

The Impact of Workplace Spirituality on Knowledge Sharing Among Algerian University Employees – A Case Study

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Abstract

The study aimed to identify the impact of workplace spirituality on knowledge sharing from the perspective of Algerian university employees. An electronic questionnaire was distributed to various employees through social media and email. The researchers were able to collect 151 analyzable questionnaires, which were processed using the SPSS.V27 program, relying on the descriptive approach. The analysis results indicated a positive effect between all dimensions of workplace spirituality—namely, meaningful work, sense of community belonging, and alignment with organizational values—on knowledge sharing. The study recommends creating a better organizational climate that facilitates the development of knowledge-sharing behavior, thereby leading to more innovative ideas. The more individuals feel a sense of belonging to their workplace, the greater their loyalty to their institution.

Keywords: *workplace spirituality, knowledge sharing, university employees, Algeria.*

JEL classification: M10, D83, I23.

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1. Introduction

Any institution, regardless of its type, strives to explore knowledge, acquire information, and store it — which makes it constantly and continuously in search of these intangible assets in order to achieve competitive advantages. Today, knowledge constitutes a new asset for organizations and is considered one of the most important factors of production. We see today that many organizations possess knowledge but do not make good use of it; knowledge without application is of no real benefit (Khalid & All, 2021, p. 3). Accordingly, knowledge management constitutes a modern administrative concept that focuses on its main processes: knowledge generation, knowledge storage, knowledge application, and knowledge sharing. The latter (knowledge sharing) is one of its most important processes, as it allows the transfer of tacit knowledge into explicit knowledge. In this regard, Herschel states that such transfer is not costly; rather, the opposite is

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true when knowledge is shared through training and dialogue (Herschel, 2000, p. 38), thereby reaching the recipient of this knowledge, who in turn uses it efficiently, thus acting upon that acquired knowledge — and consequently enabling the transfer of knowledge from the individual level to the collective level.

Many organizations have sought to pay attention to knowledge sharing to maintain their continuity and identity, searching for the best way to retain the knowledge they possess and reduce its loss (Gupta & Govindarajan, 2000, p. 475), especially due to death, retirement, or even employee layoffs over time. In order to achieve effective knowledge sharing among their employees, organizations must provide an appropriate organizational climate or work environment — whether internal or external — that supports it (Beldjazia & All, 2021, p. 422). This, in turn, enhances both individual performance and the overall performance of the organization, since the greater the level of knowledge sharing, the higher the levels of innovation (Gema & All, 2019). Organizations thus try to create a suitable interactive work environment that ensures employees' integration and positive engagement in their work — especially in scientific institutions that highly value knowledge sharing. Workplace spirituality plays a key role in building trust between employees and the institution in which they work, which contributes to creating loyalty toward it. All these factors directly or indirectly contribute to the exchange of knowledge and experience without fear of losing positions or hesitation in doing so. Therefore, given the significant influence that information technology exerts on the production and speed of knowledge creation, it is necessary to share knowledge at the right time and in the right place (Conso & Hémici, 2006, p. 172). According to Nonaka & Konno, knowledge sharing creates what is known as “Ba” — a space where real interactions occur among individuals, leading to knowledge sharing and exchange for the purpose of self-development (Konno & Nonaka, 1998). Consequently, a suitable workplace helps facilitate knowledge sharing, as seen in the Japanese environment, which promotes teamwork.

1.1 Problem Statement

The great attention that institutions pay to knowledge sharing is evidence of the importance of this process in enhancing their performance. Therefore, they are obliged to provide a suitable place to increase the effectiveness of knowledge sharing. Based on this, we pose the following main question:

Is there an effect of workplace spirituality on knowledge sharing among Algerian university employees?

From this main question, the following sub-questions arise:

- Does meaningful work affect knowledge sharing among Algerian university employees?
- Does a sense of community belonging affect knowledge share among Algerian university employees?
- Does alignment with organizational values affect knowledge sharing among Algerian university employees?

1.2 Research Hypotheses

Main Hypothesis:

There is an effect of workplace spirituality on knowledge sharing among Algerian university employees.

Sub-Hypotheses:

- Meaningful work affects knowledge sharing among Algerian university employees.
- A sense of community belonging affects knowledge sharing among Algerian university employees.
- Alignment with organizational values affects knowledge sharing among Algerian university employees.

1.3 Study Importance

Work and life environments in which employees are required to perform are not always favorable or conducive to their well-being. Therefore, it is necessary to examine the extent to which work-related factors — such as workplace spirituality and its three dimensions — influence their decisions, including the sharing of their knowledge with others. This study thus aims to highlight this effect through a case study of a sample of Algerian university employees.

1.4 Study Objectives

The present study seeks to confirm whether workplace spirituality — at the individual, group, and organizational levels — influences one another, and whether spirituality in the workplace affects knowledge sharing among Algerian university employees.

2. The Theoretical Framework of the Study Variables (Workplace Spirituality, Knowledge Sharing)

2.1 Workplace Spirituality

There are several studies that have focused on the work environment within organizations and the extent of its impact—whether positive or negative—on individuals. This topic continues to attract attention to this day, especially with the technological development we are experiencing. In this regard, Ashmos and Duchon define workplace spirituality as “a framework of organizational values represented by a culture that strengthens and enhances the experiences of working individuals, elevates their work, and provides communication with others in a way that creates feelings of joy and pleasure.” (2000, p. 137). Robbins, on the other hand, views it as “the recognition that people have both a mind and a spirit, that they seek to find meaning and purpose in their work, and that they desire to

connect with others, thereby enhancing their sense of satisfaction” (Hill, Jurkiewicz, Giacalone, & Fry, 2013, p. 618). Furthermore, it is defined as the human desire to find meaning, which in turn leads to the search for value in their work. Viewing spirituality as a framework of organizational values is reflected in a culture that enhances the employee’s experience of transcendence through the work process, thereby facilitating a sense of connection with others in a way that gives a feeling of fulfillment and joy (Lianto, 2023, p. 274).

Accordingly, workplace spirituality can be considered as the space that satisfies the desires of working individuals within their organizations, with the aim of achieving the vision and mission of the organization, while also allowing them to value themselves through their work and thus achieve desired goals.

Workplace spirituality is of great importance for both the individual and the organization alike. This importance appears through individuals’ awareness of their work and the way they perform it, through interconnection and integration among them. As a result, they develop a feeling that they are part of a whole, and all of this positively affects overall performance (Krishnani, 2023, p. 51).

2.1.1 Dimensions of Workplace Spirituality

The theoretical framework for workplace spirituality suggests a multidimensional structure that operates across different scales of the professional environment. According to Milliman, Czaplewski, and Fergus (2003), this concept is best analyzed through a tripartite model consisting of the individual, the group, and the organizational levels. These levels manifest as a sense of purpose in one’s personal tasks, a sense of belonging within a community, and a shared alignment with the overarching institutional mission.

Suleiman and All (2012) further elaborate on these dimensions by identifying specific facets within each level. At the individual level, the focus is centered on the concept of meaningful work. This dimension transcends basic job functions to address the intrinsic meaning of the work itself and the specific purpose it serves for the employee. It is characterized by three essential elements: the personal enjoyment of work, the psychological activation derived from professional duties, and the subjective meaning individuals assign to their roles.

Moving to the group level, workplace spirituality is grounded in the concept of community. This dimension explores the interconnections between individuals and their collective environment, emphasizing how employees interact as a social unit. The essence of this communal spirit is found in the feeling of being connected to coworkers, the degree of mutual support provided among peers, and the unifying force of a common goal.

Finally, at the organizational level, spirituality is defined by the alignment of individual values with the broader organizational purpose. This involves the integration of the employee’s personal ethics with the mission of the institution, fostering a relationship where the individual contributes to the organization’s wider societal goals. The primary indicators of this alignment include a strong connection

to institutional objectives, a deep recognition of the mission and values of the firm, and the perceived sincerity of the organization's concern for the well-being of its employees.

2.2 Knowledge Sharing

Despite the differences in definitions and perspectives, there have been many contributions regarding the concept of knowledge sharing, and in this regard, we will attempt to present some of them. Knowledge sharing is defined as “the willingness of individuals in the organization to transfer their acquired knowledge to others, which occurs when one party obtains knowledge—whether tacit or explicit—and provides it to another person or repository” (Mohamed Jawad & All, 2011, p. 11052). Knowledge, being an asset that increases with use, grows and develops through sharing, exchanging experience and knowledge, and ideas among individuals. For this reason, organizations aim to encourage knowledge sharing (Al-Zayadat, 2008, p. 101).

It is also defined as “a critical mechanism through which organizational individuals commit to acquiring knowledge and innovation, and ultimately enhancing competitiveness” (Yeboah, 2023, p. 5). Furthermore, it is defined as “a continuous process of seeking knowledge in the various places where it exists within the organization, after which individuals share knowledge within the organization—among individuals and groups—through the designated knowledge repositories” (Qazdar, 2023, p. 82).

According to Marquert's framework, the dissemination of knowledge within an organization occurs through two primary modalities: intentional and unintentional sharing. The first form, intentional sharing, is characterized by structured and programmed individual communications. This formal approach utilizes deliberate means such as official reports, periodic bulletins, and scheduled interactions to ensure that information is systematically distributed among personnel.

Conversely, the second form is unintentional and typically assumes an informal nature. This modality manifests through spontaneous interactions within discussion groups, teams, and meetings that lack a rigid formal structure. Such sharing often transcends the traditional boundaries of the professional environment, occurring outside of standard working hours through informal networks, the exchange of organizational stories, and casual social interactions. By distinguishing between these two forms, Marquert highlights that knowledge transfer is not solely a product of administrative design but also a result of the organic social fabric within the institution (Al-Zahir, 2009, p. 32).

The importance of knowledge sharing lies in two aspects. The first, for individuals, is achieving their goals and investing their time efficiently, thereby reducing the number of errors committed by enabling them to perform their assigned tasks with greater learning abilities and skills in a shorter time. Moreover,

knowledge sharing enhances innovation, removes cultural barriers among them, and creates a flexible organizational climate based on teamwork.

For the organization, knowledge sharing brings many benefits, such as reducing costs related to training courses, improving efficiency and effectiveness, thereby increasing productivity, enhancing quality, and boosting innovation. It also helps create an atmosphere of trust and a suitable environment for collective thinking and developing the individual skills of work teams. Accordingly, knowledge sharing is directly related to the productivity and profitability of the organization (Lamamra & Mahboub, 2024, p. 52).

The success of the knowledge-sharing process between an organization and its members is predicated on several interrelated essential requirements that facilitate the flow of intellectual capital. A primary requirement is the presence of a flexible organizational structure. Such a framework is necessary to provide transparent opportunities for exchange, moving away from rigid hierarchies to encourage effective communication in all directions. By fostering this structural agility, an organization can significantly increase the fluidity and reach of its internal knowledge sharing (Al-Dhabyani, 2020, p. 316).

Complementing the structural dimension is the organizational culture, which serves as one of the most critical determinants of the internal environment. An effective culture for knowledge sharing must actively encourage teamwork and be designed to minimize functional conflicts. Furthermore, it should stimulate intellectual conflicts that challenge existing paradigms and lead to both intentional and unintentional knowledge exchange. This cultural stimulation not only increases the circulation of existing information but also acts as a catalyst for generating entirely new knowledge (Kashif & All, 2011, p. 132).

The practical execution of these processes relies heavily on the formation of dedicated work teams. These groups are characterized by high levels of cooperation and mutual trust, which are the fundamental ingredients for open communication. The interaction within these teams is driven by constant feedback and the seamless transfer of ideas, often facilitated by motivational processes provided by team leaders who ensure that exchange remains a priority (Bejan & All, 2013, p. 6).

Information and Communication Technology (ICT) acts as a technical enabler within the knowledge management framework. ICT provides the necessary mechanisms to accelerate sharing by improving technical proximity among individuals, regardless of their physical location. By increasing the number of participants involved in the circulation of information, technology ensures that individual insights are systematically integrated into the organization's broader knowledge base, making them an accessible part of the institutional memory (Molero & All, 2017, pp. 5–6).

Accordingly, knowledge sharing is a fundamental process within knowledge management that allows the exchange, transfer, and circulation of knowledge. This contributes to maximizing the utilization of tacit knowledge, thus leading to greater innovation toward progress and development, and achieving

various competitive advantages. It can be said that these results are achieved through the realization of the three dimensions of workplace spirituality and the provision of the requirements for knowledge sharing.

2.2.1 The Relationship Between Workplace Spirituality and Knowledge Sharing

Many researchers agree on the importance of the relationship between workplace spirituality and knowledge sharing. As a result of promoting the culture of the latter among employees (Wang, 2017), organizations must strengthen the culture of spirituality in the workplace. Moreover, the ability to cooperate among colleagues has significant effects on the effectiveness of knowledge-sharing behavior (Chung & All, 2016). Workplace spirituality elevates the sense of community among employees, enhancing social connection, safety, and emotional well-being. Thus, workplace spirituality represents a sense of belonging and achievement among employees, motivating them to exchange ideas and important information with their colleagues (Khana & All, 2022).

Organizations should encourage employees to pursue meaningful tasks that foster integrity, trust, and loyalty to work. Employers should also design humane strategies and processes in the workplace to make employees feel they are valuable knowledge resources as a whole. Theoretical perspectives indicate that employees who recognize the importance of workplace spirituality prioritize meaning, belonging, and satisfaction with job descriptions. Workplace spirituality provides the organization with a holistic perspective by recognizing spiritual needs, and due to these characteristics, it has a significant positive impact on effectiveness, employee commitment, knowledge sharing, and job satisfaction (Lakshmi & All, 2021).

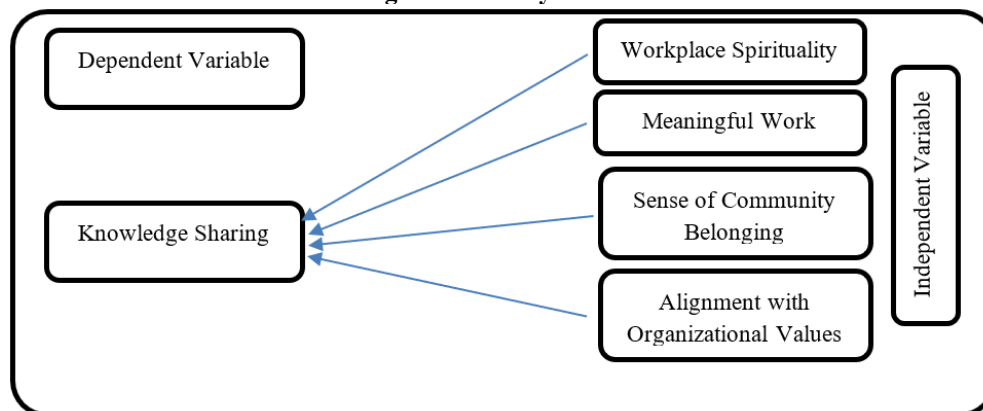
3. Study Methodology

3.1 Study Model

The study relied on a model consisting of two variables (see Figure No. 01). The independent variable represents workplace spirituality, which includes 21 questions distributed across three dimensions: meaningful work (), sense of community belonging (), and alignment with organizational values (). These dimensions have been widely used in previous studies, most notably those by (Suleiman & All, 2012; Krishnani, 2023; Hani, 2023). The dependent variable represents knowledge sharing, which included seven questions reflecting individuals' practices in exchanging and sharing their knowledge and professional experiences with their colleagues at work. These questions were derived from previous studies conducted by (Lakshmi & All, 2021; Lamamra & Mahboub, 2024).

This model was translated into a questionnaire, and its questions were measured using a five-point Likert scale, with responses ranging from 1 (strongly disagree) to 5 (strongly agree).

Figure 01: Study Model



Source: Prepared by the researches based on previous studies

3.2 Study Sample

The study population consists of employees working under permanent employment contracts at Algerian universities. A random sample was selected, and the number of participants amounted to 151 permanent employees from various departments and administrative levels.

3.3 Study Data

The study data were collected using an electronic questionnaire designed via Google Forms. To facilitate the collection of a large number of responses, the survey link was converted into a QR code and shared with the study sample. Participants were provided with complete information about the purpose of this study and assurances regarding the confidentiality of their responses. On this basis, the data were obtained voluntarily from the participants.

3.4 Data Analysis Methods

The study used the SPSS v27 program to analyze the collected data. Descriptive analysis was applied to the demographic data and the dimensions reflecting the reality of workplace spirituality and knowledge sharing among the selected sample. The study also employed a multiple linear regression model to determine the effect of the dimensions of workplace spirituality (meaningful work x1, sense of community belonging x2, alignment with organizational values x3) on knowledge sharing. In addition, a simple linear regression was used to determine the effect of overall workplace spirituality on knowledge sharing.

4. Study Results

4.1 Description of the Study Sample Characteristics

To determine the impact of workplace spirituality on knowledge sharing, the questionnaire was distributed to a sample of university employees, and 151 questionnaires were received. Table No. (01) shows the sample distribution according to gender, age, educational and occupational level, in addition to the employees' workplace.

Description of the Study Sample Characteristics

Table 1

Variable	Category	Frequency	Percentage (%)
Gender	Male	34	22.5
	Female	117	77.5
	Total	151	100
Age	Less than 25 years	25	16.6
	25–34 years	28	18.5
	35–44 years	71	47
	45–54 years	26	17.2
	55 years and above	1	0.7
	Total	151	100
Academic Degree	Secondary or less	24	15.9
	Bachelor's (License)	74	49
	Engineer	8	5.3
	Master's	39	25.8
	Doctorate	6	4
	Total	151	100
Job Level	Employee	112	74.2
	Department Head	30	19.9
	Deputy Director	9	6
	Total	151	100
Workplace	Central Administration	61	40.4
	Institute	63	41.7
	Library	27	17.9
	Total	151	100

Source: Prepared by the researchers based on SPSS v27 outputs.

It is clear from the data in Table No. (01) that the percentage of female participants exceeds that of males, which reflects prevailing employment trends in public institutions, particularly in the higher education sector, which has witnessed a noticeable increase in female representation since the beginning of the new millennium. The results also show that the age group most responsive to the study is between 35 and 44 years old, indicating that the majority of employees are in the stage of professional maturity and career productivity—this group being the most engaged in the work environment.

As for the educational level, nearly half of the sample (49%) hold a bachelor's degree, which is consistent with administrative management requirements in university institutions, as this academic level constitutes the minimum accepted qualification for most administrative positions. Regarding occupational distribution, the results indicate that most respondents occupy executive positions, reflecting their representation of the base of the organizational hierarchy within the sample and providing a suitable foundation for analyzing knowledge-sharing behaviors in daily tasks. Concerning the workplace, there is a relative balance in distribution between central administration and institutes, which can be explained by the similar need for human resources in both facilities to ensure the smooth functioning of administrative and pedagogical activities.

4.2 Validity and Reliability of the Study Tool

The questionnaire was designed based on previous studies and the theoretical framework of the research and was presented to a group of experts to assess the validity of the statements used to express the scale for which it was designed. To ensure the reliability of the tool, Cronbach's Alpha coefficient was used, and the test results are shown in the following table:

Reliability Coefficient of the Questionnaire Items

Table 2

Dimensions	Reliability Test		Values	Item Number in the Dimension						
	NI	RC		1	2	3	4	5	6	7
Meaningful Work	7	0.785	Cor	0.703	0.734	0.621	0.732	0.595	0.593	0.720
			Sig	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Sense of Community Belonging	7	0.835	Cor	0.727	0.837	0.796	0.639	0.650	0.660	0.648
			Sig	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Alignment with Organizational Values	7	0.823	Cor	0.693	0.768	0.551	0.740	0.725	0.722	0.676

Dimensions	Reliability Test		Values	Item Number in the Dimension						
	NI	RC		1	2	3	4	5	6	7
			Sig	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Knowledge Sharing	7	0.804	Cor	0.710	0.772	0.666	0.648	0.695	0.743	0.607
			Sig	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total	28	0.906	/							

NI = Number of Items; RC = Reliability Coefficient; Cor = Correlation;

Source: Prepared by the researchers based on SPSS v27 outputs.

It is evident from the data in Table No. (02) that the values of Cronbach's Alpha for each dimension of the questionnaire fall within a good range, varying between (0.785) and (0.835), while the overall scale value reached (0.906). This high value indicates a strong degree of internal consistency among the items of the tool. These results strongly indicate that the measurement tool enjoys high reliability, allowing it to be confidently used in subsequent statistical analysis. The results also show that the correlation coefficients between each item and the dimension it belongs to exceeded (50%), with a statistically significant level at (0.000), reflecting an acceptable construct validity that enhances the quality of the tool. Accordingly, it can be concluded that the questionnaire designed to measure the impact of workplace spirituality dimensions on knowledge sharing possesses strong psychometric properties that contribute to supporting the explanatory power of the study's proposed model.

4.3 Descriptive Analysis of the Study Variables

After performing the statistical analysis of the questionnaire using SPSS, the five-point Likert scale was adopted by selecting the response that reflects participants' level of agreement. Three levels of arithmetic means were used as shown in the following table.

Evaluation of the Arithmetic Mean Category

Table 3

Arithmetic Mean Category	Evaluation Level in the Study
[1 – 2.33[Low
[2.33 – 3.66[Moderate
[3.66 – 5[High

Source: Prepared by the researchers based on the Likert scale.

4.3.1 Descriptive Analysis of the Responses of the Study Sample Regarding the Dimensions of Workplace Spirituality

Arithmetic means and standard deviations were calculated for the independent variable—workplace spirituality—and its three dimensions (meaningful work, sense of community belonging, and alignment with organizational values), as well as for the dependent variable—knowledge sharing—in order to determine the level of each variable and rank the dimensions according to their importance. The following table presents the obtained results.

Arithmetic Means of the Responses of the Study Sample Regarding the Dimensions of Workplace Spirituality

Table 4

Statements	Mean	Std. Deviation
I feel that the tasks I accomplish contribute to achieving the institution's goals.	3.874	0.843
The importance of my work motivates me to perform tasks effectively.	3.814	0.912
I feel a sense of accomplishment when I successfully complete my job duties.	4.079	0.996
I believe that my work contributes to the development of the institution.	4.019	0.828
I feel responsible for the quality of the work I provide.	4.225	0.75
I find that my work aligns with my personal goals.	3.192	1.17
I feel that my work contributes to serving society.	3.92	0.844
Meaningful Work	3.875	0.605
I feel comfortable and at ease when dealing with my colleagues at work.	3.556	0.891
I receive support from my colleagues and my team at work.	3.337	1.032
I can rely on my colleagues when needed without hesitation.	3.39	1.119
I feel that I contribute to achieving the goals of the work team.	3.894	0.809
I enjoy teamwork with my colleagues.	3.768	0.919
I feel free to express my opinions and suggestions within the team.	3.814	0.989
I learn from my colleagues' experience and benefit from it.	3.708	1.017
Sense of Community Belonging	3.638	0.69
I feel that the institution appreciates the values I believe in.	2.986	1.006
The institution's policies are consistent with my personal principles and beliefs.	2.973	1.076
I can apply my personal values in the work environment.	3.503	0.992
My institution promotes ethical behavior and encourages its spread among employees.	3.384	1.051

Statements	Mean	Std. Deviation
I feel that the institution respects cultural diversity.	3.337	0.992
The institution is committed to its social responsibility toward society.	3.41	0.932
The institution supports achieving work-life balance for its employees.	3.092	1.097
Alignment with Organizational Values	3.241	0.711
Overall Workplace Spirituality	3.585	0.517

Source: Prepared by the researchers based on SPSS v27 outputs.

The results can be analyzed as follows:

The dimension of *meaningful work* ranked first among the dimensions of workplace spirituality, with a high level of evaluation. This reflects the sample's awareness of the importance of the value of their work, as employees feel that their work is not merely a set of assigned functional tasks, but rather a means of achieving accomplishment and contributing to their institution and serving the community. Conversely, the results showed limited alignment between work and personal goals compared to other dimensions, which may affect the sustainability of this perception in the long term.

The sense of community belonging dimension ranked second, with a medium level of evaluation. This belonging is reflected in the contribution of employees to achieving shared goals, the freedom to express opinions, and enjoyment of teamwork within work groups, which reflects the collaborative and social orientation of this dimension. However, this sense of belonging did not reach a high level, due to the weakness of direct support among colleagues and low levels of individual trust, indicating that the sense of belonging among the sample is largely linked to a feeling of contribution and freedom within teams rather than reliance on personal trust or the direct support received from colleagues.

The third rank was occupied by the alignment with organizational values dimension, with a moderate level of evaluation, being the weakest of the workplace spirituality dimensions. This reflects a limited perception of the extent to which organizational values align with individual values. The statistical analysis of this dimension's statements revealed positive aspects related to employees' ability to apply their personal convictions and values—an indicator of a minimum level of organizational flexibility within the workplace—as well as their acknowledgment of the organization's commitment to social and ethical responsibility, which are essential requirements for building a value-based organizational culture. Conversely, the results showed a relatively low-medium level associated with a gap between formal organizational policies and individual values, and a lack of direct appreciation of employees' values or support for achieving work-life balance. This may generate a feeling of personal harmony and appreciation within the studied organization.

When considering the previous dimensions as a single composite variable, workplace spirituality achieved a medium level of evaluation. This confirms that spirituality is moderately appreciated among the study sample, with varying levels of appreciation across its three dimensions.

4.3.2 Descriptive Analysis of the Responses of the Study Sample Regarding Knowledge Sharing

The following table presents the responses of the study sample regarding the items forming the dependent variable—knowledge sharing. The obtained results are presented in the following table:

Responses of the Study Sample Regarding the Knowledge Sharing Variable

Table 5

Statements	Mean	Std. Deviation
I regularly share information and experiences with my colleagues at work.	3.68	0.889
I feel comfortable and confident when asking for help or advice from my colleagues.	3.47	1.038
I believe that knowledge sharing enhances team performance and improves its results.	4.11	0.796
I am keen to participate in meetings and workshops aimed at knowledge sharing.	3.76	0.944
I encourage my colleagues to share their knowledge and experiences for the benefit of everyone.	3.95	0.858
I use available tools and technologies to exchange knowledge with my colleagues.	3.9	0.83
I believe that the organization supports and promotes a culture of knowledge sharing among employees.	3.3	1.1
Knowledge Sharing	3.73	0.629

Source: Prepared by the researchers based on SPSS v27 outputs.

Considering workplace spirituality as the independent variable in the study, knowledge sharing as the dependent variable achieved a high level of evaluation. The statistical analysis of this variable's items indicates that its high-level stems from the participants' conviction of the impact of knowledge exchange on job performance, their encouragement of colleagues to share knowledge, and the importance of using technology in this process. This reflects the presence of personal motivation and individual initiatives that facilitate knowledge dissemination within the organization. Conversely, these practices face challenges related to weak institutional support and varying levels of trust among employees

when requesting knowledge, indicating that while knowledge dissemination occurs at a good pace, it does not yet reach a level of formal organizational reliance.

5. Multiple Regression Analysis

Table No. (06) presents the results of the multiple linear regression model used to test the effect of the dimensions of workplace spirituality (meaningful work, sense of community belonging, and alignment with organizational values) on the level of knowledge sharing among employees.

Results of the Multiple Regression for the Effect of Workplace Spirituality Dimensions on Knowledge Sharing

Table 6

Coefficients	B	Standard Error	t	Sig
Constant	0.6610	0.2590	2.5500	0.0120
Meaningful Work	0.2320	0.0690	3.3620	0.0010
Sense of Community Belonging	0.4170	0.0600	6.9340	0.0000
Alignment with Organizational Values	0.2040	0.0560	3.6370	0.0000

Source: Prepared by the researchers based on SPSS v27 outputs.

The results in the table show that all dimensions of workplace spirituality represent variables with a statistically significant effect in explaining the level of knowledge sharing. The findings indicate that an employee’s perception of the importance of the work they perform increases their engagement in knowledge sharing by 0.232 units for each one-unit increase in meaningful work.

In contrast, the results show that the employee’s sense of belonging to their work environment is the strongest factor compared to the other dimensions, where a one-unit increase in this variable enhances knowledge sharing by 0.417 units. Meanwhile, an increase in the employee’s alignment with organizational values leads to an increase in knowledge sharing by 0.204 units.

From these results, it is clear that the strength of the effect of workplace spirituality dimensions on the level of knowledge sharing varies, with the sense of belonging having the strongest impact, followed by meaningful work, and then alignment with organizational values.

Accordingly, the multiple regression model equation can be written as follows:

$$\text{Knowledge Sharing} = 0.661 + 0.232 \text{ Meaningful Work} + 0.417 \text{ Belonging} + 0.204 \text{ Values Alignment}$$

6. The Quality of the Multiple Linear Regression Model

To verify the validity of the multiple linear regression model whose parameters were previously estimated, a set of statistical tests was conducted to measure the quality of this model. These tests included the coefficient of

determination (R^2) to measure the explanatory power of the model, the Durbin–Watson test to verify the independence of errors, the ANOVA test to measure the overall significance of the model, in addition to examining multicollinearity indicators (Tolerance and VIF) to detect the presence of high correlations among independent variables. The results are presented in the following table:

Tests of the Quality of the Multiple Linear Regression Model

Table 7

Coefficients	Tolerance	VIF	R-squared	Durbin–Watson	F	Sig.
Meaningful Work	0.739	1.354	0.52	1.685	53.048	0
Sense of Belonging	0.752	1.331				
Alignment with Organizational Values	0.813	1.229				

Source: Prepared by the researchers based on SPSS v27 outputs.

The results in Table (07) indicate that all indicators of the multiple linear regression model quality fall within statistically acceptable limits. The explanatory value of the coefficient of determination reached ($R^2 = 0.520$), meaning that the dimensions of workplace spirituality explain about 52% of the total variance in knowledge-sharing behavior among employees in the study sample. The value of the Durbin–Watson statistic (1.685) falls within the acceptable range (1.5–2.5), indicating the absence of autocorrelation among errors.

In addition, the ANOVA test confirmed the statistical significance of the overall explanatory model at a high level ($F = 53.048$, $Sig. = 0.000$). As for the multicollinearity indicators (Tolerance and VIF), they were also within the recommended limits (Tolerance > 0.2 and VIF < 10), which enhances the reliability of the regression coefficient estimates.

7. Simple Linear Regression

To test the main hypothesis of the study—which assumes the existence of a direct effect relationship between workplace spirituality as an independent variable (based on the average of its dimensions: meaningful work, sense of belonging, and alignment with organizational values) and the level of knowledge sharing as a dependent variable—the results of the simple linear regression model estimation are shown in the following table:

Results of the Simple Regression for the Effect of Workplace Spirituality on Knowledge Sharing

Table 8

Coefficients	B	Standard Error	t	Sig.
Constant	0.654	0.255	2.563	0.011
Workplace Spirituality	0.861	0.07	12.222	0

Source: Prepared by the researchers based on SPSS v27 outputs.

The results presented in the table indicate a significant positive effect of workplace spirituality on enhancing knowledge-sharing behavior. The regression coefficient value reached (B = 0.861) at a high significance level (Sig. = 0.000), which means that an increase of one unit in the level of workplace spirituality leads to an increase in knowledge sharing by (0.861) units. The (t = 12.222) test also shows that this effect is strong and statistically significant. Based on this, it can be said that workplace spirituality is a key determinant and influential factor in promoting knowledge-sharing behaviors among the study sample.

Accordingly, the simple regression equation for the study model can be written as follows:

$$\text{Knowledge Sharing} = 0.654 + 0.861 \text{ Workplace Spirituality}$$

To verify the validity of the simple linear regression model in explaining the relationship between workplace spirituality (independent variable) and the level of knowledge sharing (dependent variable), basic statistical indicators were used, including the coefficient of determination (R²), the Durbin–Watson statistic, and the ANOVA test. The following table presents these tests:

Tests of the Quality of the Simple Linear Regression Model for the Effect of Workplace Spirituality on Knowledge Sharing

Table 9

Coefficients	R-squared	Durbin–Watson	F	Sig.
Workplace Spirituality	0.501	1.688	149.366	0

Source: Prepared by the researchers based on SPSS v27 outputs.

The results shown in Table (09) indicate that the simple linear regression model of the study is statistically acceptable. The coefficient of determination value (R² = 0.501) indicates that workplace spirituality, as a composite variable representing its three dimensions (meaningful work, sense of belonging, and alignment with organizational values), explains (50%) of the total variance in knowledge-sharing behavior among the study sample. The Durbin–Watson statistic value (1.688) falls within the acceptable range (1.5–2.5), indicating the absence of autocorrelation among errors. Furthermore, the model is considered to have strong explanatory reliability due to the high statistical significance of the ANOVA test.

8. Discussion of Results

The results obtained from the applied study confirm that workplace spirituality has a positive effect on enhancing knowledge sharing within university institutions, as these institutions are considered sources of knowledge. The study also confirmed that the dimensions of workplace spirituality—meaningful work, sense of community belonging, and alignment with organizational values—significantly contribute to employees' willingness, in one way or another, to share their knowledge and experiences with colleagues in their workplace.

These results are consistent with the findings of Lakshmi & All (2021), who also emphasized that workplace spirituality has a fundamental effect on knowledge management, where knowledge sharing represents one of its key processes. Similarly, Rathee & Pallavi (2020) found that workplace spirituality has an increasing impact on engagement, job performance, and job commitment, both theoretically and empirically, through its three dimensions: meaningful work, work attitudes, and sense of community. This is further confirmed by Hani (2023), who stated that workplace spirituality has a direct effect on knowledge-sharing behavior as well as employee well-being, which positively reflects on their retention in the workplace.

Knowledge sharing represents the transfer of solutions from one point to another for the purpose of storing and preserving them, as they are always at risk of being lost. Today, universities are obliged to create a suitable environment for their academic staff in order to produce knowledge and share it with everyone, with the goal of advancing scientific research and generating creative and innovative ideas that ensure finding solutions, especially amid current economic challenges.

9. Conclusion

The difficulties that institutions face in measuring their intellectual capital on the one hand, and determining its impact on various variables on the other, have made it necessary to provide an appropriate workplace—one of the most important factors contributing to their growth and advancement. Job stability within institutions facilitates the preservation of their intellectual capital and the investment and sharing of its knowledge and expertise with others, thereby increasing overall performance.

When faculty members feel a sense of belonging and connection to their institution, they become more committed to collective interests and less likely to withhold their knowledge. Within the framework of this study, which focused on examining the impact of the three dimensions of workplace spirituality on knowledge sharing among Algerian university employees, it was found that these dimensions have a positive effect, ranging from moderate to high, on knowledge sharing. However, despite this positive result, it does not reach the desired level.

In light of the shift toward the knowledge economy and digital knowledge societies, which are based on the digital production, sharing, and utilization of

knowledge, it is necessary for all higher education institutions—whether Algerian or foreign—to provide all possible means and conditions to enhance this knowledge and generate new ideas and innovations that contribute to finding solutions to various social, economic, and environmental issues.

9.1 Study Limitations:

The current study has shed light on the effect of workplace spirituality on knowledge sharing within Algerian universities, positioning it as a modern scientific topic in the fields of management and organizational behavior. Given the expansive scope of both workplace spirituality and knowledge sharing, and the inherent difficulty of addressing every nuance in a single study, this paper was specifically focused on these variables within the context of Algerian higher education institutions. These institutions are currently undergoing a rapid digital transformation, with administrative and organizational tasks being digitized at both the ministerial and university levels.

In light of these rapid developments, there is a burgeoning need to continue research in this field to deepen theoretical knowledge and expand the scope of related empirical studies. Consequently, this study serves as a foundation for future researchers to enrich the topic from diverse perspectives. Potential future research directions include investigating the importance of knowledge sharing in enhancing the competitiveness of private university institutions, as well as exploring the specific impact of workplace spirituality on job stability within public institutions. Furthermore, there is a significant opportunity for the analysis of the role of artificial intelligence applications in supporting knowledge management processes within industrial institutions. By pursuing these avenues, future scholarship can continue to refine the understanding of how spiritual and intellectual capital interact within evolving organizational landscapes.

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