Exploring the Effectiveness of Workplace Spirituality and Mindfulness Interventions: A Systematic Literature Review

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Abstract: In recent times, workplace spirituality and mindfulness interventions have gained popularity to enhance employee well-being, engagement, and performance. However, there is a need for a more rigorous evaluation of the effectiveness of these interventions. This article presents a systematic review of existing literature on workplace spirituality and mindfulness interventions, focusing on their impact on employee outcomes such as job satisfaction, well-being, and performance. The review involved a comprehensive search of various databases and included 50 relevant studies from the period of 2016 to 2022. The findings suggest that workplace spirituality and mindfulness interventions have a positive effect on employee outcomes, although the extent of this effect varies across studies. The review highlights the need for more robust study designs, larger sample sizes, and extended follow-up periods to determine these interventions’ most effective delivery methods and dosage. Furthermore, the review identifies several gaps in the literature, such as the need for more research on the underlying mechanisms of change and the cultural and contextual factors that affect the effectiveness of these interventions. The article concludes by discussing the implications of the review for future research and practice in the area of workplace spirituality and mindfulness interventions.

Keywords: workplace spirituality, systematic literature review, mindfulness, Organizational well-being, Organization spirituality

1. Introduction

The Fourth Industrial Revolution, also known as Industry 4.0, has brought about significant technological advancements that have altered industries and societal norms at a rapid pace. With the rise of interconnectedness and intelligent automation, work has become more streamlined and effective. However, this new era also presents complications and obstacles that we must navigate in our daily lives. As technology advances, people are required to adopt new ways of thinking and working to keep up with the fast, demanding, and ever-changing business environment. Employers expect their employees to be agile, proactive, and forward-looking. Employees must develop the ability to adapt quickly to new situations and be comfortable with the use of technology. This new way of life requires individuals to be more resilient, innovative, and adaptable to change, which can be challenging for many people. Therefore, to succeed in the Fourth Industrial Revolution, individuals must be willing to embrace change and be committed to lifelong learning and development. One can argue that workplace spirituality is a response to the dehumanising effects of the Industrial Revolution. The Industrial Revolution significantly changed the way work was organized and carried out, with machines replacing human labour and work becoming more specialized and repetitive. As a result, many individuals felt a sense of disconnection and alienation from work. To address this issue, workplace spirituality emerged as a way to reintroduce meaning and purpose into the workplace. It emphasizes the importance of values, purpose,
and personal growth in work, and aims to create a more comprehensive and fulfilling work experience. Spirituality transcends religious belief and emphasizes the importance of developing an authentic connection with the environment. It involves fostering a shared sense of attachment and camaraderie among individuals who are working together towards a common objective within an organization. This concept of spirituality focuses on promoting positive engagement with oneself, colleagues, and the workplace environment. By embracing this approach in the workplace, individuals can gain a sense of collective purpose, significantly enhancing their well-being and effectiveness. This spiritual outlook emphasizes the significance of nurturing meaningful relationships and connections within the work environment, leading to a more gratifying and harmonious work experience.

According to 2021 statistical data, India ranks first among countries with the highest average working hours per year. A majority of people in India spend their time from nine to five at their workplace, and for certain employees, work and colleagues have replaced their families. This indicates that work has become a central aspect of their lives.

Integrating spirituality into the workplace can have a positive impact on employees’ general well-being and work performance. It allows individuals to infuse their work with their heart, soul, and spirit, providing them with a deeper sense of purpose and meaning. Consequently, employees tend to be more committed, and productive and have higher morale. Furthermore, spirituality at work can alleviate stress, burnout, and workaholics, thus contributing to employees’ overall health. As a result, contemporary workplaces must offer a comprehensive and meaningful work experience that considers employees’ spiritual needs and aspirations.

### 1.1 Workplace Spirituality

Workplace spirituality can be defined as the way individuals express their sense of meaning and purpose, and how they feel connected to their work community. This involves acknowledging the interconnectedness between individuals and their work environment and creating a workplace culture that encourages personal growth, self-awareness, and social responsibility (Sen et al., 2022). By promoting a culture that values spirituality in the workplace, individuals can find more meaning and purpose in their work and create a more positive and supportive work environment. Spirituality in the workplace is the addition of a feeling of meaning, purpose, and worth to the workplace. In addition to social responsibility and ethical behaviour, personal growth and development are emphasized. Workplace spirituality positively impacts work attitudes and organizational performance by creating a sense of connection between an employee’s inner self and their workplace (Rathee, R., & Rajain, P., 2020).

#### 1.1.1 Workplace Spirituality in Organizational Context

Workplace spirituality is becoming increasingly important in the field of organizational behavior. In the workplace, it refers to the recognition and cultivation of the human spirit, including personal values, purpose, and meaning. This concept has been found to have significant effects on employee well-being, job satisfaction, and commitment, among other outcomes (Sen & Kumar, 2019). This research focuses on the role of workplace spirituality in mediating the relationship between organizational justice/ethical climate and employee behavior, specifically deviant behavior and organizational citizenship behavior, in the context of the hospitality industry in India. The findings have important implications for creating ethical work environments that promote employee well-being and organizational success. Workplace spirituality acts as a mediator between organizational justice/ethical climate and workplace deviant behavior/organizational citizenship behavior (Haldorai, K., Kim, 2020). Workplace spirituality can have positive effects on employees in an organization through the involvement of the human spirit, resulting in higher...
employee engagement and commitment, increased creativity and innovation, and a more positive work environment (Indradevi, R (2020)).

1.1.2 Workplace spirituality in Individual Context

Workplace spirituality is the recognition and upliftment of the human spirit, including individual values, meaning, and connectedness, in the workplace. It may improve one’s dedication, mental health, and job satisfaction, among other aspects of personal well-being. A more rewarding work experience can result from fostering workplace spirituality, which can help foster a sense of community and purpose. The inner life dimension of workplace spirituality was found to have a positive relationship with individual components of OCB, except for conscientiousness Belwalkar, et.al (2018). It is positively associated with unethical pro-organizational behavior (UPB) while also increasing employee satisfaction in their respective workplace.

1.2 Mindfulness

Mindfulness refers to a state of mind characterized by a non-judgmental awareness that is centered on the present moment. This state involves being attentive to one’s thoughts, emotions, and physical sensations in a non-judgmental manner, without attempting to control or modify them. (Lomas et al. 2017) explain mindfulness as the ability to observe present-moment experiences with openness, curiosity, and a willingness to accept whatever arises, without reactivity or judgment. (Hölzel et al. 2018) emphasize the importance of non-judgmental awareness of present-moment experience, including sensations, thoughts, and emotions, with an emphasis on acceptance and compassion. (Creswell and Lindsay (2019) define mindfulness as conscious and focused attention to present-moment experiences, without judgment or distraction, and with an attitude of curiosity and openness. (Khoury et al. 2020) describe mindfulness as characterized by present-moment attention and awareness, non-judgmental acceptance, and compassion towards oneself and others. Finally, it explain mindfulness as the ability to observe and accept present-moment experiences with curiosity and openness, without judgment or distraction, while cultivating a compassionate attitude towards oneself and others.

1.3 Main Information about workplace spirituality and Mindfulness

![ANNUAL PUBLICATION](https://doi.org/10.56763/ijfes.v2i.142)
The above figure, there has been a consistent rise in the annual publication count for the themes of workplace spirituality and mindfulness, starting from 55 in 2016 and reaching a peak of 88 in 2018, before a slight decrease in subsequent years. This trend reflects an increasing interest in exploring the potential benefits of these practices in the workplace, emphasizing the need for further research in this area. Despite a slight decline in publication count in recent years, it is anticipated that organizations will continue to prioritize employee well-being and create more supportive work environments, leading to continued growth in interest in this topic.

1.4 Fig 2 (Details about Document)

**Literature Review**

Effectiveness of Workplace Spirituality and Mindfulness

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Author</th>
<th>Year</th>
<th>Finding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Carsley, et.al</td>
<td>2017</td>
<td>mindfulness interventions have been shown to be beneficial in enhancing mental health and overall well-being, their effectiveness is contingent on individual differences in personality.</td>
</tr>
<tr>
<td>2</td>
<td>Petchsawang, et.al</td>
<td>2017</td>
<td>mindfulness meditation courses at work can boost workplace spirituality and work engagement among employees.</td>
</tr>
<tr>
<td>3</td>
<td>Shi, Zhenrong, &amp; MacBeth, Angus</td>
<td>2017</td>
<td>Mindfulness-based interventions make the promise of reducing anxiety, although evidence for reducing depression is less consistent</td>
</tr>
<tr>
<td>4</td>
<td>AS Chauhan</td>
<td>2018</td>
<td>Providing mindfulness training to employees is crucial as it mediates the relationship between workplace spirituality and work performance</td>
</tr>
<tr>
<td>5</td>
<td>Kasarachi S. Nnadede</td>
<td>2018</td>
<td>workplace spirituality, mindfulness, workers’ safety engagement, and safety outcomes, highlighting the importance for organizations to account for national culture when developing safety intervention programs.</td>
</tr>
</tbody>
</table>

The above data presents the distribution of publications across different categories, which offers valuable insights into the sources researchers and scholars use to communicate their research. Journal articles were the most common publication type, with 332 articles in total, emphasizing their significance in academic research. Book chapters, written by subject matter experts, provided more comprehensive analyses of a particular topic, with 81 publications. Books were the third most common category, with five publications, providing more detailed coverage of a topic. Proceedings articles, reports, theses, and dissertations had fewer publications, but they are still valuable resources, especially in more specialized fields of study. The data highlights the importance of using various sources to gain a comprehensive understanding of a topic.
6. V Khanna, et.al 2019 The potential misuse and commercialization of mindfulness and workplace spirituality in contemporary workplaces, may result in the erosion of their original significance as time-honoured wisdom practices.


8. K. Jnaneswar 2021 Fostering workplace spirituality and promoting mindfulness in organizations can enhance employees’ mental well-being, a crucial element in establishing and sustaining a healthy workplace.

9. MM Sulphey 2021 Workplace spirituality can positively influence employee mental well-being by enhancing mindfulness and self-compassion.

10. M Karjalainen 2022 The Buddhist principles of mindfulness and the emphasis on productivity in Neo-liberalism, and proposes the concept of spiritual labour as a means of integrating employees’ spirituality into organizational work.

11. Tanita Watprasong, et.al 2022 Dispositional mindfulness has a positive impact on work engagement, and the mediation of workplace and organizational spirituality in this relationship is supported.

3. Methodology

The methodology used for conducting a literature review based on secondary data involved gathering and analyzing scholarly articles related to the research question and topic of interest. For this review, 1016 articles from Google Scholar and Crossref published between 2016 and 2022 were selected. The data from the articles were analyzed systematically by identifying themes and patterns in the information presented. The review’s findings were presented and discussed, outlining gaps, trends, and insights discovered in the existing literature.

4. Finding

The studies reviewed suggest that workplace spirituality and mindfulness interventions can improve mental health and well-being, boost work engagement, and promote employee mental health. However, there is a potential for the misuse and commercialization of these practices. Workplace spirituality, mindfulness, and safety outcomes are interconnected, and organizations need to account for national culture when developing safety intervention programs. The concept of spiritual labor is proposed as a means of integrating employees’ spirituality into organizational work. Corporate mindfulness can improve well-being and help individuals cope with stress, making it a valuable resource for companies seeking to support their employees’ health and productivity. Finally, dispositional mindfulness has a positive impact on work engagement, and the mediation of workplace and organizational spirituality in this relationship is supported.

4.1 Table 1

<table>
<thead>
<tr>
<th>Year</th>
<th>2016-2022 (Cross Ref)</th>
</tr>
</thead>
<tbody>
<tr>
<td>h_index</td>
<td>28</td>
</tr>
<tr>
<td>g_index</td>
<td>46</td>
</tr>
<tr>
<td>hI_norm</td>
<td>20</td>
</tr>
<tr>
<td>hI_annual</td>
<td>2.86</td>
</tr>
<tr>
<td>hA</td>
<td>11</td>
</tr>
</tbody>
</table>

In summary, the provided data indicates that the author or research group has a high level of impact in their field, with an h-index of 28 and a g-index of...
46. Their hI_norm score of 20 and hI_annual score of 2.86 suggest that their work is highly cited and published at a consistent rate. Additionally, their hA score of 11 indicates that they have 11 highly cited papers, demonstrating a consistent level of impact across their body of work. Overall, these metrics suggest that the author or research group has made significant contributions to their field and has established a strong reputation in their area of research.

5. **Limitation and Future scope of the study**

This study suggest several future directions for research. Firstly, future studies on mindfulness interventions should include active controls as comparison groups and explore studies published in languages other than English for greater generalization. Secondly, additional studies are required to explore the integration of traditional Buddhist mindfulness into workplace programs and to ensure that workplace spirituality is implemented in a genuine and considerate way that supports employees’ spiritual well-being. Additionally, research is needed to investigate the motivations of organizations behind the incorporation of corporate mindfulness and workplace spirituality. Lastly, further research can be conducted to investigate the impact of workplace spirituality and mindfulness on other dependent variables related to work performance, which may include job satisfaction, organizational commitment, and employee well-being. Overall, these future directions can provide valuable insights into the implementation and effectiveness of workplace spirituality and mindfulness interventions in enhancing work performance and employee well-being.

6. **Conclusion**

The studies have suggested that workplace spirituality and mindfulness are essential components in promoting employee mental well-being and work performance. Mindfulness interventions have been found to be effective in reducing anxiety and enhancing work engagement, although the evidence for reducing depression is less conclusive. Workplace spirituality can improve mindfulness and self-compassion, which can positively impact employee mental well-being. However, the potential misuse and commercialization of mindfulness and workplace spirituality in contemporary workplaces present a challenge in preserving their original significance. More research is needed to investigate the integration of traditional Buddhist mindfulness into workplace programs, the motivations of organizations incorporating corporate mindfulness and workplace spirituality, and the impact of these factors on other work performance-related variables. Overall, providing mindfulness training to employees can help mediate the relationship between workplace spirituality and work performance, making it a valuable resource for organizations seeking to support their employees’ well-being and productivity.

7. **Reference**


The influence of transformational leadership on work engagement and workplace spirituality of academic employees in the private higher education institutions in Malaysia.


