The Effects of Social Capital and Workplace Spirituality Toward Task Performance among Hotel Employees in Malaysia

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Abstract

This research was conducted to investigate the relationship between independent variables which are Social Capital and Workplace Spirituality and a dependent variable which is Task Performance. In this study, the information was collected by questionnaire as the instrument. The researchers have gathered all the data and analysed using SPSS Version 2.0. The population of this study consists of a hotel employee in Kuantan, Pahang, Malaysia. The study was performed using an online survey via Google form with the participation of 112 respondents consisting of several departments and both positions from management and lower levels. Findings showed that social capital and workplace spirituality have a positive significant relationship with task performance, whereas knowledge hiding has a negative significant relationship with task performance. Therefore, all hospitality employers should ensure that their staff have a very high social capital and workplace spirituality to produce a high-performing staff.
Keywords: Social Capital, Workplace Spirituality, Task Performance, Malaysia, Hotel Employees

Introduction

In the hospitality industry, every hotel is up against stiff competition and is striving to increase its revenue. As this is a service industry in which every employee working in the hotel is required to deal with the customer in some way, it is critical that the organization continuously tries to identify areas of improvement and work for the development of its workforce. Generally, the primary technical skill of task performance is the transformation of raw resources into goods and services that are specific to the job. An individual's task performance is crucial for an employee's career advancement. The primary goal of any organisation is to achieve its planned target, which can be accomplished through a performance management system that includes task performance and extra-role performance of employees (Danish et al., 2015). Social capital is defined as the resources available to members of social groups, such as the exchange of favours, the maintenance of group norms, the existence of trust, and the exercise of sanctions. A social group can take various forms, such as a such as workplace, a voluntary organization, or a tightly knit residential community.

The concept of social capital has a close relationship with the workplace, and it may be more vital than human capital in terms of reaching corporate goals like lowering transportation costs, improving information sharing, increasing trust in the organisation, stability, common goals, and maintaining as well as retaining employees (Timberlake, 2005). On the other hand, workplace spirituality refers to the integration of an individual's spiritual beliefs, values, and practices with their work environment. It involves recognizing and addressing the spiritual needs of employees, fostering a sense of meaning and purpose in their work, and creating an atmosphere that supports personal growth, connection, and well-being. Workplace spirituality acknowledges that employees are not just economic resources but also spiritual beings with inner needs and aspirations. Workplace spirituality contributes to lessening the impact of psychological capital and emotional labour on burnout by fostering a supportive environment that addresses employees' spiritual and emotional needs. By promoting meaning, authenticity, resilience, social support, and a balanced approach to work and life, workplace spirituality helps individuals manage the challenges associated with burnout-inducing factors and enhances their overall well-being.

Background of Study

As described by Rotundo and Sackett (2002) task performance refers to individuals' behaviours that lead to the achievement of organizational goals. Bhardwaj and Kalia (2021) emphasized that employees' contextual and task performance is important in keeping the guests satisfied and clearly, a hotel's success is highly dependent on customer satisfaction since it is a hospitality industry. However, previous research has found that employees in the hospitality industry face a range of issues, including a lack of proper training, job insecurity, inadequate infrastructure facilities and a high job transfer speed (Sadiqe, 2014; Buil et al., 2019). Apart from that, the importance of social capital cannot be ignored, as it is the vital element that ensures the level of interaction between individuals to the effectiveness of hospitableness in organizations. Social capital is an important factor driving innovation opportunities in hospitality firms (Hoarau & Kline, 2014; Souto, 2015). This is because the development of relationships leads to knowledge diffusion mechanisms, which enable the economic return of advancements as social capital awareness provides greater access to career-related information that can help people improve task performance and achieve their career goals.

Additionally, workplace spirituality has emerged as a significant factor in enhancing employee performance, particularly within the hospitality industry. This concept involves creating a work environment that nurtures employees' inner lives through meaningful work, a sense of community, and alignment with organizational values (Petchsawang & Duchon, 2019). The hospitality sector, characterized by its demanding nature and high levels of interaction with guests, stands to benefit considerably from fostering workplace spirituality. In hotel settings, employees often face high-stress levels due to long working hours and the need to provide consistent, high-quality service. Studies have shown that a spiritually supportive work environment can significantly enhance job satisfaction and organizational commitment among hotel employees (Milliman et al., 2018). When employees feel that their work has meaning and that they are part of a supportive community, their overall job satisfaction increases, leading to reduced turnover rates and higher levels of employee retention.

Moreover, the sense of belonging fostered by workplace spirituality can enhance teamwork and collaboration. When employees feel interconnected and supported by their colleagues and the organization, they are more likely to engage in cooperative behaviours that boost productivity (Karakas & Sarigollu, 2020). This is particularly important in the hospitality industry, where teamwork is essential for providing excellent guest experiences and maintaining smooth operations. Aligning personal and organizational values is another crucial aspect of workplace spirituality. When hotel employees find that their values resonate with the mission and values of their organization, they are more likely to experience a sense of purpose and fulfilment in their work (Petchsawang & Duchon, 2019). This alignment not only enhances employee morale but also drives them to perform at higher levels, ultimately contributing to better service quality and guest satisfaction.

In summary, the application of workplace spirituality in the hotel industry can lead to significant improvements in employee performance. By fostering an environment that supports meaningful work, community, and value alignment, hotels can enhance job satisfaction, teamwork, and overall productivity among their employees. Therefore, identifying ways to improve employee performance could contribute significantly to raising revenue for hotels (Bhardwaj & Kalia, 2021). Hence this research is needed to investigate the role of social capital and workplace spirituality in influencing hotel workers' task performance. Specifically, the findings of this study will support the hospitality industry in obtaining beneficial ideas on social capital awareness as well as the impact of workplace spirituality on employee performance, thus development of the workforce could be undertaken to achieve organizational growth, particularly in the hospitality industry.

Literature Review

Task Performance

Previously, researchers described task performance as "role performance" (Katz & Kahn, 1978), "job role" (Welbourne et al., 1998) or task performance as the fulfilment of duties and responsibilities associated with a given job (Murphy & Shiarella, 1997). The ability to fulfil expectations and demonstrate competency and expertise is another definition of task performance. Those expectations are intimately connected to the technical core of the organisation, which is reached through conducting, serving, and maintaining its technical requirements (Harrison et al., 2006). Meanwhile, Borman and Motowidlo (1993) clarified task performance as a behaviour that is formally acknowledged as part of the job and contributes to the organization's technical core. Besides, Batt and Colvin (2011) stated that task performance is an indicator of whether employees are retained and promoted within the organization. We may conclude from previous studies that task performance is an important aspect of overall organizational assessment in accomplishing required duties and responsibilities.

Before this study, task performance was examined as a dependent variable along with other independent variables. Udin

and Yuniawan (2020) investigated the psychological capital roles and personality traits of the Big Five in predicting OCB (organisational citizenship behaviour) and task performance in Indonesia's electricity sector, but OCB does not significantly relate to task performance, contrary to their expectations. Makki and Abid (2017) examined the impact of intrinsic and extrinsic motivation on employees' task performance, and the differences in task performance between males and females based on intrinsic and extrinsic motivation. The findings revealed a significant positive relationship between employees' task performance and intrinsic and extrinsic motivation, as well as a significant impact of intrinsic and extrinsic motivation on task performance.

In the research of Chung (2020), Team–Member Exchange (TMX) was found to be positively related to task performance. Individuals with close working relationships with other team members improve task performance, according to high levels of TMX, because positive TMX relationships rely more on frequent communication of sharing information, ideas, and feedback. As a result, when an individual has more work-related resources, one's performance will likely improve because of positive and helpful interactions with other organizational members. In the meantime, Chien (2003) claimed that implementing Organizational Citizenship Behaviour (OCB) in the workplace can improve the performance of the individual employee, the performance of the unit, and the performance of the organization. Employee performance is influenced by OCB because it includes a strong belief that OCB is critical to organizational success.

However, workplace ostracism, as discussed by Chung (2020), may hurt an individual's task performance due to the loss of resources. Individuals who lack resources, according to the conservation of resources theory, will attempt to protect their remaining resources through depersonalization, reduced performance efforts and reduced work engagement. When a person lacks important resources like information, feedback, and social support, the quality of his or her work will deteriorate. Because workplace ostracism hurts interpersonal behaviour, it can also influence individual performance due to a lack of human resource exchanges.

Social Capital
Leana was the first to introduce the concept of social capital into organizational and management literature in 1999. Leana and Van Buren (1999) identified the factors that impact relationships, norms, and roles of organizational social capital, as well as the potential costs and benefits of organizational social capital. Both believed that employee behaviour had a significant impact on a company's level of organizational social capital and described social capital as a characteristic of organizations that is derived from social ties within the company.

Also, Tsai and Ghoshal (1998) specified that social capital refers to many aspects of a social context, like social ties, trusting relationships, and value systems, that support the activities and actions of people who live in that context. Apart from that, according to Nahapiet and Ghoshal (1998), social capital is a resource that individuals obtain through their relational networks. Putnam et al. (1994) declared social capital refers to the characteristics of social organizations, which include networks, norms, and trust, that allow action and collaboration for mutual advantage.

This is consistent with Timberlake's (2005) assertion that the concept of social capital is intimately connected to the working environment in terms of achieving organizational objectives such as better information sharing, creating confidence in the company, stability, shared goals, managing and retaining personnel, and minimizing unnecessary costs where it may be more important than human capital. Nevertheless, Pillai et al. (2017) indicated that social capital could have negative consequences such as dilution of the dialectical process and non-rational commitment escalation. As we have observed from past studies, social capital involves interaction and communication among employees, which leads to smooth operations and activities in the workplace.

Social capital had previously been studied as a dependent variable in the Social Survey of the Dutch Networks (SSND) (Tulin et al., 2018) using the established position generator instrument, which is aimed to operationalize social capital as access to socioeconomic resources through social links available at different levels in the social hierarchy (Van der Gaag et al., 2008). Meanwhile, according to the analysis of data collected by Mahfud et al., (2019) empowerment has a positive effect on human and social capital which is like the works of (Fataei et al., 2014; Feyzi et al., 2014). Based on the conclusions of the study, managers are advised to reinforce empowerment and be aware of the elements that influence empowerment, as well as get training to put the plan into action. As an example, conducting empowerment workshops is one of the excellent tips for reinforcing employee empowerment.

Other than that, according to the findings of the Chamanifard et al., (2015) research, social capital has a positive and significant impact on employee job satisfaction and organizational performance in Kerman area's agriculture jihad organization. This study is in line with the results of (Ofori & Sackey, 2010; Bakiev & Kapucu, 2012) who discovered that social capital is an essential factor in predicting organizational effectiveness and has a beneficial impact on organizational

performance. Despite this, results from Mahfud et al., (2019) show that social capital has no direct effect on entrepreneurial intent. These data demonstrate that the social context of students does not effectively promote entrepreneurship, as students' social ties are primarily with family, friends, other students, and lecturers, rather than with entrepreneurs.

Workplace Spirituality

Spirituality is associated with psychological functioning (Bozek et al., 2020). Religious/spirituality, social health, and higher levels of moral beliefs are related to psychological well-being (Villani et al., 2019; Pérez & Rohde, 2022). People who record daily activities are more likely to have a positive psychological impact and a lower chance of misery (Rodríguez-Rey et al., 2020). Among academics and practitioners, spirituality in the workplace is becoming more common. The concept is "the belief that workers have an inner life that nourishes and nurtures productive work within the community" (Ashmos & Duchon, 2000, p. 137). By being genuinely aware of their work, being closely associated with their colleagues, and aligning their core values (such as honesty and integrity) with organizational values, spiritual workers are more concerned with their internal development (Zulkefli et al., 2019; Petchsawang & Duchon, 2019). In the workplace, a growing body of literature is devoted to studying spirituality. Workplace spirituality is essential in cultivating a healthy working environment that enables employees to express and be themselves with positive values and feelings.

Hill and Pargament (2003) noted that although there is a broad range of research on the important implications of religion/spirituality, this work, particularly for psychology, remains understudied. In a study in which psychologists recognized the importance of the mental health variable of spirituality, these beliefs were not reflected in actual practice (Lucchetti et al., 2021). To analyse its background and consequences, it is crucial to consider spirituality as a mediator in the workforce. The idea of workplace spirituality, though, is not a modern concept since it is based on organisation and management philosophy (Driscoll & Wiebe 2007). For instance, Parboteeah and Cullen (2003) suggested that spirituality in the workplace is connected to the role characteristics paradigm of Hackman and Oldham (1980) in terms of sense at work. However, the philosophical perception of work, which includes the quest for higher meaning, intent, and feeling positive about one's work, goes beyond the essence of fascinating and rewarding work.

Spirituality at work refers to the spiritual experience of an individual at work (Rathee & Rajain, 2020). Two components of spirituality at work are the experience of workers at work and their workplace environment. Employee experience is working towards a common good, whereas workplace community experience refers to the employee's experience of sharing, mutual obligation, and commitment at work (Duchon & Plowman, 2005). Workplace spirituality is a field of relatively new research and an important area of research that attracts more attention (Pandey, 2017). Pradhan and Jena (2016) discovered that the spirituality of working environments is positively related to behaviours such as employee job satisfaction and organizational obligations. The health of working people and their organizations in the workplace was given an even greater focus, which was proposed for the "potential relevance to wellbeing" (Sheep, 2006, p. 357).

According to Ashmos and Duchon (2000), workplace spirituality can be divided into five key categories. One significant aspect is the strong sense of community among colleagues. "Team sense of community" refers to the deep connection an individual shares with coworkers, forming a communal feeling within the organization. Another aspect is finding joy in work. This pertains to how much employees enjoy tasks assigned to them or their routine responsibilities. The degree of enjoyment they derive from work activities is crucial. Aligning values is the third component. An employee's values need to match the organization, as misalignment can lead to discomfort and emotional discord. When values align, it generates motivation and a sense of contributing to something greater. Furthermore, acknowledging employees' inner lives is vital. Lastly, contributing to the community is significant. People desire recognition and a sense of worthiness. Feeling like they've contributed brings inner satisfaction. Opportunities for inner life recognition are another facet of workplace spirituality, focusing on acknowledging employees' personal lives (Ahmad & Omar, 2014; Rego & Cunha, 2008).

A sense of community, meaningful work, and organisational ideals are the three components that makeup what is known as workplace spirituality (Sharma & Singh, 2021). Any potential negative correlations between leadership effectiveness and psychological well-being with job outcomes can be mitigated by the presence of spirituality in the workplace. There is a correlation between spirituality in the workplace and a sense of belonging, as well as drive and dedication (Riasudeen & Singh, 2020). The spirituality of the workplace plays an essential part in the employees' decision to adopt the ideals of the workplace (Ribeiro et al., 2021). Spirituality in the workplace will lead to greater levels of employee engagement (Tutar & Oruç, 2020). Workplace spirituality has the potential to mitigate any adverse effects that may be associated with leadership effectiveness and psychological well-being about job results (Srivastava & Pradhan, 2021).

The development of one's spirituality in the context of one's working life might result in a relationship with one's work that is more harmonious and productive (Mónico & Margaça, 2021). There is a strong link between the presence of spirituality

in the workplace and the degree to which employees are engaged in their work (Rifuddin et al., 2022). When there is a higher level of spirituality in the workplace, there is also a higher level of employee engagement. The components of spirituality in the workplace differed depending on the worker profile, as did their associations with job involvement, work satisfaction, and compulsive work addiction (Mónico & Margaça, 2021). There was a connection between spirituality in the workplace and the production of meaning, the enforcement of values, and the ability to transcend. Researchers and employers in academic institutions pay insufficient attention to the spiritual experiences of the employees in their workplace (Sapra et al., 2021). Further research understanding is imminent to spur this study as the subject of workplace spirituality cannot ignore the spiritual awakening that is taking place in the world (Delmestri & Schneeberger, 2022).

Spiritual practice in the workplace may be beneficial to employees who are facing burnout (Khari & Sinha, 2021). There is a significant relationship between the presence of spirituality in the workplace and the level of involvement that employees have in the activities that they perform. This relationship has been discovered for a variety of reasons. Workplace spirituality refers to the integration of spiritual values and practices into the workplace, while religion refers to a specific set of beliefs and practices that are associated with a particular faith or belief system. While the two concepts may overlap, they are not the same. Religion is a personal belief system that can shape an individual's values, morals, and worldview. It can also include specific rituals, practices, and beliefs that are associated with a particular faith or belief system. In contrast, workplace spirituality refers to the integration of an individual's values and beliefs into their work, and finding meaning and purpose in their work, regardless of whether it is associated with a specific religion or not. While religion and spirituality can both influence an individual's work, they can also be separate entities. For example, an employee may find meaning in their work independently of their religious beliefs and practices. Additionally, an employee may also find meaning in their work by incorporating their religious beliefs and practices into their work. It's important to note that in some countries there are laws and regulations to respect different religions, employers should be aware of these laws and regulations and make sure that they are not discriminating against employees based on their religious beliefs.

Workplace spirituality refers to the integration of spiritual values and practices into the workplace, and it can be practised by individuals in Malaysia regardless of their religious beliefs. In Malaysia, where the population is made up of a diverse mix of ethnic and religious groups, workplace spirituality can be a way to promote harmony and understanding among employees. For social workers in Malaysia, this can include incorporating their values and beliefs into their work and finding meaning and purpose in their work. This can help to create a more positive and fulfilling work environment and can also improve job satisfaction and overall well-being. There are various ways that Malaysian hotel workers can incorporate spirituality into their work. This can include practices such as meditation, yoga, journaling, and prayer (Sawai et al., 2012). Additionally, social workers can also incorporate their values and beliefs into their work by being mindful of how they interact with clients and colleagues, and by approaching their work with compassion, empathy, and a sense of purpose (Moudatsou et al., 2020). Spirituality can be a personal and individual matter, what works for one person might not work for the other. Social workers need to find a way to incorporate spirituality into their work in a way that feels authentic and meaningful for them. It's worth noting that in Malaysia, like in other countries, there are laws and regulations to respect different religions, employers should be aware of these laws and regulations and make sure that they are not discriminating against employees based on their religious beliefs.

The Relationship Between Social Capital and Task Performance

The role of entrepreneurial activities in mediating the relationship between social capital and task performance among university faculty members at an Iranian medical sciences institution in Qazvin was explored by Kalhor et al. (2020). The researchers discovered an association between social capital, entrepreneurial behaviour, and task performance, with entrepreneurial behaviour serving as a moderator. The results demonstrated that there was a direct relationship between social capital and job performance, with higher social capital resulting in higher task performance among faculty members. Nemati et al. (2017) found that social capital has a positive and significant impact on boosting individual and organisational job performance in a statistical population of 140 municipal headquarters staff. In addition, when people retain their ties with one another, they can accomplish collective and targeted performance for their company, resulting in exceptional results.

At the same time, Zhang (2014) indicated positive correlations between relational social capital and task performance. All respondents were undergraduates and postgraduates at a Chinese university, which consists of 46 teams made up of 210 people. The findings also show that relational social capital is an important channel through which individual emotional intelligence (EI) influences performance and that the impact of structural social capital can enhance the EI-performance relationship. Meanwhile, Xie et al. (2021) conducted questionnaire surveys to acquire data from agricultural entrepreneurs.

They classified social capital into two categories: bonding and bridging. Based on the collected data, both bonding and bridging social capital have a significant positive effect on agricultural entrepreneurship performance. Minh-Tri Ha (2021) discovered that the cognitive social capital dimension has a direct impact on the operational performance of small and medium-sized enterprises (SMEs) in the construction sector.

Human resources (HR) also play an important role in the formation and development of networks by fostering social capital in organizations. Basu (2016) surveyed 501 respondents randomly selected from 15 healthcare organizations in Kolkata, using standardised scales of social capital, work performance, and HR practises. The results demonstrate a positive relationship between social capital and job performance, which is significantly moderated by HR policies. Furthermore, social capital had a moderately positive impact on employee performance in Sri Lankan small-scale industrial businesses (Perera & Weerakkody, 2018). Findings by Samad (2020) identified that there is a significant relationship between social capital and innovative firm performance, revealing the ability of social capital to improve innovative firm performance with a total of 294 questionnaires obtained from managerial staff in Malaysian automotive companies. Therefore, based on the literature review, the researcher has developed one hypothesis; H$_1$: Social capital has a relationship with task performance.

The Relationship Between Workplace Spirituality and Task Performance

Workplace spirituality has been a subject of empirical research in recent years, with studies examining its impact on various aspects of organizational behaviour, including task performance. The concept of workplace spirituality encompasses elements such as a sense of purpose at work, alignment of values, and a sense of interconnectedness (Nwanzu & Babalola, 2021). A study conducted by Nwanzu and Babalola (2021) found a significant positive correlation between workplace spirituality and job performance among university administrative employees. They argued that when employees perceive their work as meaningful and feel connected to their organization, they are more likely to be engaged and perform better. Similarly, Mousa (2020) proposed a theoretical model linking five elements of workplace spirituality (team's sense of community, alignment between organizational and individual values, sense of contribution to the community, sense of enjoyment at work and opportunities for the inner life) and employee performance. The model was empirically tested using a survey data set of 145 observations, collected from members of the Abu Dhabi University community. The study found that the presence of workplace spirituality in an organizational environment is considerably connected to employee performance.

However, the relationship between workplace spirituality and task performance is not always straightforward. A study conducted in 2018 found a meaningful relationship between workplace spirituality and job performance, but the relationship varied depending on the specific dimensions of workplace spirituality considered. In conclusion, while there is empirical evidence to suggest a positive relationship between workplace spirituality and task performance, further research is needed to understand the nuances of this relationship. Future studies could explore the potential moderating effects of individual and organizational factors and the mechanisms through which workplace spirituality influences task performance. The relationship between workplace spirituality and task performance has garnered increasing attention in organizational research, reflecting a broader interest in the holistic well-being of employees and its impact on organizational outcomes. Workplace spirituality, defined as a framework that incorporates a sense of purpose, interconnectedness, and alignment with organizational values, has been linked to various dimensions of employee performance (Duchon & Plowman, 2005). Recent empirical studies further elucidate this relationship, offering nuanced insights into how spiritual well-being in the workplace translates to enhanced task performance.

Research conducted by Gupta et al. (2019) highlights that workplace spirituality significantly correlates with intrinsic motivation, which in turn positively affects task performance. Their study involving 356 employees across diverse sectors found that individuals who perceive their work as meaningful and feel a sense of belonging to their organization are more motivated to exert discretionary effort, resulting in higher levels of task accomplishment. This finding is supported by Petchsawang and Duchon (2019), who emphasize that spiritual well-being fosters a positive emotional state, thereby enhancing cognitive functioning and creativity—key components of effective task performance. Further exploring the mechanisms behind this relationship, Karakas and Sarigollu (2020) propose that workplace spirituality fosters an environment of psychological safety, where employees feel respected and valued. This environment reduces stress and promotes a state of flow, characterized by deep immersion and optimal performance in tasks. Their longitudinal study of 423 employees from technology firms demonstrated that higher levels of perceived workplace spirituality were associated with sustained task performance improvements over one year.

Additionally, the role of leadership in cultivating a spiritually enriched workplace has been examined. Fry and Egel (2021)

argue that leaders who demonstrate spiritual values, such as compassion, humility, and authenticity, inspire similar values in their employees. This alignment between personal and organizational values enhances employee engagement and task performance. Their research involving mixed-methods data from 15 organizations found that spiritual leadership is a critical driver of high task performance, mediated by increased job satisfaction and reduced turnover intentions. In summary, the empirical evidence from recent studies consistently indicates that workplace spirituality positively influences task performance. By fostering intrinsic motivation, psychological safety, and value alignment, workplace spirituality enhances both the cognitive and emotional resources employees bring to their tasks. Future research should continue to explore this relationship, particularly in diverse cultural contexts and across various industries, to develop a more comprehensive understanding of how spiritual well-being can be effectively integrated into organizational practices. Therefore, the following hypothesis is proposed; H_2: Workplace spirituality has a relationship with task performance.

Research Framework

Figure 1 shows the relationship between Social Capital, Workplace Spirituality, and Task Performance among employees in a Malaysian hotel including both hypotheses as described in the literature review.
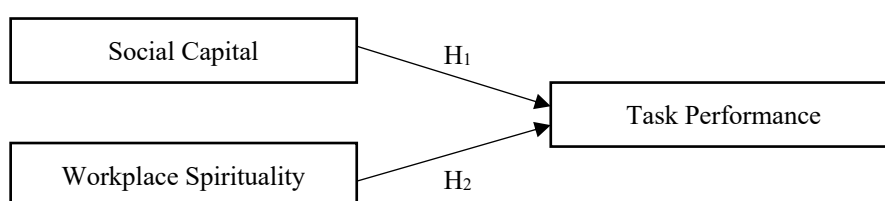

Figure 1. *Research Framework*

Methodology

The study employs a quantitative research method, which results in new knowledge and a better understanding of the research topic. This study used a questionnaire to collect data from employees of a Malaysian hotel in the city of Kuantan, state of Pahang. This study's setting was non-contrived, with the relationship of cause and effect being studied in the same natural environment. Non-contrived setting occurs when research is conducted in natural environments where researchers cannot control the respondent, or environment, or with minimal researcher interference. The unit of analysis for this study was individual i.e., the hotel personnel. In this study, a cross-sectional, or one-shot, study was undertaken. Cross-sectional studies can be conducted by collecting data once, for days, weeks, or months, to answer a research question. The population for this study was all employees from the studied hotel, approximately 160 employees. The sampling technique used in this study was convenience sampling. According to Krejcie and Morgan (1970), the sample size required to meet 160 of the population was 113.

Task performance was measured using a seven-item scale which was adapted from Borman et al. (2017) with Cronbach's alpha of 0.88. Social capital was measured using a seven-item scale which was adapted from Eby et al., (2003) with Cronbach's alpha of 0.93. Workplace spirituality was measured using the Workplace Spirituality Scale (WSS), which consists of a 21-item scale from Ashmos and Duchon (2000). The scale consists of five items under the dimensions of inner life dimension, nine items for conditions for community, and seven items for meaningful work. The participants were asked to answer based on a 7-point scale (1 for strongly disagree and 7 for strongly agree). For this research, the researcher has designed a questionnaire that only requires approximately 10 to 15 minutes to answer using the Google form format. The researchers managed to distribute the questionnaire to about 112 respondents via WhatsApp and Telegram groups. SPSS version 25 will be used to analyse the data for this study. The researchers have conducted several assessments to provide a remarkable interpretation of the data recommendation. The descriptive statistics and entire data for the study were run using this statistic. The mean score level was calculated using Table 1 below. To confirm the accuracy of the data, a reliability analysis was performed. Besides analysing Pearson's correlation coefficient, multiple regression analysis was conducted to show whether both the independent variables affect the dependent variable. It would also show which independent variable had the greatest influence on the dependent variable.

Table 1.
Descriptive Statistics

Mean Score	Interpretations
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.20	Medium
3.21 – 4.20	High
4.21 – 5.00	Very High

Note. Source: Moidunny (2009)

Findings

Table 2 displays the profiles of the survey respondents. Most of the respondents are male (66.1%) and the remaining 33.9% are male respondents. Most of the respondents (35.7%) are from the range 30 years and below, followed by 25.9% of them who are 31 to 40 years. Next, 24.1% are from 41 to 50 years and another 14.3% are from age 50 years and above. Malay respondents account for 84.8% of all respondents, followed by Chinese (10.7%) and Indians (4.5%). Married respondents outnumber single respondents (41.1%) by approximately 58.9%. According to the table above, 42% of respondents have no children, followed by 18.8% for both 3 and 4 children (18.8%), 12.5% for those with 4 children, 5.4% with only 1 child, and 2.7% with 5 children. Diploma holders contribute 52.7% of respondents, followed by SPM (24.1%), bachelor's degree (12.5%) and the least is from STPM/Certificate or equivalent (10.7%). The non-executive level has contributed the most respondents (69.6%), followed by the executive level (25.9% and the least is from the head of department/manager (4.5%).

Besides, 14 departments were discovered to have participated in the questionnaire, with the food and beverage department respondents leading the way with 25%. The second highest percentage comes from the housekeeping department (15.2%), followed by the front office department (11.6%). Following that are the Malay Western Kitchen Department (9.8%), finance department (7.1%) and security and safety department (7.1%), engineering department (6.3%), sales and marketing department (5.4%), Chinese kitchen department (4.5%), IT department (2.7%), pastry department (1.8%) and steward department (1.8%). The remaining comes from human resources (0.9%) and public relations (0.9%). More than half of the respondents, or 55.4%, have been with the organization for more than 10 years. Following that, 16.1% have 1 to 3 years of work experience in the organization, 13.4% have 4 to 6 years of work experience in the organization, 10.7% have less than 1 year of work experience in the organization, and the remaining 4.5% have 7 to 9 years of work experience in the organization. Furthermore, the results show that 31.3% of respondents have a total of years of working experience ranging from 1 to 6 years. The second group range is 25 to 30 years, with 25.9%, followed by 20.5% for 7 to 12 years of total working experience. Following that, 12.5% have 13 to years total years of working experience, 8% have 19 to 24 years total years of working experience, and the lowest range group has 1.8% have total years of working experience of more than 30 years. Finally, approximately 58.9% earn a monthly salary of less than RM2001, 40.2% earn a monthly salary of RM2001 to RM5000, and the remaining 0.9% earn a monthly salary of RM5001 to RM8000.

Table 2

Demographic Profile of Respondents

	Number of respondents	Percentage %
Gender		
Male	74	66.1
Female	38	33.9
Age		
30 years old and below	40	35.7
30 – 40 years old	29	25.9
41 – 50 years old	27	24.1
51 – 60 years old	16	14.3
Ethnicity		
Malay	95	84.8
Chinese	12	10.7
Indian	5	4.5
Marital Status		
Single	46	41.1

Married	66	58.9
Number of children		
None	47	42
1 child	6	5.4
2 children	21	18.8
3 children	21	18.8
4 children	14	12.5
More than 5 children	3	2.7
Educational Level		
SPM	27	24.1
STPM/Certificate or equivalent	12	10.7
Diploma	59	52.7
Bachelor's degree	14	12.5
Position in the organization		
Non–executive	78	69.6
Executive	29	25.9
Head of	5	4.5
Department/Manager		
Department		
Chinese Kitchen	5	4.5
Engineering	7	6.3
Finance	8	7.1
Food and Beverage	28	25
Front Office	13	11.6
Housekeeping	17	15.2
Human Resource	1	0.9
Information Technology (IT)	3	2.7
Malay Western Kitchen	11	9.8
Pastry	2	1.8
Public Relation	1	0.9
Sales and Marketing	6	5.4
Security and Safety	8	7.1
Steward	2	1.8
Years of working in the current organization		
Less than 1 year	12	10.7
1 – 3 years	15	13.4
4 – 6 years	18	16.1
7 – 9 years	5	4.5
More than 10 years	62	55.4
Total years of working experience		
1 – 6 years	35	31.3
7 – 12 years	23	20.5
13 – 18 years	14	12.5
19 – 24 years	9	8.0
25 – 30 years	29	25.9
More than 30 years	2	1.8
Gross monthly income		
Less than RM2001	66	58.9
RM2001 – RM5000	45	40.2
RM5001 – RM8000	1	9

The summary of descriptive analysis and normality test for each variable is shown in Table 3. Task performance has the

highest mean of 4.49, with a standard deviation of 0.52. This revealed that most respondents answered the social capital items with a score of 4 or higher, indicating that they agreed with the statements. Social capital comes in second with a mean of 3.40 and a standard deviation of 0.71, while workplace spirituality has the lowest mean with a mean of 3.10 and a standard deviation of 0.57. According to Table 3, Cronbach's alpha for all variables is 0.7, $\alpha \geq 0.7$, indicating that all variables are reliable.

Table 3

Mean Analysis & Normality Test

Variables	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's alpha	Strength
Task Performance	4.49	0.52	-0.43	-1.34	0.844	Good
Social Capital	3.40	0.71	1.10	0.07	0.895	Good
Workplace Spirituality	3.10	0.57	-0.52	3.50	0.922	Excellent

Table 4 shows the Pearson's correlation for each of the variables. According to the table, the correlation between employee task performance and social capital is 0.267 ($r = 0.267$, $p = 0.01$). It shows that there is a negligible positive correlation between task performance and social capital. However, the p-value (significant value) shows that it is significant due to below 0.01. As for the relationship between task performance and workplace spirituality, the correlation is 0.271 ($r = 0.271$, $p = 0.01$). Thus, there is a negligible negative correlation between task performance and workplace spirituality. Meanwhile, the p-value (significant value) shows that it is significant due to below 0.01. While the correlation for social capital and workplace spirituality is 0.52 ($r = 0.52$, $p = 0.01$). Thus, there is a moderate positive correlation between social capital and workplace spirituality.

Table 4

Correlations Analysis

	Task Performance	Social Capital	Knowledge Hiding
Task Performance	1		
Social Capital	.267**	1	
Workplace Spirituality	.271**	0.52	1

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

Regression analysis was also used to calculate the percentage of dependent variables that can be explained by the independent variables. Besides, the coefficient of determination (R^2) was used in multiple regression analysis which is used to express the percentage of variance in the dependent variable that is explained by the variation in the independent variables. The value of R^2 in Table 5 is 0.153. This means that all the independent variables, which include social capital and workplace spirituality, clarify 15% of the variance in the dependent variable, task performance. Overall, there is a significant relationship between the independent variable and the dependent variable. It also shows that the model is generally accepted, as the level of significance (p-value) is less than 0.05. The coefficient revealed which factors have the greatest influence on task performance. The equation for the unstandardized coefficient would be as follows: Task Performance = 0.49 + 0.21 Social Capital + 0.26 Workplace Spirituality. The p-value for the standardized coefficient is less than 0.05, therefore, both the social capital and workplace spirituality factors are significant. As a result, the current hypotheses are supported. Both social capital and workplace spirituality have positive significant relationships with task performance. Workplace spirituality has the highest value score, which is 0.285, indicating a positive relationship in which the higher the workplace spirituality, the better the task performance. This is followed by social capital, which has a positive relationship with task performance and has a value of 0.282, indicating that the higher the social capital, the higher the task performance.

Table 5

Multiple Regression Analysis

Model	B	Std. Error	Standardized Coefficients Beta	t	Sig.

(Constant)	4.589	.323			14.221	<.001
Social Capital	.205	.064	.282		3.195	.002
Workplace Spirituality	.259	.080	.285		3.233	.002
R²			.153			
F			9.824			
Sig			<.001[b]			

Note. Dependent variable: Task Performance

Discussion

Multiple Regression analysis is used to test the hypotheses that were developed earlier. As a result, three objectives for this study need to be ascertained.

Research Objective 1: To investigate the relationship between social capital and task performance.
The study discovered that the research objective is supported, and the research question was appropriately explained, based on the findings stated in Chapter 4. The research objective was achieved when it was discovered that social capital has a positive significant relationship with task performance. As a result of the findings for social capital, the standardized beta coefficient shows 0.282 while the p-value is 0.002, which is less than 0.05, indicating that it is significant. This is consistent with the findings of Nemati et al., (2017), who discovered that social capital has a positive and significant impact on improving individual and organizational job performance. The beta coefficient is 0.353, which means that increasing one unit of social capital improves or increases the value of job performance by 0.353. The study result is also like the findings of Kalhor et al. (2020), who found a direct relationship between social capital and job performance, with higher social capital resulting in higher task performance among university faculty members. Another finding from Xie et al. (2021) that classified social capital into two types, bonding, and bridging, revealed that both types of social capital have a significant positive effect on agricultural entrepreneurship performance. The values of the beta coefficients are 0.293 and 0.342, respectively.

Research Objective 2: To investigate the relationship between workplace spirituality and task performance.
The study discovered that the research objective is supported, and the research question was appropriately explained, based on the findings stated in Chapter 4. The research objective was achieved when it was discovered that knowledge hiding has a negative significant relationship with task performance. As a result of the findings for workplace spirituality, the standardized beta coefficient shows 0.285 while the p-value is 0.002, which is less than 0.05, indicating that it is significant. This is in line with the findings of Nwanzu and Babalola (2021) found a significant positive correlation between workplace spirituality and job performance among university administrative employees. Furthermore, the current study supports the findings of Gupta et al. (2019) who highlighted that workplace spirituality significantly correlates with intrinsic motivation, which in turn positively affects task performance. Another finding from Mousa (2020) affirmed the model linking five elements of workplace spirituality (team's sense of community, alignment between organizational and individual values, sense of contribution to the community, sense of enjoyment at work and opportunities for the inner life) and employee **performance.**

Conclusion

There are various factors which influence task performance in an organization. A detailed analysis and evaluation for the research study can therefore be carried out when all the relevant variables are known, and more knowledge is explored in the performance of the employees. Workplace spirituality is the most influential factor influencing task performance, followed by social capital. Both variables play a significant role. The current study has both theoretical and practical implications. In terms of theoretical implications, it has added new knowledge to the literature because new findings from the current study differ from previous research. In terms of practical application, this study raises awareness of the factors that most influence employee performance in an organization. This study focuses on how social capital and workplace spirituality affect task performance and can be practically referred to by private companies for enhancing workforce and organizational performance, especially in the hospitality industry such as employee retention and loyalty, cost savings, increased productivity, communication barriers overcome and unambiguous accountability.
This research could also assist employees in gaining a thorough understanding of the variables of social capital, workplace

spirituality, and task performance, at the same time assisting employees in saving time and reducing conflicts, while also ensuring efficiency and consistency when performing tasks. Therefore, this study emphasizes HR to track or monitor employees' performance and determine whether they need more support, guidance, and assistance, can manage more advanced training, or earn a raise. Nevertheless, some limitations in this study include several issues in gathering data to have more than a hundred respondents, which took a relatively long time, roughly more than two weeks due to different working hours. Future research would replicate this study with a larger sample size and a broader range of variables. As a result, this should be researched further in other hotels and areas to draw comparisons. Furthermore, the main factors in this study are only social capital and knowledge hiding. Therefore, it is recommended and advisable that future research be conducted on the other variables that may affect employee task performance that were not covered in the current study. Future researchers may also conduct research in industries other than hospitality.

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