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Workplace Spirituality and Employee Engagement in Islamic Context: Literature review

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Abstract: In the context of Islamic countries, the interplay between workplace spirituality and employee engagement is explored. Workplace spirituality extends beyond religious practices, encompassing inner growth, purpose, and ethical behavior. Islamic spirituality, deeply rooted in faith, compassion, and ethical principles, influences Employee Engagement. By integrating spirituality into organizational culture, organizations enhance job satisfaction, commitment, and overall performance. Creating a culture of workplace spirituality fosters engaged employees who contribute to organizational excellence within an Islamic framework.

Keywords: workplace spirituality; employee engagement.

JEL codes: M12 ; M14; Z12; L20; O15.
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Introduction:

In the modern business world, workplace spirituality and employee engagementhave become vital components of a successful organization's culture. These two aspects play a crucial role in enhancing employee motivation, job satisfaction, and overall organizational performance.

The concept of job engagement has garnered significant attention from researchers across various fields such as business, management, psychology, and organizational behavior. This is due to its importance, as engaged employees not only perform better in their roles but also experience happiness and satisfaction in the workplace. Employee engagement is a vital element in determining organizational effectiveness, innovation, and competitive ability. For example, Jack Welch, the former CEO of General Electric, emphasized that the best measures of a company's health begin with employee engagement as a first step, followed by customer satisfaction, and then cash flows (Latreche, 2023).

As we journey through the world of workplace spirituality and employee engagement in Islamic countries, it becomes increasingly apparent that there lies a profound connection between the two concepts. It is essential to recognize that spiritual values and principles are deeply rooted in the Islamic culture, and they play a significant role in shaping the behavior, attitudes, and beliefs of employees in these regions. As we delve deeper into this dynamic, it becomes clear that fostering a strong sense of workplace spirituality can contribute to higher levels of employee engagement. (Adawiyah & Pramuka, 2017). Cultivating workplace spirituality involves creating an environment that promotes an atmosphere of spiritual growth and holistic development. By integrating religious values and practices

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into the workplace, employees are encouraged. The present study is guided by the following research question: Does Islamic spirituality affect employee engagement?

Rini , Deni & Isthofaina (2024) Through a survey conducted among 214 staff members of Mitra Paramedika Hospital in Sleman, Indonesia, employing path analysis, the findings revealed a noteworthy positive impact of workplace spirituality on employee engagement (Astuti & Adiputra, 2024). Therefore, we hypothesize the following hypothesis: Workplace spirituality positively affects employee engagement.

The primary aim of this research is to explore the presence of a relationship between spirituality and employee engagement. Following the main objective, the secondary goal is to explore the role of Islamic Work Ethics in enhancing employee engagement.

These research objectives aim to deepen our understanding of the interplay between spirituality, and engagement in Islamic contexts, ultimately benefiting both employees and organizations.

I- Background of the study:

1- The Concept of Workplace Spirituality

Workplace spirituality is a concept that has gained significant attention in recent years, as organizations and employees alike seek to create a more meaningful and fulfilling work environment. It represents integrating one's professional and personal life, allowing individuals to find meaning and purpose in their work. Workplace spirituality is not simply about religion or faith, although these aspects may play a role. Instead, it encompasses a broader range of dimensions that can contribute to a sense of fulfillment in the workplace.

Definitions commonly used in the literature on workplace spirituality include the following examples: (Fry, 2004, pp. 165-166); The acknowledgment that employees possess an inner life which is enriched by and enriches meaningful work within a communal setting" (Ashmos& Duchon, 2000, p. 137). The recognition "that individuals possess both intellectual and spiritual dimensions, strive to discover significance and purpose in their work, and aspire to connect with fellow human beings and participate in a community" (Robbins, 2003, p. 542). Elements within the workplace, whether at the individual, group, or organizational level, that foster personal fulfillment through experiences of transcendence (Giacalone & Jurkiewicz, 2010b, p. 13). While various definitions exist regarding the concept of spirituality (Krishnakumar and Neck, 2002: 153), the research literature reveals a commonality in four key elements that can be summarized as follows: Spirituality is an inner experience for individuals who, through connections with others and a higher power, discover meaning and purpose in life. These four elements are elucidated as follows: (Rust & Gabriels, 2018)

The first element of spirituality signifies that it originates within an individual, as described by Krishnakumar and Neck (2002: 153). In alignment with this perspective, Turner (1999: 41) also perceives spirituality as emanating from within, transcending the survival instincts of the mind. Similarly, Guillory (2000: 33) asserts that anything spiritual comes from within, beyond our programmed beliefs and values, further defining spirituality as "our inner consciousness."

The second element, as observed by Kale and Shrivastava (2003: 310), revolves around "connectedness," a component they claim is inherent in the majority of spirituality definitions. Krishnakumar and Neck (2002: 156) concur, stating that spirituality involves an inexplicable sense of connectedness with others and the universe. In support of this perspective, Zumeta (1993: 26) defines spirituality as "... an awareness of the connectedness of all things... when people are fully in a spiritual

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place, they feel connected with themselves, clients, students, their town, state, country, planet, and the universe."

Krishnakumar and Neck (2002) classify the literature on workplace spirituality into three main schools of thought: (Krishnakumar& P. Neck, 2002)

– The intrinsic-origin view, the first school, posits spirituality as a concept rooted within individuals. Advocates, such as Guillory (2000), emphasize the internal nature of spirituality, distancing it from hierarchical or ecclesiastical structures. Scholars like Ashmos and Duchon (2000) and Mitroff and Denton (1999) highlight the sense of connectedness associated with one's work and with others or the universe.

– The religious viewpoint, the second school, interprets spirituality within the context of specific religions. For instance, Christians may see it as a call to work, Hindus as the utmost devotion, Buddhists as hard work and devotion enriching life, and Muslims as a commitment aligned with Islamic work ethic (Naylor et al., 1996; Menon, 1997; Jacobson, 1983; Yousef, 2000).

– Existentialist views form the third school of thought, encouraging individuals to seek answers to fundamental questions about the meaning of their work and organizational existence (Neck and Milliman, 1994; Kahnweiler and Otte, 1997). This becomes particularly relevant in repetitive and monotonous jobs, prompting introspection to find purpose in the workplace.

In conclusion, workplace spirituality is a dynamic concept shaped by intrinsic, religious, and existential perspectives. Understanding its various dimensions is crucial for organizations seeking to foster a spiritually inclusive workplace.

2- Spirituality and management :

Spirituality appears in management studies from three main perspectives: individual spirituality, spirituality in the workplace, and organizational spirituality. (Rocha & Pinheiro, 2021) .

– **individual Spirituality:**

This perspective focuses on the spiritual beliefs, values, and experiences of individuals within the context of management studies. It explores how an individual's spirituality influences their decision-making, ethical considerations, and overall approach to work.

Characteristics by Examining personal beliefs, mindfulness, and ethical considerations in the professional sphere. Understanding how an individual's spirituality affects their job satisfaction, motivation, and resilience in the face of challenges.

– **Spirituality in the Workplace:**

This perspective explores the integration of spirituality within the work environment, emphasizing the shared values, culture, and practices that foster a spiritually supportive workplace. Investigating how organizations create an environment that encourages spiritual well-being among employees. Examining rituals, practices, or policies that promote a sense of community, purpose, and fulfillment at work.

– **Organizational Spirituality:**

This perspective looks at the broader, systemic incorporation of spirituality into the organizational culture, addressing how spiritual principles and values guide decision-making, leadership, and overall organizational dynamics. Examining the alignment of organizational goals with spiritual values, the

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role of leadership in promoting a spiritually oriented workplace, and the impact on overall organizational performance

These three levels of spirituality—individual, workplace, and organizational—provide a comprehensive framework for understanding how spirituality is conceptualized and studied in the field of management.

3- The Benefits of Workplace Spirituality:

Workplace spirituality refers to the integration of spiritual principles and practices within the organizational context. It recognizes that employees are not just economic entities but also spiritual beings seeking meaning, purpose, and connection in their work environment1. Here are some key benefits associated with fostering workplace spirituality:

- **Enhanced Mental Health:**

Spiritual practices such as meditation and mindfulness help employees manage stress, reduce anxiety, and improve overall mental well-being. When individuals feel connected to something greater than themselves, it positively impacts their psychological health.

Increased Creativity and Profits: Organizations that embrace spirituality often experience higher levels of creativity. When employees tap into their inner selves and find meaning in their work, they become more innovative and contribute fresh ideas. This creativity, in turn, can lead to increased profits and competitive advantage.

- **Higher Productivity and Performance:**

Engaged employees who feel spiritually connected tend to be more productive. They approach their tasks with dedication, recognizing that their work has a deeper purpose. This commitment translates into improved performance and efficiency. (Chirico, Mara, & Sharma, 2023).

- **Enhanced physical well-being:**

Studies indicate that spiritual well-being correlates with better physical health outcomes, including decreased blood pressure, enhanced immune function, and a decreased perception of pain.

Improved social connections: Spiritual practices commonly encourage empathy and compassion, fostering improved communication and collaboration among colleagues (Pouragha & al, 2022).

4- Islamic spirituality

Islamic spirituality denotes to “faith, actions and behaviours which are aligned with the Islamic principles and teachings that a Muslim must always place into practice in an organization for achieving the pleasure, love, help and forgiveness of Allah”. At the workplace Islamic spirituality dedicates an individual towards Allah’s path while motivated to achieve executive goals and objectives(Maham& al, 2020).

The concept of spirituality in Islam encompasses both individual and organizational dimensions, particularly through the lens of work as a form of worship (ibadah). In Islam, work is regarded as a fundamental component of success in life. According to Mohsen (2007), Islamic spirituality is deeply rooted in taqwa or piety, which entails being conscious of God. Islam not only encourages individuals to engage in work but also motivates them to strive for excellence or ihsan in their endeavors. The concepts of tazkiyah (purified growth) underscore the pursuit of excellence or ihsan. This universal aspect reflects the teachings of Prophet Muhammad and his companions. Consequently, Islamic

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spirituality exhibits a comprehensive intrinsic motivational characteristic, driving Muslim workers towards exemplary behavior within the organization. (Mehmet , Buana , & Avdukic, 2022) .

Understanding specific religious practices is crucial. Practices such as salat (prayer), fasting during Ramadan, and dhikr (remembrance of God) are integral to Islamic spirituality.

Organizations can create an inclusive environment by accommodating these practices and fostering understanding among employees

5- Employee Engagement in Islamic Context:

Employee engagement is a topic that grabs the attention of businesses worldwide. Its benefits extend beyond retaining a talented and highly productive workforce. Engaged employees also contribute to improving customer satisfaction and enhancing the reputation of the business (Bui& Tu Le, 2023) .

Employee engagement is a crucial aspect of any organization. It refers to the emotional commitment and involvement an employee has towards their job and organization. It encompasses the level of dedication and passion an employee displays, resulting in increased productivity and job satisfaction.

Employee engagement (EE) is one of the key objectives in human resources management (HRM). It refers to the extent to which employees are emotionally, behaviorally, and cognitively connected to their work and the organization. When employees are highly engaged, they exhibit greater efforts, productivity, positivity, and efficiency in their roles. (Odriozola & al, 2022)

Employee engagement is critical for organizations, especially in building a workforce that is enthusiastic, dedicated, and willing to be fully engaged in their work. Engaged employees tend to exhibit higher performance, proactive attitudes, and initiative in their job responsibilities. When employees are strongly connected to their company, they contribute positively to its success.

6- Islamic Employee Engagement:

In an Islamic context, employee engagement goes beyond secular principles. It draws from Islamic teachings, emphasizing that work is an obligation for servants. Let’s explore the essence of Islamic employee engagement:

– **Vigor (Mujahadah):** This refers to mobilizing internal strength (heart and soul) and skills given by God to achieve life’s purpose. It aligns with the concept of striving diligently in one’s work.

– **Dedication (Itqon):** Dedication involves performing work with excellence and sincerity, recognizing that it is a form of worship. It emphasizes doing one’s best and fulfilling responsibilities.

– **Absorption (Quwwatul Azmi):** Absorption implies wholehearted focus on work, using God-given abilities to contribute effectively. It reflects unwavering commitment and determination. (Arifin & al, 2023).

– **These principles highlight that work,** when approached with Islamic values, becomes a means of fulfilling religious obligations and serving others. Islamic employee engagement encourages individuals to harness their skills and talents for the greater good, both in this world and the hereafter.

7- The Effect of Workplace Spirituality on Employee Engagement

Workplace spirituality and employee engagement share a strong link, as fostering spirituality in the workplace can significantly impact employee engagement levels. Spirituality, in the context of the workplace, is not limited to religious practices but encompasses a complete connection between an organization's vision, mission, and values with its employees' personal beliefs and values. When

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workplace spirituality is integrated effectively into an organization's culture, it provides employees an opportunity to align their personal values with the organization's purpose and vision (Devendhiran& Wesley, 2017).

Krishnakumar and Neck (2002) have concluded in their research that spirituality is acknowledged as a fundamental aspect of human personality. They argue that when an organization promotes spirituality, it encourages employees to bring their whole selves to work, thereby enhancing their engagement. While engagement provides the necessary drive for employees to immerse themselves in their roles, authentic spirituality at work is associated with increased engagement. This coexistence suggests that organizations fostering spirituality in the workplace could empower employees to fully invest themselves in their assigned roles. (Pradhan & Jena, 2016) .

employee engagement. Spirituality in the workplace can influence employee engagement through several key factors that contribute to a more positive and productive work environment.

- **Sense of purpose:**

One critical factor is the sense of meaning and purpose that workplace spirituality fosters. When employees feel their work has intrinsic value, they are more likely to be engaged and invested in their roles. (Pradhan & Jena, 2016) . This sense of purpose can also enhance employees' motivation and drive to excel in their tasks, which in turn boosts productivity and overall job performance. For instance, a cybersecurity expert might find a deep sense of fulfillment in thwarting the efforts of malicious hackers, resulting in a more engaged and proactive approach to their work (Saks, 2011) .

Muslims believe that work is a means to fulfill their responsibilities and contribute to society. It is an opportunity to serve others and please Allah.

- **Cultivation of a sense of community and connection.**

Recent empirical research conducted by Nowell, Boyd, and their colleagues (Nowell and Boyd, 2014; Nowell et al., 2016; Boyd and Nowell, 2017) has aimed to explore the nature and patterns of relationships among a sense of community (SOC), sense of community responsibility (SOC-R), and public service motivation (PSM). A sense of community encompasses one's feeling of belonging, the sense of being valued by a group, and a shared belief that mutual needs will be fulfilled (McMillan and Chavis, 1986). Sense of community responsibility refers to the sense of obligation to promote the well-being of both individuals and the collective community, which is not primarily motivated by personal gain (Nowell and Boyd, 2014). Public service motivation, though defined variably, generally pertains to an inclination towards serving the public and/or advancing public welfare (Perry and Hondeghem, 2008; Perry and Wise, 1990). (Boyd & Nowell , 2020) .

When employees feel like they are part of a supportive and caring work family , they are more likely to feel valued and appreciated, which in turn boosts their sense of belonging and engagement. This sense of community can also lead to increased collaboration and teamwork, as employees are more likely to work together and support one another . Additionally, having clear communication channels and opportunities for open dialog among colleagues fosters an environment where employees feel heard and understood.. (Iqbal & al, 23) This leads to increased morale and overall job satisfaction, which further enhances employee engagement.

Islamic corporate culture integrates spiritual values and ethical principles into organizational practices. Such a culture fosters a sense of community, shared purpose, and employee engagement. Employees

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who align with Islamic values experience higher engagement levels. (Maham , Bhatti , & Öztürk, 2020) .

– **Trust:**

Furthermore, organizations that prioritize fostering a sense of community and connection are also more likely to have a higher level of trust among their employees. A trusting relationship between management and employees can have a profound impact on job satisfaction and engagement.

Trust is a fundamental component that greatly influences the effectiveness of organizational engagement. Specifically, employees' trust in their employer organization plays a pivotal role in their level of engagement with their work . (Vanhala & Dietz, 2019) . In such an environment, employees are more comfortable speaking up about their concerns, sharing ideas, and collaborating with colleagues. This leads to an overall positive work culture and can help drive innovation and productivity. Workplace spirituality and employee engagement are not only crucial for the success of a company, they also play a vital role in the well-being and personal growth of each individual employee. By prioritizing employee engagement and workplace spirituality, organizations can create a sense of purpose and meaning in the workplace, encouraging employees to connect with their work and coworkers on a deeper level. This can lead to increased job satisfaction, reduced stress, and boosted morale.

Trust is a fundamental component of Islamic work ethics. Trustworthiness (amanah) is emphasized in Islamic teachings, encouraging honesty, reliability, and fulfilling promises. When employees trust their colleagues and leaders, it positively impacts their engagement and commitment to organizational goals (Nasution& Rafiki, 2020). Islamic spirituality promotes compassion, integrity, and fairness. When employees practice these values, trust is nurtured within the workplace. Trust contributes to a positive work environment, where individuals feel secure and motivated.

– **The alignment of personal values with organizational values.**

When employees perceive that their spiritual or ethical beliefs are congruent with the mission and values of the organization, they are more likely to feel connected to their work and engaged in achieving organizational goals .

Clarifying the values of individuals and organizations can lead to mutually beneficial outcomes for all involved. Individuals can derive a sense of purpose from their work, while companies can cultivate a dedicated workforce capable of navigating change effectively. Values serve to align employees' hearts and minds with the pursuit of corporate objectives, fostering engagement and commitment(Sullivan , Sullivan , & Buffton, 2001).

aligning personal and organizational values in an Islamic context enhances job engagement, well-being, and commitment. These principles create a positive work environment, benefiting both individuals and organizations.

8- Creating a Culture of Workplace Spirituality for Engaged Employees:

Organizations looking to create a culture of workplace spirituality and foster employee engagement should consider implementing the following strategies:

– **Provide opportunities for personal growth and development:**

Encourage employees to pursue their passions, talents, and interests beyond their job description. This could involve offering workshops, seminars, or training sessions on topics such as mindfulness,

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personal well-being, and spiritual practices. By providing employees with opportunities to expand their horizons, organizations can create an environment that fosters personal growth and fulfillment (Astuti R. , 2024) .

- **Foster a culture of compassion and empathy:**

Create an environment where employees can openly communicate and convey their needs, express their concerns, and share their feelings without fear of judgment or retribution. Encourage managers to lead with empathy and compassion, making sure all employees feel supported and valued. Implementing active listening practices, acknowledging employee contributions, and addressing employee concerns promptly can go a long way in fostering a culture that values and respects individuals. (Singh & Chopra, 2018) ...ng sessions on topics such as mindfulness, personal well-being, and spiritual practices. By providing employees with These additional resources, organizations can empower their workforce to develop a deeper sense of purpose and connection, which can lead to increased job satisfaction, improved productivity, and enhanced overall wellbeing.

- **encourage ongoing employee development and self -reflection:**

as these activities can help employees align their personal values with their work, fostering a greater sense of purpose and meaning. Offering opportunities for professional growth, skill enhancement, and skill-building can help employees establish. In our fast-paced and often stress-inducing world, employee engagement is more important than ever. When employees feel valued and fulfilled in their workplace, not only do they experience higher levels of job satisfaction and happiness, but they also contribute to increased productivity and enhanced organizational performance. Workplace spirituality can serve as a vital tool for fostering employee engagement, building resilience, and promoting an inclusive and supportive work culture. (Haj-Salem & al, 2022).

Workplace spirituality involves the cultivation of inner strength and personal growth, which can help employees find meaning and purpose in their work. By creating an environment that values spirituality, organizations can foster a sense of community and belonging among their employees. This can be achieved by implementing practices such as mindfulness meditation sessions, providing opportunities for employees to engage in community service projects, and encouraging open communication about personal values and beliefs (Case &Gosling , 2010).

Nurturing workplace spirituality in an Islamic context contributes to engaged employees, better mental health, and organizational success. By aligning spiritual values with work practices, organizations create a holistic and fulfilling work environment.

Conclusion:

As the concept of spirituality becomes more widely embraced in various aspects of life, it is natural for it to seep into the realm of work and employee engagement. By prioritizing the spiritual growth and well-being of their workforce, companies can create a culture of shared values, purpose, and meaning, which can result in increased employee engagement, job satisfaction, and organizational success. Adopting best practices such as encouraging self-reflection, promoting mindfulness, and fostering a culture of appreciation and respect, organizations can create an environment where employees feel valued, supported, and empowered. By understanding and implementing these practices, companies can ensure that they are not only fostering a healthy and thriving workplace but also contributing towards the overall well-being of their employees. Engaging in practices such as meditation, yoga, and spiritual retreat s can increase employee resilience and help them deal with workplace stress more effectively. Employers should also provide workshops and training sessions that focus on mindfulness

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and self-awareness to help employees develop a deeper understanding of their own values and aspirations. Creating a nurturing space for spiritual growth and personal development can greatly impact an employee's satisfaction, engagement, and overall happiness in the workplace.

In the context of Islamic countries, the convergence of workplace spirituality and employee engagement holds immense significance. We have explored how spirituality, deeply rooted in Islamic values, intertwines with work life. By fostering a spiritual culture, organizations can reap several benefits, including reduced burnout, heightened commitment, and improved overall performance. Islamic spirituality, encompassing practices likeconsidered work as a form of worship. In taqwa ,ihsan, tazkiyah, Islam not only encourages individuals to engage in work, but also motivates them to strive for excellence in their endeavours. ethical conduct, provides a sense of purpose and connection. Employee engagement, influenced by cultural norms, religious practices, and organizational values, goes beyond mere task completion. Integrating spirituality into organizational culture leads to greater job satisfaction, stronger commitment, and improved work-life balance. As we continue this journey, let us cultivate workplaces where faith, purpose, and compassion thrive, enriching the lives of employees and contributing to organizational excellence.

The key findings of the research can be summarized as follows:

- Workplace spirituality promotes intrinsic motivation, ethical behavior, and alignment with organizational goals.

- Islamic spirituality, grounded in values like faith, compassion, and ethical integrity, encourages employees to view work as an act of worship, inspiring dedication and excellence.

- Organizations that embrace workplace spirituality experience reduced burnout, increased collaboration, and higher levels of employee engagement.

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