



Exploring the Essence of Workplace Spirituality: A Comprehensive Narrative Review within Organizational Contexts

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ABSTRACT

Any human organization's structure must include workplace spirituality (WPS). This review's major goal is to clarify the value of WPS within a business. The application of spirituality is extremely important for management, human resource forces, negotiators, and growth of an organization's staff. There are managers, personnel, and resources (both material and intangible) in organizational institutes. Workplace spirituality is the acceptance and appreciation of the connectedness of all things as well as the conviction that work can have greater significance and purpose than merely generating income. Here are some of the key advantages and significance of workplace spirituality in terms of enhancing well-being, enhancing organizational culture, and fostering relationships between staff members and management. This narrative examination of the WPS construct is concerned with the function, diversity, existence, quantification, and significance of workplace spirituality inside a company. In conclusion, workplace spirituality can benefit businesses and workers alike by encouraging meaningful and purposeful work for encouraging a dynamic and collaborative work environment. Decision-makers, administrators, and managers should consider the implications of the process' subsequent steps to advance WPS in their company.

INTRODUCTION

Spirituality is a unique thing to study in management, there isn't much written about it. Being spiritual means being kind to yourself as well as everything else who lives. Spiritual understanding helps us get to know our inner selves and shows humanity parts of ourselves we might not have thought possible. There are many ways to understand what belief means. Greenleaf's first essay, "The Servant as Leader," in 1991, is credited with starting this new idea of spirituality in the workplace. This article gained plenty of discussion in the business world, and many well-known entrepreneurs read it. It is now in a lot of economic publications that are viewed by thousands of business people around the world.

Sheep (2006) thinks that workplace spirituality is good for people, organizations, and society as a whole. So, it seems like spirituality in the workplace is important to corporations and has been worth exploring. In the existing research, the different perspectives in the field of workplace spirituality and more emphasis on the individual context can be viewed (Kinjerski & Skrypniak, 2004). The most important thing is that an employee's spirituality in the workplace promotes the value systems and culture of the organization (Giacalone & Jurkiewicz, 2003).

Driscoll & Wiebe (2007) John Templeton Foundation has requested empirical research on spiritual practice and its health and economic consequences. This reflects the Academy of Management's Management, Spirituality, and Religion interest group's efforts to legitimize itself and mainstream science workers. McGregor's hypothesis advocates maintaining workplace relationships to boost productivity by respecting and engaging employees. In the study of the workplace spiritual empowerment, creativity, and values are employed as "spiritual" terms.

Many of the researchers find a linkage between organizational behavior and workplace spirituality. Two decades ago, it pointed out organizational behavior comes as an antecedent of workplace spirituality and helps make the framework of the organization more effective.

OBJECTIVE OF THE STUDY

An in-depth investigation of workplace spirituality (Marques et al., 2003) revealed 19 subjects such as Ethics, Credibility, Belief in God or a Divine Being, Respecting others, Collaboration, Openness, Honesty, Self-Motivation, Supporting Creativity, and Gratitude, confidence, Kindness, Team-Orientation, Minimum Organisation Challenges, Peaceful and Harmonious Environment Practically attractive work environment, Interconnectedness, Diverse advertising, and Acceptance. Since spiritual well-being is a core human need independent of faith, McLaughlin (1998) found that workplace

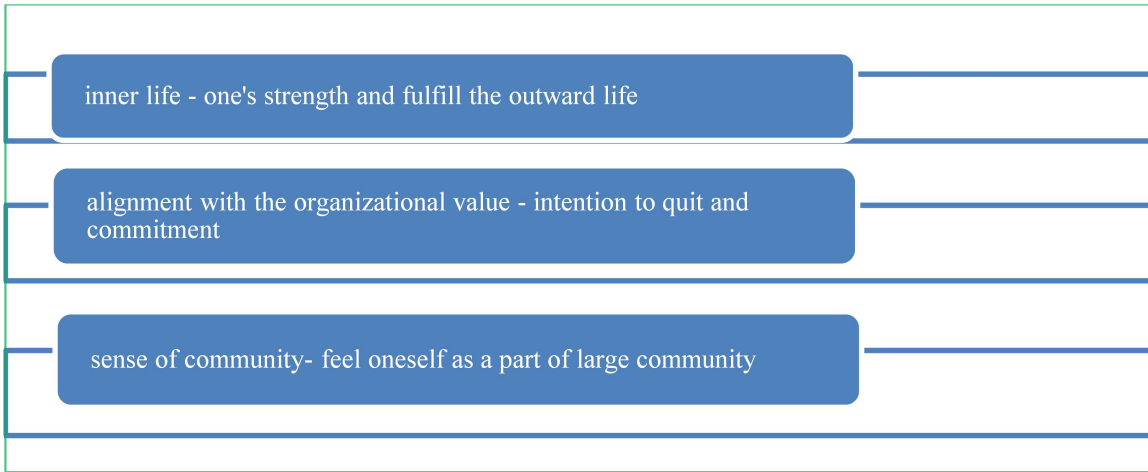
spirituality improves performance and profits. This study updated this tale's inventory. This study aims to raise awareness that WS is crucial in specialty units, representative bodies, and organizations. This type of paper often includes personal anecdotes or case studies that show how spirituality can improve employee attitudes and behaviors and create a more meaningful and peaceful workplace culture. The paper may also discuss how to create a more spiritually aware and inclusive workplace. A narrative paper on workplace spirituality should help readers understand and appreciate how spirituality can make work more meaningful and purposeful.

Dimensions of workplace spirituality

Workplace spirituality is a concept that emphasizes the integration of personal and spiritual values into the workplace. It seeks to create a more holistic and fulfilling work environment by addressing the spiritual needs and well-being of employees. The dimensions of workplace spirituality can vary depending on the framework or model being used, but here are some common dimensions:

1) Inner life- For many people, the inner life relates to understanding one's inner strength and how to use it to weave a fuller and more fulfilling outward life. Vaill (1998) sees the inner life as an individual's feelings about the fundamental meaning of who he is, what he does, and the contributions made. Therefore, an important dimension of spirituality in the workplace is the understanding that employees have spiritual needs (e.g. inner life) as well as physical, emotional, and cognitive needs. Those needs are not left at home when they go to work. If individuals think of themselves as spiritual persons who have an inner life at work, and they have a work unit that concentrates on the cultivation of character, then the identity of the work unit will provide an opportunity to express inner life.

FIG :1 Dimensions of workplace spirituality



2) Alignment with the organizational value – Alignment with organizational values refers to the degree to which an individual's actions, decisions, and behavior are consistent with the core values and principles of the organization they work for. When employees, leaders, and the overall culture of an organization are aligned with its values, it can lead to a more productive and harmonious work environment. Alignment with organizational values is not a one-time event but an ongoing process that requires commitment from both employees and the organization itself. When values are consistently lived and practiced throughout the organization, it can lead to a strong organizational culture and a sense of purpose among employees.

3) Sense of community- The third dimension of the definition of spirituality is the human need to stay connected with other human beings in the community. Community includes the notion of sharing, mutual obligations, and commitments that connect people. The spiritual workplace is seen as a place of sharing life. Vaill emphasizes the aspects of togetherness (fellowship) that can help leaders and followers overcome loneliness, disappointment, and wounds in modern organizations and decides that those conditions should not damage the spirit of the organization and the people in it. In addition, when an individual feels part of a work community and identifies with the goals of that group, it will be followed by an increase in the achievement of goals.

FIG: 2 Definition and Dimension of Spirituality in the Workplace

Author name	Year	Definition of workplace spirituality	Dimensions
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Mitroff & Denton,	1999	“Workplace spirituality refers to the humanistic and social responsibility aspect of work, emphasizing the desire and necessity for individuals and organizations to be involved in matters beyond economic concerns”	-
Ashmos & Duchon	2000	“Employees have inner lives that are improved and improved by doing important work in a community setting”	(Inner Life, Meaningful Work, Community)
Jean-Claude Garcia-Zamor	2003	"Spirituality comes from within, beyond the mind's survival instincts. It means interacting with the world from a base of meaning and values."	-
Duchon and Ploughman	2005	“Spirituality is linked to people's search for meaning, and it is said that many adults' search for meaning has led them to look for meaning in their work”	(meaningful work, inner life, sense of belongingness)
Kolodinsky et.al	2008	Workplace spirituality comprises the interplay between an individual's spiritual values and the spiritual values confirmed by the organization.	(Organizational Spiritual Values Scale)
Pawar	2009	“Workplace spirituality	(meaningful work, a



		<p>pertains to the spiritual encounters and experiences of employees within their work environment. Spirituality in organizations emanates from employees and permeates the external organizational context. The outside-in approach emphasizes working on organizational factors that are external to individual employees. Its goal is to foster spirituality within organizations by enhancing employees' experiences of spirituality in the workplace”</p>	<p>sense of community, organizational purpose)</p>
Chawla and guda	2010	<p>“Individual spirituality at work involves the authentic expression of one's inner self through meaningful work and a sense of belonging within the workplace community. The workplace spirituality scale comprises three levels of measurement: individual, work unit, and organization”</p>	<p>(Inner self, Meaningful Work, Sense of Community)</p>
Robbins & Judge	2013	<p>“Taking into account that employees have personal lives that are improved by doing useful work in a</p>	<p>(Virtue, Strong Sense of Purpose, Trust and Respect, Open-mindedness)</p>



		community setting”	
Gupta et al.	2014	“Spirituality is an interior journey. Through this interior journey, we explore our souls for God. A religious person is not always spiritual because it is easy to follow a religion but hard to be spiritual”	(meaningful work, sense of community, organizational value, and compassion)
Weathers et al.	2016	“The literature was examined, but no conceptual definition was proposed. The traits, concepts, and effects of spirituality were identified. Spirit is defined and experienced in real life and across groups”	(kindness transcendence, finding meaning in life, and feeling connected)

Sources: developed by the author based on published literature

LITERATURE REVIEW

WHY WORKPLACE SPIRITUALITY IN ORGANIZATIONS

Training, spiritual discourses, meditation, and yoga workshops help IBM, Microsoft, and Reliance staff feel more spiritual. Corporate justice and fairness, such as respect for differing Respect for employees' personal beliefs, employee development programs, staff involvement in decision-making, senior employees' fairness, and good employer-employee interactions form a spiritual workplace.

Multiple studies show that when faith is recognized in the workplace, employees are happier, more trustworthy, dedicated, and valuable to the company. Additionally, absenteeism and turnover intention are lower (Chawla & Guda 2010, Komala & Ganesh 2007, Pawar 2009).

Gupta et al. (2014) discovered that diverse organizations and their human resource specialists may recognize the important role of spiritual behaviors in the workplace. This will enable them to bring

about such activities in their working environment, which will end up resulting in increased employee growth, enhanced performance at work, reduced turnover and absences from work, increased profits, and gradually happier employees.

Levels of WS

Krishnakumar and Neck's spiritual views were examined in 2002. This shows essentialist, religious, and emotive spirituality. According to the "essential-origin" view, faith comes from emotions. This study examines four dimensions of workplace spirituality: meaningful labor, community awareness (Ashmos & Duchon, 2000), attachment (Petchsawang & Duchon, 2009), and organizational principles. Companies today realize that cash rewards aren't enough to keep employees satisfied; they must offer professional and personal growth. Everyone has a rich inner life that complements their worldly life.

Fox (1994) claims that one must be happy inside to be successful and fulfilled outside. Workplace spirituality is characterized at individual, social, and organizational levels. These talks can be "micro," "meso," or "macro" (Oswick, 2009).

Shamir's (1991) self-concept theory addresses individual and collective identity; "inner life" refers to this. Work is joyful when it reflects who a person is, according to the concept. It also argues that social identity demands a more holistic worldview. Work with meaning predates that. In the 1970s, "job enrichment" (useful work) was popularized to boost motivation and output (Hackman et al. 1975). Most workplace spirituality research has focused on individuals, although the organizational level may be more important for the job and individual outcomes. The literature search did not affect this study's focus on organizational spirituality at work over personal.

Business Ethics

In the last few decades, business ethics have become very important to most people who work as entrepreneurs. Around the same time, faith has become more important in the commercial movement in a way that has nothing to do with the other movement. The law, according to Ferrell (2004), says that business ethics are the moral rules that tell a company what is right and wrong. Unfortunately, this study doesn't do enough to find out if spirituality is linked to a person's ethics at work (for example, see Baumsteiger et al., 2013; Giacalone and Jurkiewicz, 2003; Issa and Pick, 2011). It does make some good points, especially when it comes to the big picture.

Several studies (Cavanaugh, 1999; Korac Kakabadse et al., 2002; McLaughlin, 2005; Mitroff and Denton, 1999) say that the spiritually inspired chief executive officer (CEO) is a common type of business leader whose ideas come from his or her religious or spiritual beliefs. According to Sheep (2006, p. 358), having spirituality in the workplace "presents organizations with several ethical issues and dilemmas." Having spirituality in the workplace could have a positive effect on an organization's ethics. Giacalone and Jurkiewicz (2003, p. 11) say this is possible because actions taken by managers that are based on spiritual ideas can improve the performance of the company without making the workers feel bad. Phillips, MacKusick, and Whichello (2018) found a link between spirituality, ethics, and less disruptive behavior, which is good for the performance of a company.

intellectual capital

According to Weick & Putnam (2006), in the ancient period, mindfulness in Eastern cultures might result in "secular benefits important for any organizations" (p. 281). Their research demonstrates that there are create a link between "Eastern thinking," "Western thinking," and "organizational thinking" (pp. 282-283), all of which are beneficial to the organization and the accomplishment of its objectives. "Because mindfulness meditation involves attending to the mind itself, the insights will be of a nature to further improve mental skills that benefit organizations in all the mediator's activities" (pp. 281-282). As a result of these shifts, there is an immediate requirement for significant organizational change in the form of a paradigm shift toward learning organizations (Fry, 2003).

There is a reason behind the consideration of diversity within organizational environments, and this rationale is based on alternative understandings of organizations that appear to significantly differ from their standard, socially constructed, standardized meanings by profoundly affecting human motivation and commitment (Litvin, 2006). Different perspectives on what organizations are and how they work seem to differ especially from the accepted, created by society, standards ones, and providing a foundation for an understanding of diversity in this type of environment. Different perspectives on what organizations are and what they do provide the foundation for defending the need for the incorporation of diversity into organizational settings.

Leadership style

Some of the research on faith and leadership is also driven by how well an organization does. Recent studies such as (Kaplan& Norton, 2004: and Fry & Matherly, 2006) show that there is a relationship

between leadership and spirituality helps in improving the productivity of the workers, sales maximization, workers' participation in management, and other practices which is helpful in an organization for financial success. Fry and Matherly (2006) say that "spiritual leadership is a leading indicator of future financial performance" (pg. 18).

(Fairholm, 1996, Milliman et al., 2003) It is a potential aspect of the workplace that might improve performance and productivity if executives handle it effectively. According to Korac-Kakabadse et al. (2002), executives who use spirituality and learn from multiple religions may be able to engage their employees more effectively, which could help boost morale. Fry (2005) says that morality and spiritual well-being are improved by spiritual leadership on a personal level, and corporate social responsibility is improved on a business level.

job satisfaction

Researchers Phillips, MacKusick, and Whichello (2018) discovered that a good connection between spirituality and ethics can help people stop doing bad things, which in turn improves their performance and makes them happier at work. Paal et al. (2018) say that understanding the needs of global employees and making sure their well-being, motivation, and general job satisfaction are based on compassionate and loving behavior.

Trott (1996) says that the idea of "spiritual well-being" includes the things that a person does to find happiness and satisfaction, as well as the way they should live their life and the reason they should do it. Rutte (1996) says that the rise of spirituality can be traced to several things, such as the fear of the unknown or the dread of something known, like the fear of losing a job or being alone and not being able to find happiness in one's life or the type of work that needs to be done, etc.

Existence or importance of WS in the organizational setting

Workplace spirituality (WS) research is rising. WS improves employee well-being, job happiness, motivation, and productivity, according to research. The Journal of Business Ethics found that workplace spirituality increased job satisfaction and organizational commitment.

Second, Ryan et al. (2008) indicate that achieving a state of welfare and happiness requires satisfying natural demands for autonomous work behavior and interpersonal relatedness. When organizations foster an environment where employees can take the initiative in planning and executing

their work and have intimate and maintaining harmonious relationships with co-workers, they will feel that their needs for self-sufficient behavior and relatedness are met (van der Walt, 2018). This is the reason spiritual well-being is a universal human need (Fry, 2003).

The study also indicated that employees with strong workplace spirituality had better well-being and job performance. Another Journal of Management, Spirituality & Religion study indicated that workplace spirituality boosted employee creativity and innovation. Workplace spirituality, which presumes principle-based behavior that molds organizational morale, can be a comprehensive organizational success to improve worker well-being and production quality (Vasconcelos, 2011).

Social difficulties and complicated responses have forced organizations to adapt to new issues, including spirituality in the workplace (Vasconcelos, 2011). Pawar (2009a) claims that workplace spirituality increases job involvement and organizational commitment, which improve an organization's effectiveness, productivity, and employee retention (Mitroff & Denton 1999, Rego & Pina e Cunha 2008). Karakas (2010) suggested that workplace spirituality reduces stress and burnout. Research reveals that workplace spirituality can improve many working features. Spirituality and purpose in the workplace can boost employee well-being, job satisfaction, motivation, productivity, and creativity.

Organizational measures using WS scales

Ayon et al. (2015) The Spiritual Transcendence Scale (STS) by Piedmont (1999) measures spirituality. Self- and external evaluations supported the STS, proving its predictive value (Piedmont, 1999). Universality, prayer sought, and belongingness comprise the STS's spirituality scale. The STS, developed by Piedmont (1999), was utilized in this study to assess prayer desire, universality, and belonging with nine questions. These universities are reputable. "I believe there is a larger meaning to life" and "I feel that on a higher level, all of us share a common bond". Examples of prayer fulfillment include ("I have experienced deep desire and bliss through my prayers and/or meditations") and "Sometimes I find the details of my life to be a distraction". The belongingness means "I am a link in the chain of my family's heritage, a bridge between past and future" and "I still have strong emotional ties with someone who has died". The items' meanings matched Piedmont's (1999) study. All items were graded on a 5-point Likert scale.

Gupta (2014) assesses job satisfaction and spirituality. Office spirituality was judged by community spirit, purposeful work, kindness, and organizational principles. The 5-point scale measures these

variables. Level 1 (unsupported) to 5 (well supported). Here, we define and hypothesize each dimension. The brief Minnesota Satisfaction Questionnaire (MSQ) examined job satisfaction (Weiss et al. 1967). 18 statements were rated on a Likert scale from 1 (very unhappy) to 5 (very satisfied). Descriptive statistics and reliability assessments indicated Cronbach's alpha above .80, indicating strong reliability. Employee Satisfaction and Workplace Spirituality: A Punjab (India) Private Insurance Sector Study. The Milliman et al. (2003) Spiritual Climate Scale examines how supportive employees feel their workplace is of their spiritual and religious beliefs. The SCS measures workplace spirituality through meaningful work, coworker connection, supervisor support, and organizational support. Workplace Spirituality Scale: Ashmos and Duchon (2000) measure how much employees feel their jobs meet their spiritual requirements. The WSS examines workplace spirituality in inner life, meaningful work, community, and organizational values.

For employees' impressions of workplace spiritual growth, Kinjerski and Skrypnek (2004) created the Spirituality in the Workplace Scale (SWPS). SWPS assesses individual, organizational, and community workplace spirituality. The WSI: Giacalone and Jurkiewicz (2003) created this scale to assess employees' spiritual and ethical support at work. The WSI evaluates workplace spirituality in four areas: meaningful work, community, company values, and ethical and compassionate leadership. Organizational Spirituality Scale: Mitroff and Denton's (1999) scale measures employees' views of their company's transcendent mission. The OSS assesses organizational culture, leadership, and spirituality.

Spirituality at work. The four- and five-item Fry et al. (2005) scale measured work meaning and membership. "The work I do is very important to me" and "My job activities are personally meaningful to me" are instances of meaning at work, and "I feel my organization understands my concerns" and "I feel my organization respects me and my work" are examples of membership. The five-item Ashmos-Duchon (2000) measure assessed inner life. "My spiritual values influence my choice" and "I am spiritual" were examples. One membership item was removed after exploratory factor analysis due to low factor loadings. South Korean corporate workers.

The scales were back-translated by a Korean-English bilingual (Brislin, 1980). 1131 Spirituality and religious affiliation items were assessed on a five-point Likert scale from (1) "strongly disagree" to (5) "strongly agree." Spirituality at work. The four- and five-item Fry et al. (2005) scale measured work meaning and membership. "The work I do is very important to me" and "My job activities are personally meaningful to me" are instances of meaning at work, and "I feel my organization understands

my concerns” and “I feel my organization respects me and my work” are examples of membership. The five-item Ashmos-Duchon (2000) measure assessed inner life. “My spiritual values influence my choice” and “I am spiritual” were examples. One membership item was removed after exploratory factor analysis due to low factor loadings. We did CFA.

Structured questionnaires collected data. We used a simplified version of Miginnis's (2001) Workplace spirituality well-being scale, which measures nine open organizational model qualities. Questionnaire reliability was 0.876. Milliman et al. (2003) found that staff direction boosts creativity. Workplace spirituality boosts communication. Internal communication may boost trust and honesty. Employees can manage workload overload and perform better at work and home. People perform better with encouragement, peer and supervisory support, and professional development programs.

Religion

Religion and spirituality have always affected how people behave. Despite how important they are, several earlier research papers have said that religion and spirituality in business settings were almost nonexistent until recently (Mitroff and Denton, 1999). In the 1970s, spirituality began to show up in popular literature that wasn't about religion (Marty, 2003). Others have mixed religion, psychology, and therapy to get people in the job to be more spiritual (Sutcliffe & Bowman, 2000).

For many faiths, making spirituality into a business takes away from its otherworldly feel. It takes away from spirituality's richness and depth to include all views. Technical spirituality doesn't include holiness, the Creator's will, or reason. Spirituality that is happy, smiley, and technical never has a spiritual problem. "Business people find a great dichotomy between the values they cherish in their personal lives and the reigning values in the workplace," explains Williams (2003). Religion is a set of organized beliefs, habits, traits, and actions. Adeyemo and Adeleye (2008) say that religiosity is believing in and honoring God and doing things that are connected to your faith, like going to worship services and socializing with other believers. People with faith pray and fast. Baumsteiger et al. (2013) looked at how faith and spirituality affect the moral thinking of more than 1,000 college students in the US. There is a bad link between spirituality and moral relativism, but a positive link between spirituality and moral idealism. Religion and spirituality, on the other hand, didn't explain much difference in moral thoughts, which shows that they don't have a direct effect on death.

Counterproductive work behaviors (CWB)

It has been looked at how spirituality affects work attitudes, how productive a company is, and how well work units do their jobs (Milliman et al., 2003; Fry et al., 2005; Duchon and Ploughman, 2005). Meaningful work can make people feel better about their abilities and motivate them to take charge of their lives (Fry, 2003; Khorshid, 2015). A meta-analysis (Jaramillo et al., 2005; Meyer et al., 2002) found that organizational commitment leads to better job success, organizational citizenship behavior, and fewer layoffs. Second, when employees feel like they are part of the company, they automatically see themselves as important employees, which creates a good work environment (Duchon and Ploughman, 2005; Fry, 2003; Saks, 2011). They will join groups that help others (Pawar, 2016). Their health and happiness at work will improve (Khari and Sinha, 2017).

Person Organization Fit (PO Fit)

Transparency and Trust Mukherjee et al. (2016) said that faith in the workplace leads to more trust and honesty in a company. Spiritual workers could show a lot of good traits, like being creative, honest, brave, moral, confident, and able to do many things.

"Person-organization fit" (PO fit) is a concept in organizational psychology and human resource management that refers to the compatibility or congruence between an individual and the organization they work for. It is based on the idea that individuals and organizations each have their own set of characteristics, values, and expectations, and the degree of alignment between these factors can influence job satisfaction, performance, and overall organizational effectiveness.

There are typically two main aspects of Person-Organization Fit:

1. **Person-Job Fit:** This aspect focuses on the alignment between an individual's skills, abilities, and preferences with the specific requirements and responsibilities of their job. When there is a good person-job fit, employees are more likely to be satisfied with their roles and perform well.
2. **Person-Organization Culture Fit:** This aspect relates to how well an individual's values, beliefs, and work style match the culture and values of the organization. When there is a strong person-organization culture fit, employees are more likely to identify with the organization's mission and values, leading to higher job satisfaction and potentially increased organizational commitment.

Organizational Performance

Organizational performance refers to how effectively and efficiently an organization achieves its goals and objectives. It is a crucial concept in the field of organizational management and is often used to assess the overall health and success of an organization. In an organizational context, several factors and dimensions contribute to organizational performance:

1. **Financial Performance:** This is perhaps the most commonly used measure of organizational performance. It includes metrics like revenue, profitability, return on investment (ROI), and other financial indicators. Strong financial performance is often seen as an indicator of a well-managed organization.
2. **Operational Efficiency:** Organizational performance can be influenced by how efficiently an organization carries out its day-to-day operations. Efficient processes, reduced waste, and optimal resource allocation are all important aspects of operational performance.
3. **Customer Satisfaction:** Satisfied customers are more likely to be loyal and recommend an organization's products or services. High levels of customer satisfaction can be a strong indicator of organizational performance, as it can lead to increased revenue and brand reputation.
4. **Employee Productivity and Satisfaction:** Employee performance and satisfaction are closely linked to organizational performance. Engaged, motivated, and productive employees can contribute significantly to an organization's success.
5. **Innovation and Adaptability:** An organization's ability to innovate and adapt to changing market conditions and technological advancements is crucial for long-term performance. Stagnation can lead to a decline in performance.

Assessing and improving organizational performance involves measuring and managing these various aspects to ensure the organization is on the right track toward achieving its objectives. Different organizations may prioritize different aspects of performance depending on their industry, mission, and objectives. Performance improvement is an ongoing process that requires monitoring, analysis, and continuous adaptation to changing circumstances.

WAYS TO INCORPORATE WORKPLACE SPIRITUALITY- It takes time and work to make a workplace sacred. Employers should not only set and reach goals but also change the way things are done to encourage faith at work.

Some Steps to Establish and Nourish Workplace Spirituality

Establishing and nourishing workplace spirituality can help create a more positive and fulfilling work environment. Here are some steps to achieve this:

1. Leadership Commitment:

- Leaders must be committed to fostering workplace spirituality. Their buy-in and support are crucial for the success of these efforts.

2. Define Your Vision:

- Clearly define what workplace spirituality means in your organization. It might include values like compassion, respect, purpose, and a sense of community.

3. Create a Supportive Culture:

- Develop a culture that encourages open communication, trust, and a sense of belonging. Ensure policies and practices align with these values.

4. Training and Education:

- Provide training to employees on topics like mindfulness, emotional intelligence, and conflict resolution to help them develop spiritually. Encourage self-awareness and personal growth.

5. Mentorship and Coaching:

- Implement mentoring and coaching programs to support employees in their personal and spiritual development. Encourage them to set and achieve meaningful personal and professional goals.

6. Incorporate Values in Decision-Making:

- Integrate spiritual values into the decision-making process. Consider how choices align with the organization's spiritual principles.

7. Encourage Purpose and Meaning:

- Help employees find purpose in their work. Show them how their contributions are meaningful and contribute to the greater good.

8. Work-Life Balance:

- Support work-life balance and flexible working arrangements to help employees meet their personal and spiritual needs.

9. Wellness Programs:

- Offer wellness programs that address physical, emotional, and mental well-being. Yoga, meditation, and mindfulness sessions can be part of this.

10. Support Diversity and Inclusion:

- Ensure that workplace spirituality is inclusive and respects the diversity of beliefs, values, and cultures within your workforce.

Remember that workplace spirituality is a deeply personal concept, and individuals may interpret it differently. Encourage employees to explore their own beliefs and values while respecting the beliefs of others in the organization. It's also important to regularly assess and adapt your efforts to ensure they continue to meet the evolving needs of your workforce.

HRM AND SPIRITUALITY

Human Resource Management (HRM) and spirituality are two distinct but interconnected concepts that have gained attention in the workplace and organizational context. The integration of spirituality into HRM practices has been recognized as a way to foster a more holistic and fulfilling work environment. Here's an overview of the relationship between HRM and spirituality:

1. **Workplace Well-being:** Incorporating spirituality into HRM can promote employee well-being by recognizing the need for a sense of purpose and meaning in work. HRM practices that focus on employee wellness, mental health, and work-life balance can align with spiritual values.
2. **Ethical and Values-Based Leadership:** Spirituality often emphasizes values, ethics, and moral principles. HRM can benefit from incorporating these values into leadership practices, decision-

making, and corporate culture. Ethical leadership can lead to greater employee satisfaction and trust.

3. **Employee Engagement:** Spiritual well-being can positively impact employee engagement. When employees feel that their work aligns with their values and purpose, they are more likely to be engaged and committed to their tasks.
4. **Diversity and Inclusion:** Spirituality can be diverse, and recognizing and respecting diverse spiritual beliefs in the workplace can contribute to an inclusive work environment. HRM policies can address religious accommodations and create a more diverse and inclusive workplace.
5. **Mindfulness and Stress Reduction:** Some spiritual practices, such as mindfulness and meditation, can help employees manage stress and enhance their overall well-being. HRM can introduce wellness programs and initiatives that encourage these practices.
6. **Conflict Resolution:** Spirituality can offer principles for conflict resolution and reconciliation, which can be applied in HRM for managing disputes and fostering a harmonious work environment.
7. **Work-Life Balance:** Spiritual values often stress the importance of balance in life. HRM can promote work-life balance through policies such as flexible working hours, remote work options, and family-friendly benefits.

In summary, the relationship between HRM and spirituality involves creating a work environment that not only focuses on financial and operational success but also the well-being, values, and sense of purpose of employees. When done appropriately, the integration of spirituality in HRM can lead to greater employee satisfaction, engagement, and a more harmonious workplace.

Implications and recommendations

According to Porth et al. (2003), it is difficult to distinguish between a true spirituality and one that is merely for show, just as it is difficult to distinguish between an organization's ideals and its actions. Thus, studying this disparity in actual life is difficult. Find out why and what your innermost ideals are to incorporate spirituality into the workplace. Forcefully implementing spiritual practices in the workplace to assist managers in making ethical decisions is difficult and unpopular. Businesses can do better if they allow managers' spiritual convictions at work. Gupta et al. (2013) discovered that organizational values and a link to society at work have the greatest impact on performance.

Organizations must realize that everyone has an inner and outer existence and that a happy inner life makes a happy outside life.

Every organization must change its culture as soon as possible by using spiritual practices like meditation, spiritual lectures, silence before meetings, respect for each employee's religion, fair treatment of junior employees by senior employees, and eliminating hierarchical levels to create a sense of community. A shift in company culture might lead to honest employees. Strong workplace spirituality increased creativity and innovation, according to the study. A Journal of Business and Psychology meta-analysis examined workplace spirituality and outcomes. Spirit in the workplace improves job satisfaction, organizational dedication, and performance. The findings also showed that workplace spirituality helped high-religious employees more.

CONCLUSION

Even if "spirituality" hasn't been defined, most workplace beliefs study implies that letting people discuss their spirituality can improve business ethics. Fenwick & Lange (1998); Institute for Management Excellence (n.d.) Management and HR consultants, educators, and trainers who promote workplace spirituality are increasing. Fenwick and Lange (1998) suggest increased spiritual trainers and human resource specialists harness workers' spirits to raise output and provide "spiritual educators" a "novel market niche" (p. 68). Entrepreneurs aim "to listen confidentially to workers' spiritual, professional, and personal concerns" (Silverman, 2001, p. B1). Spirituality in the workplace can improve individuals' ethical well-being (Fry, 2005), cause ethical issues for organizations (Sheep, 2006), and improve organizational performance without harming employees.

This article may be useful if it indirectly contributes to organizational ethics discussions. Private insurance company employees are often stressed by company aims. When employees are unhappy, they perform poorly, don't come to work, and leave the company. Spiritual practices in the workplace must be implemented immediately to address these issues. This study shows the value of workplace spirituality. Faith at work enhances teamwork, which enables faith. Spirituality in the workplace improves organizational commitment, citizenship behavior, success, and many other job outcomes, as well as individual well-being.

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