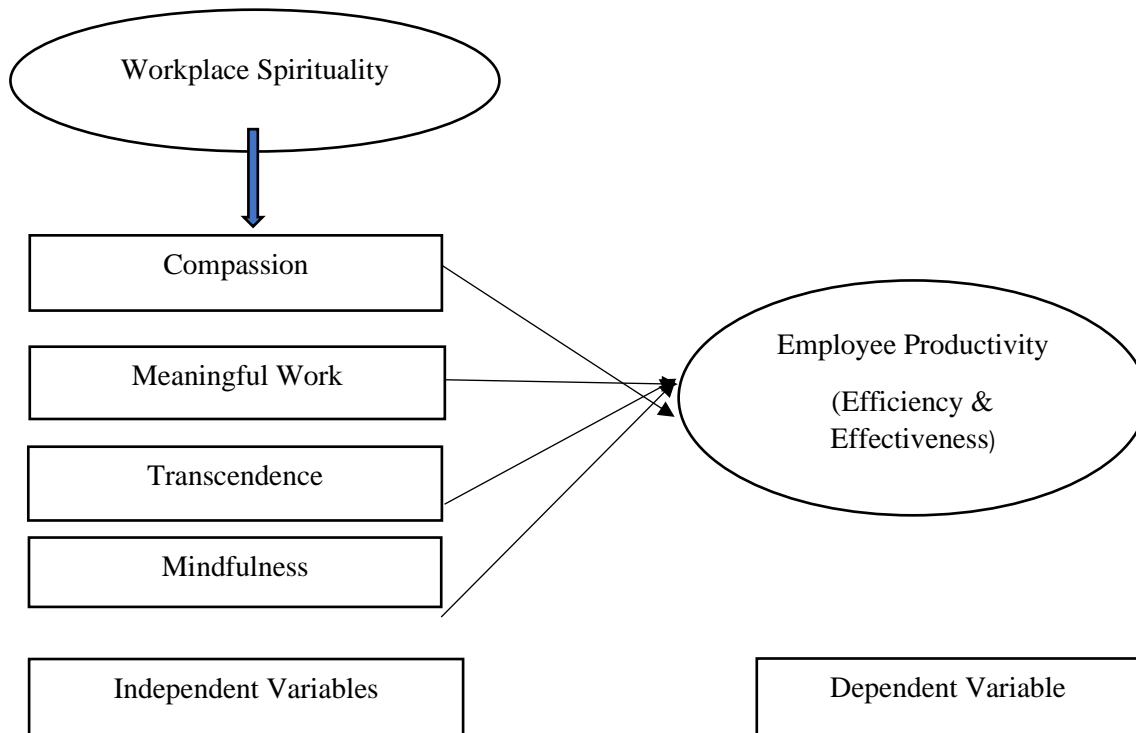
The study confirms that the role of mindfulness helps in cultivating creative process engagement and employee creativity. The practice of mindfulness helps in enhancing creativity, hence it improves job performance (Ngo, Nguyen, Lee, & Andonopoulos, 2020).

A research with the sample of 150 employees from hospitality organizations was selected for the study with convenience sampling method. The study concluded that there is a Positive Relationship between Workplace Spirituality and Productivity. This implies that workplace spirituality plays an essential role in making employees productive and satisfied. Employees are thus more productive in the long run than employees in companies where spirituality is neglected (Biswakarma, 2018).

3. Conceptual Framework

Figure 1

Conceptual Framework



In this paper Workplace Spirituality is the Independent Variable and Employee Productivity is the Dependent Variable. Independent Variable has major dimension such as: Compassion, Meaningful Work, Transcendence and Mindfulness. And the Proxy Variable for Dependent Variable are: Efficiency and Effectiveness. There are positive and significant relationship between each of the dimensions with Employee Productivity which are supported by various Management Theory and empirical evidence.

Greenleaf (1970) introduces the "Servant Leadership" management approach which promotes compassion and employee productivity. Servant leadership is a leadership concept that emphasizes the primary role of the leader to serve and assist their employees with the belief that by doing so, the employees will thrive and reach better levels of productivity and success. This leadership Philosophy emphasizes on empathy, empowerment, collaboration, and a focus on employee well-being.

Hackman and Oldham (1976), introduced the Job Characteristics Model (JCM) a motivational theory. According to the JCM, meaningful work is a critical factor that contributes to employee motivation and productivity. The JCM is a motivational theory that identifies specific job characteristics that lead to increased job satisfaction, intrinsic motivation, and higher levels of productivity among employees.

According to Deci and Ryan (1985), intrinsic motivation and self-determination are fundamental aspects of human behavior. Compassion, demonstrated through supportive interactions and empathy within the workplace, promotes a sense of relatedness and belonging, contributing to employee engagement and productivity. Mindfulness practices enhance employees' autonomy by promoting self-awareness and emotional regulation, leading to improved focus and decision-making, thus positively impacting productivity. Meaningful work, aligned with employees' values and personal goals, satisfies their need for competence and autonomy, driving intrinsic motivation and productivity.

Additionally, transcendence, by providing a sense of purpose and connection to something greater, further reinforces employees' intrinsic motivation and commitment to their work, ultimately leading to increased productivity.

The study confirms that the role of mindfulness helps in cultivating creative process engagement and employee creativity. The practice of mindfulness helps in enhancing creativity, hence it improves job performance (Ngo, Nguyen, Lee, & Andonopoulos, 2020).

4. Hypothesis

H₁: There is significant relationship between Compassion and Employee Productivity.

H₂: Meaningful Work and Employee Productivity has a significant relationship.

H₃: Transcendence has a significant relationship on Employee Productivity.

H₄: There is significant relationship between Mindfulness and Employee Productivity.

5. Research Methods

Research methodology includes the following structure: the research design, sample size, sampling technique, sources of data collection, data collection methods, tools used for data analysis. The study utilizes a quantitative approach to investigate the impact of Workplace Spirituality on Employee Productivity in Commercial Banks of Butwal. The quantitative aspect of the study involves questionnaires with bank employees to gain insights about WPS practices and its impact on Employee Efficiency and Effectiveness.

5.1 Research Design

Research design refers to the overall plan or strategy which serves as a blueprint for how the research will be carried out, guiding the selection of data collection methods, participants, and data analysis techniques. This study uses Descriptive Research Design and Cross-Sectional research design to describe the characteristics as well to examine the impact of WPS on Employee Productivity in Commercial Banks.

5.2 Sample Size and Sampling Technique

The participants of this study included 150 employees from 5 different Commercial Banks of Butwal. Convenience Sampling Technique were used to select respondents.

5.3 Data Collection

The study was collected from primary source using a structured questionnaire. The questionnaire included 22 items on a 5-point Likert Type scale and ranged from (Strongly Disagree) to 5 (Strongly Agree) Which measured the WPS. The questionnaire was divided into 3 section i.e. Demographic Profile to WPS measurement to Employee Efficiency and Effectiveness respectively. The Employee Productivity was measured by each 5 items of efficiency and effectiveness with 5-point Likert scale. The questionnaire was distributed electronically using a google form as well through offline source visiting bank and collecting response.

5.4 Data Analysis

A Descriptive Statistics was used to summarize the data collected from the questionnaires. The study also used Inferential Statistics, including correlation, regression analysis, to examine the relationship between WPS and Employee Productivity. The statistical software package Statistical Package for Social Sciences (SPSS) was used to analyze the data.

5.5 Diagnostic Test

The various diagnostic test such as: Reliability test, Normality test, Homoscedasticity test, Multicollinearity test has been done before running the model which are shown below in the paper. Each of the diagnostic test fulfill its requirements. Shapiro-Wilk test has done for normality test of residuals.

6. Findings and Discussion

Table 1

Demographic Profile of Respondents.

		N	%
Age	25 years or less	33	22
	26 years to 35 years	67	45
	36 years or above	50	33
	Total	150	100.0
Gender	Male	65	43
	Female	85	57
	Total	150	100.0
Marital Status	Single	53	35
	Married	97	65
	Total	150	100.0
Educational Background	Bachelors	49	33
	Masters and above	101	67
	Total	150	100.0
Job Position	Junior Assistant	55	37
	Officer Level	57	38
	Branch Manager	18	12
	Others	20	13
Total		150	100.0

The table 1 presents the demographic profile of the respondents. The results revealed that the largest proportion of respondents (67%) falls under the age group of 26 years to 35 years. The minimum proportion of respondents falls under the age of 25 years and less (33%). The participation of gender under the study are tends to cover the ratio of 65% and 85% for men and women respectively. Out of total respondents 53 respondents are single and 93 respondents are married. Similarly, 49% of the total respondents are found to have a bachelor's degree qualification and 101% have the qualification of master's degree and above. Among the total respondents, 55%, 57%, 18%, 20% of the respondents hold the job position of Junior Assistant, Officer Level, Branch Manager, and others respectively.

Table 2

Descriptive Statistics of Independent Variable

	Compassion	Meaningful Work	Transcendence	Mindfulness
Mean	3.555	3.685	3.400	3.666
Std. Deviation	0.643	0.588	0.607	0.566
Minimum	2.00	2.00	2.00	2.00
Maximum	5.00	5.00	5.00	5.00

The above table shows that the Meaningful Work has the highest mean value of 3.685 (SD=0.588) within the dimension of Workplace Spirituality which implies that the respondents agree that they enjoy there work and find meaning in their work. Similarly, Compassion and Transcendence has the mean value of 3.555 (SD=0.643) and 3.400 (SD=0.607) respectively which implies that the respondents agree that they are aware of their co-worker needs and have compassionate act towards each other and as well they feel the energy and power in their work. Mindfulness has the mean value of 3.666 (SD=0.566) which implies that the respondents agree that they are aware when fulfilling their duties and responsibilities.

Table 3

Descriptive Statistics of Dependent Variable

	Efficiency	Effectiveness
Mean	3.8240	3.8360
Std. Deviation	0.60019	0.85303
Minimum	2.00	2.00
Maximum	5.00	5.00

The result shows that, there is a moderate level of employee productivity in Commercial Banks of Butwal with the Employee Efficiency mean value of 3.8240 (SD=0.600) and Employee Effectiveness mean value of 3.8360 (SD=0.8530). The respondents agree that everyone is busy in their workplace, they prefer the quality in their work and perform their duties and responsibilities efficiently and effectively. Likewise, they agree that everyone gives their best efforts, the work group is very productive, very efficient in getting maximum output from the resources that the bank has made available.

Table 4

Reliability Test

Variable	Cronbach's Alpha	No. of items
Compassion	0.708	4
Meaningful Work	0.869	7
Transcendence	0.934	5
Mindfulness	0.736	6
Efficiency	0.934	5
Effectiveness	0.934	5

Since the value of Cronbach's Alpha is greater than 0.7 for each of the variables so the item used to measure the constructs are reliable.

Table 5

Correlation Analysis

	Comp	MW	Trans-	Mind-	Effi-	Effec-
Compassion	1	.645**	.530**	.622**	.411**	.496**
Meaningful Work		1	.647**	.566**	.373**	.393**
Transcendence			1	.434**	.410**	.388**
Mindfulness				1	.419**	.499**
Efficiency					1	.781**
Effectiveness						1

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation between Compassion and Efficiency was found to be 0.411 which has low degree of positive Correlation. Thus, it can be contributed that there is a positive and significant relationship between Compassion and Efficiency. Similarly, It goes same with the effectiveness where the value is 0.496. There is low degree of correlation between Meaningful work with efficiency and effectiveness with the value of 0.373 and 0.393 respectively. Similarly, Transcendence has also low degree of positive correlation with efficiency and effectiveness with the value of 0.410 and 0.388 respectively. Additionally, there is positive correlation between Mindfulness and Efficiency and Effectiveness with the value of 0.419 and 0.499. Since there is very low degree of correlation between variables which also indicates that there might not occur the problem of Multicollinearity which is further shown with VIF test as well.

Result of Regression Analysis

For the purpose of analyzing the impact of explanatory variables on employee Productivity multiple regression analysis has been performed and the result of analysis is summarized in the table.

There are two model to measure Employee Productivity they are: Model 1 = Efficiency, Model 2 = Effectiveness whose summarization is done in the below table.

Table 6

Summary of Regression Analysis Examining the Impact of Explanatory Variable on Employee Efficiency.

Model	Constant	Comp	MW	Trans-	Mind-	R ²	F	Sig
1	2.020	0.219* (0.034)	0.234** (0.039)	0.244* (0.045)	0.223* (0.042)	0.24	3.326	0.020
		(1.848)	(2.256)	(1.802)	(1.852)			

*Note. * Result are significant at 5 percent level of significance, ** Results are significant at 1 percent level of significance. Figure in the parentheses indicate level of significance and variance inflation factor respectively.*

The above table depicts the result of regression analysis. The dependent variable is efficiency and the explanatory variables are compassion, meaningful work, transcendence and mindfulness. The result presented in the table shows that Sig (P-Value) of F statistics (F= 3.326, Sig=0.020) which implies that model is significant at 5 percent level of significance.

Coefficient of Determination (R²) is 24% which implies that 24% of variation in employee efficiency is explained by independent variables and rest other variation is explained by other factors. The findings show that compassion, meaningful work Transcendence, Mindfulness shows the positive and significant relationship with employee efficiency as P-Value is less than 0.05 i.e. $0.034 < 0.05$, $0.039 < 0.05$, $0.045 < 0.05$, and $0.042 < 0.05$ respectively.

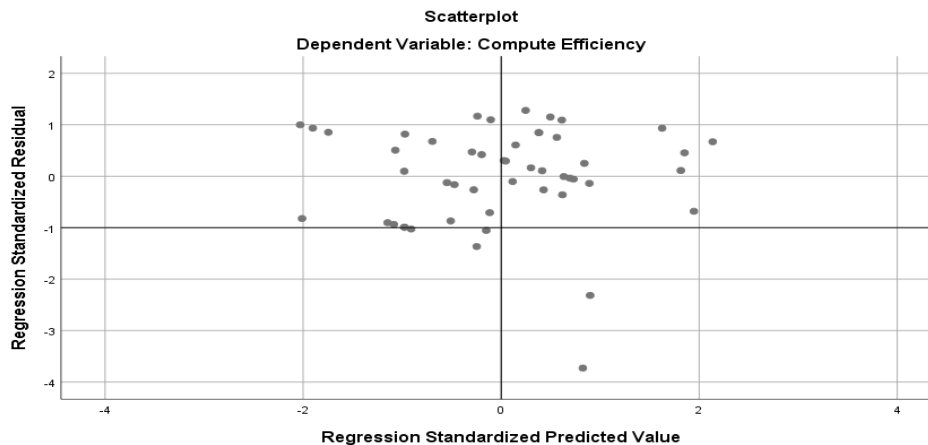
The Compassion have positive Beta coefficient of 0.219 it means each 1 unit increase in compassion would lead to increase efficiency by 0.219 unit. The Beta coefficient of Meaningful Work has positive beta of 0.234 it means each 1 unit increase in meaningful work would lead to increase efficiency by 0.234 unit. Similarly, the Transcendence have positive beta coefficient of 0.244 it means each 1 unit increase in Transcendence would lead to increase efficiency by 0.244 unit. Additionally, the mindfulness have beta coefficient of 0.223 it means each 1 unit increase in mindfulness would lead to increase efficiency by 0.223 unit.

Model Diagnostic Test

The variance Inflation Factor of all independent variable ($VIF_{Comp} = 1.848$, $VIF_{MW} = 2.256$, $VIF_{Trans} = 1.802$, $VIF_{Mind} = 1.061$) is less than 5. So, the model is free from Multicollinearity.

Figure 2

Homoscedasticity Test



The scatter plot shows test of Homoscedasticity. It can be observe from the figure that Standardized residual are randomly distributed across standardized predicted value therefore, it can be inferred that there is no problem of Heteroscedasticity in the result of Multiple Regression Analysis.

Table 7

Summary of Regression Analysis Examining the Impact of Explanatory Variable on Employee Effectiveness.

Model	Constant	Comp	MW	Trans	Mind-	R ²	F	Sig
2	1.216	0.472*	0.224**	0.235*	0.474*	0.282	4.409	0.004
		(0.044)	(0.037)	(0.048)	(0.046)			
		(1.848)	(2.256)	(1.802)	(1.852)			

*Note. * Result are significant at 5 percent level of significance, ** Results are significant at 1 percent level of significance. Figure in the parentheses indicate level of significance and variance inflation factor respectively.*

The above table depicts the result of regression analysis. The dependent variable is effectiveness and the explanatory variables are compassion, meaningful work, transcendence and mindfulness. The result presented in the table shows that Sig (P-Value) of F statistics ($F = 4.409$, $Sig = 0.004$) which implies that model is significant at 5 percent level of significance.

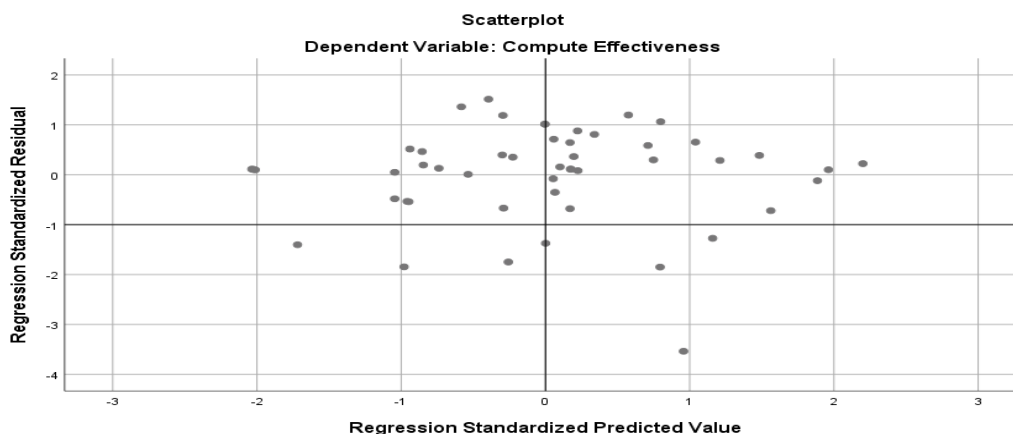
Coefficient of Determination (R^2) is 28.2% which implies that 28.2 % of variation in employee effectiveness is explained by independent variables and rest other variation is explained by other factors. The findings revealed that all four independent variables; Compassion, Meaningful Work, Transcendence, Mindfulness has the positive and

significant relationship with employee effectiveness as P-Value is less than 0.05 i.e. $0.044 < 0.05$, $0.037 < 0.05$, $0.048 < 0.05$ and $0.046 < 0.05$ respectively.

The Compassion have positive Beta coefficient of 0.472 it means each 1 unit increase in compassion would lead to increase effectiveness by 0.472 unit. The Beta coefficient of Meaningful Work has positive beta of 0.224 it means each 1 unit increase in meaningful work would lead to increase effectiveness by 0.224 unit. Similarly, the Transcendence have positive beta coefficient of 0.235 it means each 1 unit increase in Transcendence would lead to increase effectiveness by 0.235 unit. Additionally, the mindfulness have beta coefficient of 0.474 it means each 1 unit increase in mindfulness would lead to increase effectiveness by 0.474 unit.

Figure 3

Homoscedasticity Test



The scatter plot shows test of Homoscedasticity. It can be observed from the figure that Standardized residual are randomly distributed across standardized predicted value therefore, it can be inferred that there is no problem of Heteroscedasticity in the result of Multiple Regression Analysis.

7. Conclusion

We can conclude that all the four dimensions, such as: compassion, meaningful work, transcendence, mindfulness has a significantly positive relationship with employee efficiency and employee effectiveness. Compassion one of the dimension has positive significant relationship on employee productivity which implies that in a commercial bank, acts of compassion among coworkers contribute to employee productivity. Similarly, meaningful work exhibits a significant relationship with employee productivity, encompassing both efficiency and effectiveness. This indicates that employees within Commercial Banks in Butwal perceive their roles as charged with a purpose that extends beyond mere monetary compensation. Consistently, we can infer that there is a significant positive relationship between transcendence and employee productivity (employee efficiency and employee effectiveness) which suggests that employees experience energy, a sense of higher purpose, and joy in their work, leading to increased productivity. Likewise, mindfulness also exhibits a positive and significant relationship with employee productivity, encompassing both efficiency and effectiveness. This indicates that employees in the commercial bank demonstrate awareness and focus on their duties and responsibilities.

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