



## Investigating the Role of Workplace Spirituality in Promoting Environmentally Responsible Behaviours among Employees

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### Abstract:

To better understand how workplace spirituality inspires workers to act sustainably is the primary purpose of this study. The technique comprised a detailed analysis of the literature on workplace spirituality, mindfulness, meaning and purpose, ethical principles, and social responsibility practices, as well as their possible impact on employees' attitudes and behaviour towards environmental responsibility. The findings show that attempts to promote workplace spirituality may increase employees' commitment to sustainability and promote environmentally friendly behaviours. Through a variety of critical procedures, including as mindfulness, purpose and meaning, ethical standards, and social responsibility activities, workplace spirituality may encourage environmental stewardship. These results have implications for organisations trying to promote employee environmental responsibility through their sustainability projects by including workplace spirituality practices. These findings have practical ramifications for businesses looking to encourage employee environmental responsibility through their sustainability initiatives by integrating workplace spirituality practices. Future studies might examine how well workplace spirituality initiatives encourage sustainable conduct and assess how they affect the sustainability of the environment.

**Keywords:** employee engagement; sustainable behaviour; ethical Values; mindfulness; sustainability practices

### Introduction

Workplace spirituality as a notion first appeared in the 1920s and has lately grown in popularity. It is a very recent idea that encourages people to bring their particular spiritual ideals to work. The integration of spirituality into work can foster innovative ideas and better cooperation within an organization. (Petchsawang & Duchon, 2009) In this research journal, we aim to explore, understand, and develop a framework to relate the impact of workplace spirituality to environmentally responsible behaviour. (Latif & Aziz, 2018)

Workspace Spirituality has been shown to improve the many key areas in the workplace. Organizational performance (Giacalone, 2004), When compared to the expected outputs, an organization's performance is

defined as its actual output or results. Job Satisfaction (Hassan, 2016), A measure of a worker's contentment with their job, whether they like the job or specific features or facets of occupations, such as the nature of the labour or supervision, is called job satisfaction, employee satisfaction, or work satisfaction. Team Effectiveness (Daniel, 2010), Team effectiveness refers to a team's capability to successfully accomplish the goals or objectives assigned by either an authorized individual or the organization itself. In essence, it is the extent to which a team can perform and achieve its targets. Employee Engagement (Muhammad Iqbal, 2020) Employee engagement is the emotional and psychological connection an employee has with their work, colleagues, and organization. It measures commitment, motivation, and enthusiasm towards the job, which results in increased productivity, creativity, and job satisfaction. Employee Well Being (Kumar & Kumar, 2014) Employee well-being in the workplace refers to employees' physical, mental, and emotional health and happiness. It includes promoting work-life balance, providing a safe and healthy work environment, and supporting employees' personal and professional growth.

During this research, we will attempt to understand the outcomes of improvements in the aforementioned areas and their direct relationship to adopting environmentally responsible behaviours. Organizations have a crucial responsibility to encourage and promote environmentally friendly behaviours among their employees. Employees may be a key factor in pushing sustainability initiatives as knowledgeable decision-makers. By fostering a workplace culture that prioritizes environmental awareness, companies can inspire their staff to adopt eco-friendly habits both within and outside the workplace. This can include initiatives and numerous interventions. Workplace spirituality promotes mindfulness and connectedness to nature, making employees more cognizant of their behaviours and actions. (Rezapouraghdam *et al.*, 2017)

### **Objectives**

1. To identify the theoretical framework of workplace spirituality and sustainable behaviour.
2. To investigate the ways through which workplace spirituality promotes employee environmental responsibility.
3. To determine how workplace spirituality affects organisations' environmental sustainability practices.
4. Examine the elements that affect the efficacy of workplace spirituality in encouraging employees to act sustainably.

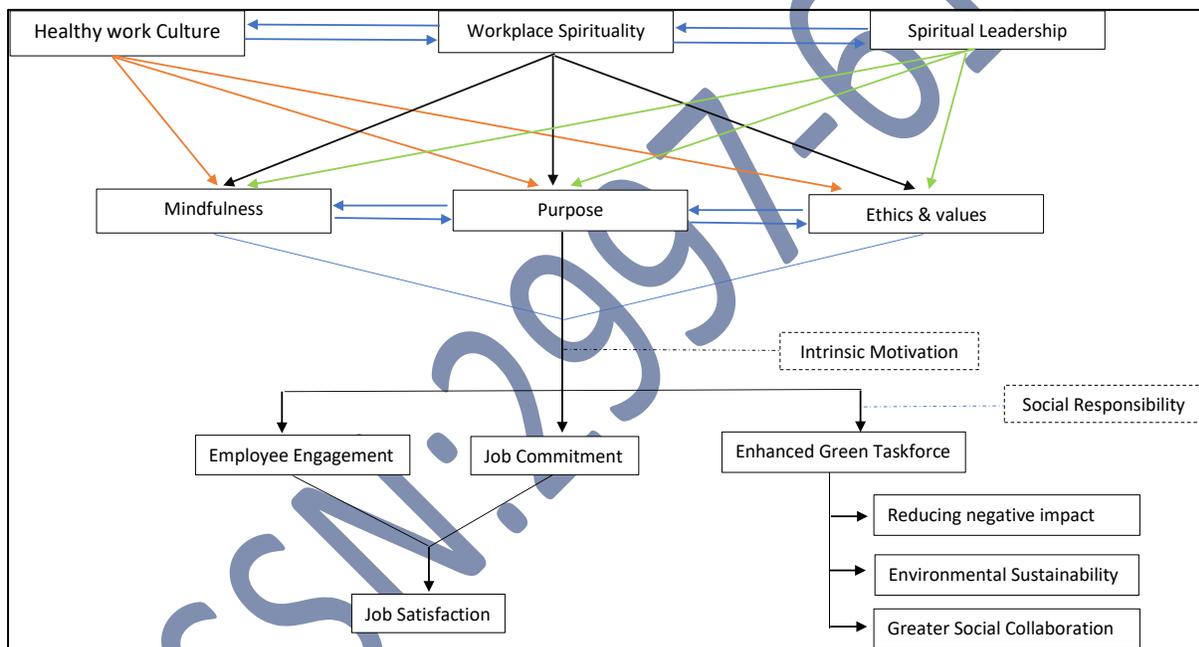
### **Review of Literature**

(Rathee & Rajain, 2020) described workplace spirituality as the feeling of life's ultimate purpose or discovering the pinnacle objective to reach via knowing oneself. Increasing emotional quotient or emotional intelligence, which is sought to surpass the illusion, can fulfil this solitary objective.

Workplace spirituality is characterised by (Pradhan *et al.*, 2012) as a mix of inner life, meaningful job, and a strong feeling of community. Aside from that, they are all closely linked to task performance, work satisfaction, job dedication, and organisational behaviour. There is also a growing trend towards workplace spirituality, which benefits future sustainability as well as improved working outcomes. (Milliman *et al.*, 2003) described and examined the beneficial effects of properly integrating spirituality into the workplace. This would raise both productivity and the rate at which people become more goal-oriented, as well as their sense of emotional fulfilment and connection. According to (Petchsawang & Duchon, 2009), someone with stronger spiritual insights will be more productive than someone without them. However, the relationship between spirituality and management expands career options for HRD specialists and academics. According to (Gotsis & Kortezi, 2008), a spiritual workplace culture broadens employees' capacity for a proper understanding of ethical and methodological foundations, which in turn contributes to the

improvement of the organisation's employees' belief systems, vision, mission, and sustainability. (Rezapourghdam *et al.*, 2018) contend that the difficulties with the lack of sustainability are caused by the simple absence or poor use of workplace spirituality. Workplace spirituality benefits employees' satisfaction, and in a broader sense, businesses that have integrated spirituality into their operations and adopted appropriate processes have given back to society sustainably, which has led to improved outcomes. The proportionate link between employee engagement and spirituality was described by (Saks, 2011). In the end, the connection drives organisational performance, which increases profitability and return on investment. If spiritual requirements are met, an organisation will become more person organisation fit (P-O fit), according to (Sheep, 2006). It deserves more attention since it leads to the overall growth of the organisation in terms of completeness and internal employee development. According to (Garg, 2017), the key elements of employee well-being include dedication, work-life balance, and job satisfaction. Employees must thus take appropriate action to involve spirituality in order for it to become institutionalised.

### 1.1. Conceptual Framework:



**Proposed Model:** “Workplace spirituality model enhancing employee environmental sustainability behaviour.”

The suggested model asserts that a healthy workplace culture, workplace spirituality, and spiritual leadership coexist and are a result of one another based on the literature and body of information now in existence. Spiritual leadership inspires and encourages workers via a sense of shared values and purpose, whereas workplace spirituality acknowledges and incorporates employees' spiritual needs (Milliman *et al.*, 2003). These components foster a positive work environment that is satisfying for both individuals and the organisation as a whole. Spiritual leadership, a healthy work environment, and workplace spirituality all aim to promote traits like mindfulness, purpose, ethics, and values. Employee well-being is prioritised in a healthy workplace culture, and mindfulness-promoting environments are fostered. Workplace spirituality encourages ethical behaviour while acknowledging employees' spiritual needs, which may involve discovering meaning and purpose in their job.

By establishing a feeling of awareness and a commitment to moral behaviour, spiritual leadership (Sweeney & Fry, 2012) inspires and encourages staff members. As a consequence, these three factors produce identical outcomes, such as awareness, purpose, ethics, and values. A good work culture may encourage mindfulness and values-driven decision-making by supporting work-life balance, offering chances for professional growth, and fostering an inclusive workplace (Baer, 2015). It is possible to include activities like meditation, mindfulness, and contemplation into the working day to help people find meaning and purpose in their job. Employees are inspired and motivated by spiritual leadership (McGhee & Grant, 2015) to work towards common ideals and objectives. Spiritual leaders may promote a feeling of community and belonging by developing an organisational vision that is compatible with the spiritual beliefs of the workforce.

A socially responsible and more advanced green workforce may be created through fostering employee engagement and workplace commitment via the use of mindfulness, purpose, and ethics. Employees that practise mindfulness are more attentive, productive, and less stressed, which leads to better decisions. Better performance and job satisfaction result from purpose since it gives work meaning and keeps people engaged. Ethics promote accountability and responsibility in the workplace, which improves adherence to corporate principles and social responsibility programmes (Olayemi, 2023). Organizations may foster a culture of engagement and commitment among their workers and a more socially conscious workforce by giving mindfulness, purpose, and ethics a high priority. Such a team is more qualified to lead sustainability projects and encourage ecologically responsible behaviour.

This claim is supported by studies that demonstrate how encouraging mindfulness, purpose, and ethics improve job performance, job happiness, and employee engagement (Petchsawang & McLean, 2017). A more effective green taskforce that implements sustainable activities may be created by taking into account employee engagement (Fairfield, 2019), job commitment, job happiness, intrinsic motivation (Steg *et al.*, 2016), and social responsibility. Employees that are dedicated, devoted, and feel fulfilled by their job are more likely to take ownership of it, come up with novel solutions to challenges, and be organically driven to have a good influence. Employees are more inclined to support and take part in sustainable activities when they feel a sense of social responsibility, which helps the organisation transform for the better. Employers may boost their green taskforces by encouraging employee participation via open communication, acknowledging accomplishments, and providing possibilities for professional advancement. Giving workers a sense of purpose and making them feel valued and appreciated can boost their commitment and job happiness, which makes them more likely to support sustainability projects (Neubert & Cady, 2006).

The development of new abilities, feedback, and acknowledgment, as well as giving employees control over their job, are all ways that leaders may promote intrinsic motivation in their workforces. Promoting moral behaviour and social responsibility as well as providing workers with volunteer and involvement opportunities in sustainability efforts are all ways to encourage social responsibility.

In conclusion, a mix of dedicated, engaged, and happy workers who also feel socially responsible and organically driven can result in a stronger green taskforce.

### **Research Methodology**

In order to better understand how workplace spirituality might encourage employees to act sustainably, the current study draws on secondary analysis of previous research. The research approach included a thorough analysis of the literature on employee sustainability and workplace spirituality.

### **Data Sources**

Academic databases including Google Scholar, Web of Science, Scopus, JSTOR, Emerald Insight, Springer, and Taylor & Francis were used as data sources for the current study, along with reports from sustainability organisations like the Global Reporting Initiative and the United Nations Environment Programme. The following keywords were used in the search: workplace spirituality, environmentally responsible behaviour, pro-environmental behaviour, and sustainable work practices. Only articles released in English between 2005 and 2022 were included in the search.

### **Data Collection and Analysis**

The data collection process involved a systematic review of literature on workplace spirituality and sustainable behaviour among employees. The search identified a total of 51 articles. The articles were screened based on their relevance to the research question. The inclusion criteria kept for the articles were:

- Published in a peer-reviewed journal.
- Focus on the relationship between workplace spirituality and sustainable behaviour among employees.
- Articles published in between the years 2005 and 2022 (Both inclusive).

After screening, a total of 51 articles were included in the study. The articles were reviewed, and data were extracted on the following variables:

- Workplace spirituality practices: This variable included data on various workplace spirituality practices such as mindfulness, purpose and meaning, ethical values, and social responsibility.
- Environmental responsibility: This variable included data on employees' attitudes and behaviours towards environmental responsibility.
- Sustainability: This variable included data on sustainable work practices and their impact on the environment.
- Spiritual Leadership: Spiritual leadership is characterized inspiring others with a sense of purpose and meaning beyond materialistic goals, helping them to dive into the deeper aspects of the human spirit. This variable included data on how spiritual leadership affects the whole system of organization.

The extracted data were analyzed using a content analysis approach. The content analysis involved identifying common themes and patterns in the data. The data were organized into tables and charts to facilitate the analysis.

### **Findings & Discussions**

The findings of this study suggest that workplace spirituality practices, such as mindfulness, purpose and meaning, ethical values, and social responsibility, can promote environmentally responsible behaviours among employees (Barron & Chou, 2017; Sheep, 2006; Rezapouraghdam *et al.*, 2018; Afsar *et al.*, 2016; Iqbal *et al.*, 2021). In addition to workplace spirituality practices, several other variables can influence the relationship between workplace spirituality and environmental responsibility. For example, organizational culture, leadership, and employee engagement can play a significant role in promoting sustainable behaviour (Adnan *et al.*, 2020; Garg, 2017). The setting that promotes workers' pro-environmental conduct may be created through organisational cultures that prioritise sustainability and environmental responsibility (Ali *et al.*, 2020). Employees are more likely to engage in pro-environmental conduct when leadership supports workplace spirituality and sustainable behaviour (Latif *et al.*, 2022; Long & Driscoll,

2015; Fatoki, 2019). Employee engagement, which entails workers' intellectual and emotional dedication to the organisation's objective, may also increase the incentive of those individuals to engage in sustainable behaviour (Sharma & Kumra, 2020; Ariyani & Hidayati, 2018). By connecting work with personal values and beliefs, promoting social justice and environmental respect, and cultivating an environment of environmental responsibility at work, these practices can increase employees' awareness of their impact on the environment (Arslan *et al.*, 2021; Barrett, 2016). The findings of this study are in line with other studies that showed the beneficial effects of workplace spirituality on environmentally friendly conduct.

These findings have important ramifications for organisations trying to advance sustainability and lessen their adverse environmental effects. Organizations may increase employee engagement and commitment to sustainability by integrating workplace spirituality practices into their sustainability programmes (Saifulina & Carballo, 2016; Smith & O'Sullivan, 2012). This may result in lower energy use, less waste, and more use of environmentally friendly goods and services. Additionally, encouraging eco-friendly conduct may improve a company's brand image and reputation, encouraging more social engagement and partnerships (Peng & Lee, 2019; Ahmad *et al.*, 2021; Zientara & Zamojska, 2016).

This study emphasises the significance of workplace spirituality practices in encouraging employees to act sustainably. The results of this study imply that organisations may improve employee engagement and commitment to sustainability by integrating mindfulness, purpose and meaning, ethical principles, and social responsibility practices into their sustainability programmes. According to research (Barron & Chou, 2017; Sheep, 2006; Rezapouraghdam *et al.*, 2018), social responsibility practices can boost workers' commitment to sustainability and encourage ecologically responsible actions. In order to foster an environment of environmental responsibility at work, organisations might encourage social responsibility practices. Organizations can do this to support the overarching objective of fostering social cohesion and environmental sustainability.

### **The limitations and Possibilities for the Future**

There are a number of restrictions on the current study that must be recognised. First off, because this study is based on secondary data, there could be constraints on the quality and dependability of the data. Second, the scope of this study is restricted to investigating how workplace spirituality and employee sustainability interact. Future studies might examine the connection between workplace spirituality and sustainable behaviour in more detail. Future studies might look into how well workplace spirituality initiatives encourage ethical behaviour among workers from various cultures and industries. The research is also restricted to publications released between 2005 and 2022. As a result, the study might not fully reflect the body of research on the subject. Future investigations might also look at how leadership influences workplace sustainability and spirituality.

### **Organizational Implication**

Organizations may encourage their staff to behave more ethically and responsibly towards others by offering professional development opportunities, integrating sustainability goals into the organisation's purpose and values, and fostering ethical conduct. The study's findings have important management ramifications since they imply that fostering a positive workplace culture may result in a workforce that is more socially conscious and environmentally conscious, which will eventually be advantageous to both the workers and the organisation as a whole.

### **Conclusion**

The present study investigated the role of workplace spirituality in promoting environmentally responsible behaviours among employees. The study identified various workplace spirituality practices that can influence employees' attitudes and behaviours towards environmental responsibility. The results suggest that organizations can integrate workplace spirituality practices in their sustainability programs to promote environmentally responsible behaviours among employees. The study has important implications for organizations, as it highlights the importance of promoting workplace spirituality practices to enhance employees' commitment to sustainability and promote environmentally responsible behaviours.

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