Article

A System Dynamics Perspective on Workplace Spirituality and Employee Behavior

Salman Iqbal [1], Vladimír Bureš [2], Marek Zanker [2,*], Muhammad Abdullah [1] and Beth Tootell [3]

1   FOMS, Department of Management & Entrepreneurship, University of Central Punjab Lahore, Lahore 54782, Pakistan; salman.iqbal@ucp.edu.pk (S.I.); cereabralassasin@gmail.com (M.A.)
2   Faculty of Informatics and Management, University of Hradec Kralove, Rokitanskeho 62, 50003 Hradec Kralove, Czech Republic; vladimir.bures@uhk.cz
3   School of Management (Manawatu Campus), Massey University, Palmerston North 4472, New Zealand; b.l.tootell@massey.ac.nz
*   Correspondence: marek.zanker@uhk.cz

Abstract: Purpose: This paper seeks to explore the influence of workplace spirituality on employee behavior within organizational settings. Design: Systems thinking is used to explore various inter-related concepts of workplace spirituality (WPS). This study delves into the intricate interactions between WPS and its impact on employee behavior. By highlighting the significance of WPS, the research establishes a foundation for fostering innovation and creativity, facilitating meaningful connections among employees within organizations. Additionally, WPS plays a crucial role in reducing workplace incivility. Causal Loop Diagrams (CLDs) as part of a systems thinking approach are utilized to visually depict the complex interplay of variables and feedback loops within organizations, offering insights into polarities and presenting a long-term perspective on how spiritual initiatives affect the workplace. Results: The findings indicate that WPS assists employees in comprehending their roles, enhancing productivity, increasing motivation, and fostering job satisfaction. Furthermore, WPS contributes to improved employee engagement, satisfaction, and decision-making. Significance: The research underscores the explicit involvement of employees in achieving favorable outcomes and enhances our understanding of the perceptions held by employers and employees regarding their roles and engagement. The study suggests that enhancing employees' performance is achievable in workplaces where individuals comprehend their roles and align them with the job objectives. Novelty: This paper is unique in two aspects. Firstly, it strives to integrate the fragmented and diverse literature on the outcomes of WPS using a systems thinking approach. Secondly, it raises awareness, particularly in developing countries like Pakistan, regarding the importance of incorporating organizational capabilities into organizational practices.

Keywords: decision-making; systems thinking; employee commitment; employee involvement; employee performance; organization capability; workplace spirituality

1. Introduction

The corporate sphere has perpetually prioritized productivity and profitability. Researchers from developed nations consistently analyze potential factors impacting productivity and performance, aiming to propose strategies for optimizing resource utilization. It can be asserted that the most pivotal resource influencing organizational productivity is its human resources—the individuals comprising the organization. When organizational members experience satisfaction, their productivity and creativity tend to soar. Personal accomplishment and heightened morale are closely intertwined with superior performance, directly impacting the organization's productivity and profitability. Conversely, a discontented work environment is prone to low morale, elevated turnover, burnout, stress-related issues, and increased absenteeism (Srivastava and Pradhan 2021).

WPS has been a prominent topic in various business publications like *Business Week* and *Fortune* (Gunther 2001), and numerous books have delved into its implications in the workplace (Neal 1997). However, the existing research primarily concentrates on positive organizational outcomes, such as organizational commitment, intentions to quit or turnover, intrinsic job satisfaction, increased employee involvement, and organizational-based self-esteem. Some studies have explored factors within WPS, such as personal spirituality (Kolodinsky et al. 2008) and the overall climate of spirituality. A smaller subset of researchers have directed their focus to organizational-level antecedents of WPS, such as spiritual leadership (Vandenberghe 2011) and spiritual diversity (Houghton et al. 2016). The objective of the research was to explore and comprehend the impact of individual beliefs and the significance of personal work, specifically within the context of workplace spirituality (WPS), on employees' commitment, performance, and job involvement in knowledge-intensive organizations. To attain this goal, a systems thinking approach was employed, drawing from the insights provided by an existing literature review.

Despite the growth in WPS literature providing valuable insights, criticism has been directed at its perceived lack of rigor and critical thinking (Gibbons 2000). Scholars like Miller and Ewest (2013) have underscored the limited relevance of WPS research, advocating for context-specific investigations that capture the diversity of workplace and individual beliefs. Moreover, recent research has called for more cross-cultural studies to shape the future of the WPS field by incorporating workplace diversity (Mhatre and Mehta 2023). It appears that while WPS has been extensively studied with a focus on positive organizational outcomes, there is a gap in understanding that comprehensively addresses the antecedents and consequences of WPS within an integrated framework. Hence, this research seeks to employ a systems thinking approach to elucidate the interactive effects of workplace spirituality (WPS) on employee behavior. WPS involves an individual's initiative to explore life's overarching purpose, cultivate robust relationships with co-workers and colleagues in the workplace, and achieve alignment between their fundamental beliefs and the organization's values (Srivastava and Pradhan 2021). WPS may be considered an individual "philosophical construct"; nearly all of the academic definitions acknowledge that spirituality engrosses a sense of accomplishment, connectedness at work, and deeper values (Gibbons 2000). Therefore, WPS may be defined as "the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community" (Ashmos and Duchon 2000). WPS is related to one's own self, interaction with other people at the workplace, organizational climate, and, most importantly, one's own core beliefs. In a spiritual view of work, it is reflected that work is not meant to be only interesting or challenging, but should be meaningful, purposeful, achieving one's dreams with a sense of inner satisfaction, and above all, meaningful to others (Srivastava and Pradhan 2021). Chalofsky (2003) elaborates on the concept of "meaningful work" by suggesting that "meaningful work is not just about the meaning of the paid work we perform; it is about the way we live our lives. It is the alignment of purpose, values, and the relationships and activities we pursue in life. It is about living our lives and performing our work with integrity. It is about integrated wholeness".

The world is currently facing unparalleled challenges, largely driven by events like the COVID pandemic. Organizations have been profoundly affected, experiencing wide-ranging impacts on policies and workplace culture. The epidemic has created an environment characterized by heightened stress and decreased social interaction, leading to employee disengagement (Yu et al. 2021). This uncertainty is forcing individuals to reassess their roles within organizations, resulting in reduced employee motivation and commitment. In this context, it is crucial for modern managers to recognize the importance of fostering a strong bond between the workplace and employees. Leaders could seek ways to improve employees' connection with firms because strong employee connections help them in gaining more commitment and loyalty from employees (Parker et al. 2020), hence reducing employee turnover. WPS can play a key role in achieving this goal and help organizations in thriving through this post-pandemic crisis.

WPS can play a vital role in increasing employee motivation. WPS enhances a sense of belonging by connecting employees with the workplace (Hassan et al. 2021). This, in turn, leads to greater engagement, enabling employees to effectively meet the organizational objectives, and align with the organizational values. Additionally, WPS offers various benefits, such as a reduction in workplace incivility. Lata and Chaudhary (2021) define workplace incivility as organizationally deviant behavior with the intent to harm others. Workplace incivility may refer to unproductive employee behavior or counter-productive work behavior that harms organizational interests and well-being. This research aims to further investigate specific aspects of workplace spirituality (WPS) by addressing the following key research questions, given the effects of WPS on improving employee motivation, fostering a sense of belonging, and reducing workplace incivility:

RQ1: How does workplace spirituality enhance productivity by amplifying employees' motivation?

RQ2: In what ways does the presence of workplace spirituality influence employees' engagement in the workplace?

This article is divided into the following sections. The Materials and Methods section describes the current resources on WPS and systems thinking. In the results, a model and its description are presented. The paper concludes with a conclusion, where the limitations of the work and possible future research are presented.

2. Theoretical Background

2.1. Workplace Spirituality

There are several definitions for workplace spirituality. According to Milliman et al. (2003), the three components of WPS are Meaningfulness of work—the definition of the way an employee interacts at work every day and involves having a feeling of purpose and meaning at the workplace; Sense of community—meaning having a deep connection with other people at work; Personal goals in alignment with organizational goals—when there is harmony between individual and organizational values and objectives. WPS affects employee commitment and job involvement within the scope of meaningful work, a sense of community, and value orientation.

The research within the field of WPS has exhibited considerable diversity, a phenomenon that aligns with the natural outcome of the evolving and distinct manners in which individuals engage with spirituality (Krishnakumar and Neck 2002). For instance, spirituality has been conceptualized as something that originates intrinsically and beyond one's structural belief system (Graber and Johnson 2001). Others have conceptually linked the role of religion, although differentiating on the basis of religious orientation, in fostering a deeper meaning of the workplace and work in general (Krishnakumar and Neck 2002). Yet, others have even questioned the very reason behind work itself, thus creating an existentialist crisis that tends to find a deeper understanding and rationale in order to support the "work is essential" rhetoric (Burack 1999).

WPS enhances employee awareness and may lead to a high level of creativity and innovative employee behavior. A workforce with a deep awareness level can generate more valuable and convincing ideas that foster innovation. Spirituality boosts employee loyalty and obligation toward the organization (Saxena and Prasad 2023). When subordinates notice the fulfillment of commitment by managers, they become committed and loyal toward them, as a result of which they are more engaged in innovative work behaviors within the organization (Afsar and Badir 2017). Once employees are convinced by the social support provided by the managers, they tend to go the extra mile to perform tasks for them. Workplace spirituality and innovative work behavior rely on the interconnectedness between leaders and subordinates (Saxena and Prasad 2023).

The corporate world has always been concerned with productivity and profitability. Researchers in the field of WPS usually focus on forecasting the issues that could affect productivity and performance, so that ways and means can be recommended for the optimum utilization of resources (Garcia-Zamor 2003). It could be argued that if one has to

figure out the most important resource in the productivity of an organization, it would be the human resource, i.e., the employees in the organization. Productivity and profitability are only made possible by employees' perceptions.

When employees perceive that their work is meaningful to the organization and important for them as well, they become more engaged in work and search for alternative ways to resolve problems (Salem et al. 2023). Spirituality in the workplace offers direction in achieving a goal, elevates creativity levels, compels employees towards extra role efforts, and persuades others in achieving that goal (Gupta et al. 2014). Organizational leaders could promote WPS, as it improves employee performance, leads to higher productivity, increases employee participation, improves employee decision-making, enhances problem solving, increases creativity, and enables the better use of human capital (James et al. 2011; Weitz et al. 2012).

WPS has effects on employee job involvement, rewards, and job satisfaction (Salem et al. 2023). Employees who feel WPS are more linked to the organization's core values and are highly focused on achieving the organizational objectives. They consider themselves a good fit for the organization because of their aligned abilities, values, and beliefs with the firm. Employees with better WPS understand the organization's needs and perform better as they have a better command of performing tasks and have a better understanding of the working environment. While WPS may be considered an individual and philosophical construct, nearly all of the academic definitions acknowledge that spirituality engrosses a sense of accomplishment, connectedness at work, and deeper values (Gibbons 2000).

This sense of interconnection helps individuals to influence tasks strategically and meet the outcome expectations of management (Afsar and Badir 2017). As Karatepe (2012) states, those employees who receive social emotional resources from the firm reciprocate by developing trust in the organization, and this leads to better integration of values among management and employees.

According to Lee et al. (2014), employees with lower workplace spirituality will feel disconnected from work and their firm because they may not match their ethics, values, beliefs, demands, or needs, or be very creative in the workplace. Afsar and Badir (2017) state that individuals with low spirituality cannot form strong social bonds and do not connect well with other employees. They lack in communication, which effects the trust between management and employees negatively. Employees with low spirituality are less motivated to perform tasks because they cannot connect to the organization and find it hard to realize the meaning of work and face role conflicts. This situation may result in employees quitting the job.

As mentioned in an earlier section, employees with a better sense of community and deeper meaning of work are more engaged within organizations. According to Aboobaker (2022), meaningful and purposeful relationships are key aspects of community building; employees open to these two key aspects learn, grow, and attain higher success at work which reduces job-quitting intentions. Organizations that establish a workplace environment that offers a sense of purpose and values to employees have highly motivated workforces. Similarly, Milliman et al. (2003) suggest that a strong sense of community and organizational values is linked with employee satisfaction and motivation.

WPS offers employees intrinsic motivation, and as a result of that, employees become more engaged in work activities and put extra effort into solving problems and creating solutions (Fry et al. 2005). According to Kumar et al. (2022), employees with high WPS have a greater job involvement and are more linked with each other. Organization leadership can focus on providing meaningful work by aligning individual values as per the organizational objectives to have a highly motivated and engaged workforce (Aftab et al. 2022). Thus, establishing a sense of connectedness and community within the organization leads to increased engagement, motivation to continue, and job satisfaction, and rewards employees intrinsically, which reduces employee turnover.

Job satisfaction effects the employee behavior within the organization. WPS has a positive effect on employee satisfaction levels as it increases employees' commitment levels,

resulting in high standards of productivity (Chen and Yang 2012). According to empirical studies conducted by Altaf and Awan (2011) and Chawla and Guda (2010), employees had a higher job satisfaction in firms where spirituality was respected. Modern organization and its leadership should focus on creating spiritual cultures within an organization because it leads to increased employee satisfaction by satisfying their spiritual needs and reduces employee negative behavior. Organizations with spiritual and caring workplace environments gain the advantage of having a highly committed and productive workforce, which effects employees' job-quitting intentions.

WPS has a significant influence on employee commitment levels as it helps employees to establish an emotional bond with an organization (Jena 2022). Organizations that tend to focus on providing a spiritual culture promote person–organization fit, effecting mutual trust and employee confidence levels, which leads to improved organization citizenship behavior and employee productivity and reduces employee turnover (Aftab et al. 2022). This allows employees to adapt in accordance with the organization's vision. This helps employees to understand their role within the organization and increases their engagement level, which in return improves employee commitment toward their assigned tasks (Fry et al. 2005; Pradhan et al. 2012), thus leading them away from job-quitting intentions.

Organizations can strive toward establishing spiritual workplace cultures by providing meaningful work that promotes self-worth and recognition and establishing trust among the workforce because it emotionally bonds employees to organizations and leadership. The empirical study conducted by Jena and Pradhan (2018) showed that a spiritual culture mentally charges employees and they show better commitment toward their jobs. According to Eisenberger (Goodier and Eisenberg 2006), spirituality in the workplace promotes a culture of happiness that results in improved commitment and loyalty. This increased loyalty and commitment, serving as a sign of positive perceptions of the organization, and may eventually lead to lower absenteeism and turnover.

From the discussion in the above-mentioned section, it is very much understandable that WPS provides meaning to work, boosts commitment, and establishes a sense of belonging to an organization that enhances workers' performance (Hassan et al. 2021). Purposeful, interesting, and challenging assignments enhance employee capabilities and reduce absence and employee attrition rates (Markow and Klenke 2005). Previous studies have found that a sense of community and a feeling of being a valuable part of that community affect employee commitment toward management and organizations and are negatively linked to turnover (Jena and Pradhan 2018). HR should focus on establishing a spiritual culture as it helps to build a strong community, helps individuals to relate to that community, and see themselves as a central part of it. According to Hassan et al. (2021), a strong sense of community and meaningful goal setting lead to a higher retention rate. Executing a meaningful task provides a feeling of accomplishment and employees feel that they have contributed toward achieving the organizational goals, which increases employee job satisfaction levels. These increased job satisfaction levels affect employees' job-quitting intentions negatively.

Educational institutions need to foster a teaching staff that is dynamic and adaptable, embraces a positive life outlook, is open to spiritual guidance for personal and professional growth, demonstrates the requisite aptitude for effective teaching and decision-making, welcomes innovative ideas, engages positively with students to understand their needs, is flexible in adopting new scientific technologies, enhances teaching skills, is self-motivated to tackle challenges and assume responsibilities, is resilient in overcoming obstacles, and is well adjusted to an academic work environment. Genuine motivation among teachers is essential for academic institutions to achieve greater agility (Malik 2023; Aboramadan and Dahleez 2021).

2.2. System Thinking

The concept of workplace spirituality is a dynamic and evolving notion (Karakas 2010) that has the potential to greatly improve the well-being of employees and the overall

performance of organizations (Pawar 2016). The topic of spirituality within the modern workplace has garnered growing scholarly attention due to the ongoing evolution of this environment. In order to examine and conceptualize the intricate interaction of various factors and their dynamic impact on workplace spirituality, it is crucial to employ a suitable methodology. The methodological approach of systems thinking offers a comprehensive framework for understanding and simulating complex dynamics systems (Bala et al. 2017; Bureš 2006) and complex socio-economic systems (Bureš and Rácz 2017), such as workplace spirituality, which are driven by feedback mechanisms. Researchers have identified a system as a composition of parts and the whole, in recognition of the interrelationships composed of the actions and reactions of the system parts.

Systems thinking is part of systems dynamics; initially, systems dynamics methodology was used for imagining different concepts, both soft and hard, particularly in the field of engineering. This methodology shows how different variables and concepts are interconnected with each other (Forrester 1961). As compared to the engineering field, systems dynamics is in its infancy in the management discipline, particularly the human resource management field. This methodology is used to frame, draw, and connect soft concepts to explain complex problems and issues (Block and Pickl 2014). This methodology was initially proposed by Forrester (1961) in order to help managers to obtain an improved understanding of processes and for testing.

Systems dynamics modeling has been widely recognized and applied in various fields for many years (Barnabè 2011). It has gained popularity among researchers in disciplines such as social sciences (Satsangi et al. 2003), community development, human resource management (Quatro et al. 2007), and organizational studies (Bashiri and Tabrizi 2010). Bell and Morse (2005) stated that old traditional methods are ineffective and fail to report complex issues. Moreover, the utilization of SD extends to various scientific disciplines (Zanker et al. 2021), in healthcare (Davahli et al. 2020; Graham et al. 2023), in policy making (Brent et al. 2017), the sustainable and renewable energy supply chain (Saavedra M. et al. 2018), or in knowledge management (Zanker and Bureš 2022). A systems approach helps us understand complex social systems (Sterman 2010).

3. Results

The CLD displayed in Figure 1 highlights the value of organizational awareness, which acts as a cornerstone component. There is an upward connection between employees' level of awareness regarding an organization's objectives and values and their ability to engage in creative thinking. The enhancement of employee creativity plays a pivotal role in bolstering an organization's capacity to foster innovation, a critical factor for existence in the contemporary competitive business landscape. Innovation subsequently enables managerial acknowledgment as leadership recognizes and endorses innovative concepts and resolutions. The granting of this endorsement can have a significant impact on decision-making processes, as it increases the likelihood of incorporating creative ideas into the organization's strategies. Effective decision-making has a significant impact on the actions and behaviors of the workforce, subsequently influencing employee performance. Enhanced employee performance contributes to increased productivity, thereby enhancing the overall effectiveness of the organization. Increased employee engagement and a heightened inclination to partake in decision-making processes can likewise lead to an augmentation in employee participation. The significance of employee involvement in shaping the trajectory of an organization is evidenced by the interdependent connection between involvement and decision-making. Furthermore, heightened levels of productivity can lead to the implementation of motivation practices, which acknowledge and foster employee involvement. Employees who perceive themselves as being valued and appreciated by their organization tend to exhibit higher levels of loyalty toward the company, thereby enhancing their commitment to it. The level of employee engagement is directly influenced by loyalty, as evidenced by the analysis conducted in our CLD which results in the creation of a beneficial feedback loop. The initial component of awareness within the

loop is enhanced and fulfilled by employees who are actively involved, thereby increasing their comprehension of their role within the organization and perceiving significance in their work.
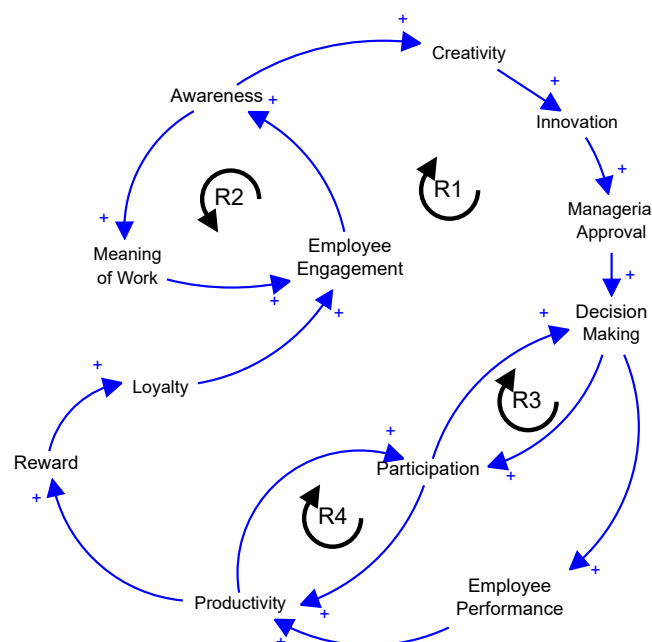
Figure 1. WPS and employee performance.

R1 demonstrates the existence of a feedback loop wherein various variables, such as awareness, creativity, innovation, decision-making, participation, rewards, loyalty, and employee engagement, are interconnected and mutually supportive. This statement emphasizes the significance of cultivating a comprehensive organizational culture that places importance on mindfulness, originality, and active involvement, ultimately leading to long-term innovation and productivity.

The R2 coefficient captures the relationship between awareness, the meaning of work, and employee engagement. Enhanced cognizance regarding the values and mission of an organization can engender a more profound comprehension of the importance of one's work within the given framework. The perception of meaning and purpose in one's work by employees contributes to the development of a sense of fulfillment and connection. Enhanced employee engagement is often observed when individuals experience a heightened sense of purpose in their work. When individuals perceive their work as having significance, they are more inclined to exhibit emotional commitment, enthusiasm, and dedication toward their tasks and the organization. Employees who are engaged demonstrate higher levels of attentiveness and involvement in both their work tasks and the overall functioning of the organization. Increased engagement among individuals can result in a heightened level of awareness regarding the objectives, principles, and undertakings of the organization.

R3 illustrates a reinforcing feedback mechanism in which heightened employee participation contributes to the improvement of the decision-making quality within the organization. As the level of participation increases, it has a positive impact on decision-making, leading to increased motivation among employees to actively participate in future decision-making endeavors. The aforementioned dynamic loop facilitates a continuous cycle of enhanced decision-making and increased employee participation, thereby cultivating a workforce that is more actively engaged and empowered.

R4 exemplifies a reinforcing feedback mechanism in which heightened productivity serves as a motivator for increased employee participation. Consequently, this heightened involvement further amplifies productivity. As the level of productivity increases, employ-

ees are motivated to enhance their level of engagement and participation in endeavors that facilitate the attainment of productivity improvements. Increased employee engagement leads to the recognition and adoption of more effective methodologies, consequently enhancing the overall operational efficiency.

The CLD shown in Figure 2 notably capture the dynamic nature of the workplace, where employee behaviors and organizational outcomes are interconnected. In particular, spirituality emerges as a prominent determinant, exhibiting an inverse relationship with antisocial behavior, thereby implying that individuals possessing a heightened sense of spirituality may exhibit lower tendencies toward disruptive conduct. Moreover, the diagram elucidates the impact of organizational citizenship behavior (OCB) on spirituality and recognition. It suggests that when individuals partake in behaviors that are advantageous to the organization and their peers, this has the potential to augment their perception of spirituality and heighten the likelihood of receiving acknowledgment for their contributions. The act of acknowledging and appreciating employees' efforts has a cascading effect, leading to positive outcomes such as increased retention, enhanced self-worth, strengthened commitment and loyalty, and even the achievement of goals. This underscores the importance of recognizing and valuing the contributions made by employees. In addition, the diagram highlights the potential impact of "bait" or incentives in addressing turnover intention, indicating that strategic interventions can be utilized to decrease the probability of employees leaving the organization and potentially engaging in antisocial behaviors.
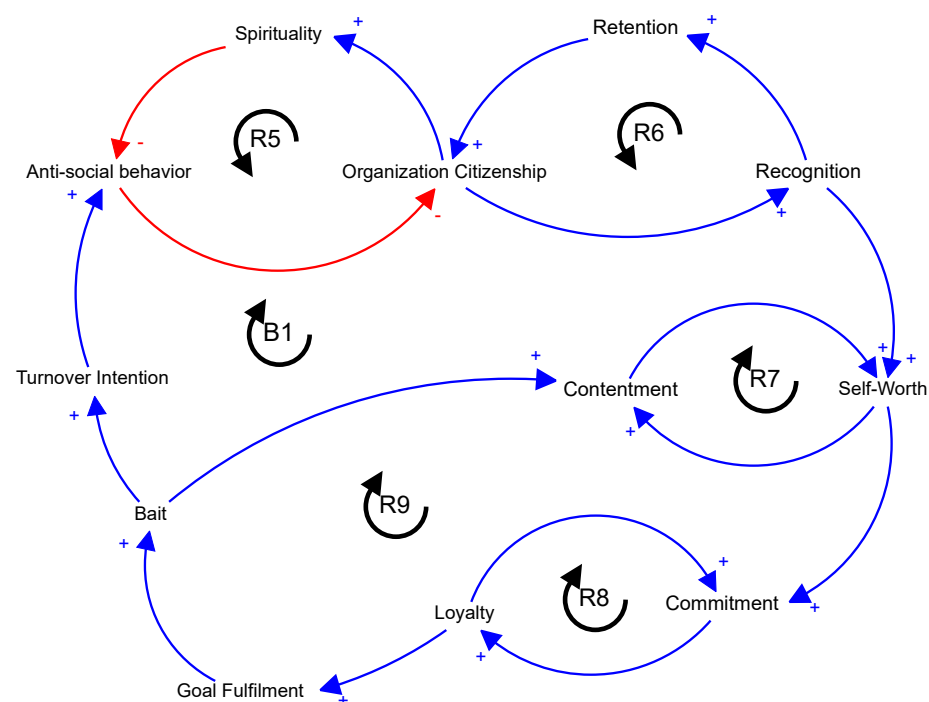
Figure 2. WPS and employee commitment.

Utilizing incentives as a form of "bait" proves to be an effective strategy in diminishing turnover within an organization, achieved through several mechanisms. Initially, financial stability is established, thereby aiding in talent retention in the workplace. Simultaneously, employee engagement is enhanced and recognition fostered through appreciation, cultivating a sense of loyalty and commitment. The cumulative effect of these measures ultimately contributes to a reduction in turnover rates.

This CLD offers a comprehensive perspective on the complex dynamics at work, highlighting the value of spirituality, appreciation, and proactive management techniques in influencing organizational culture and worker behavior.

R5 states that people with a greater sense of spirituality may behave less antisocially at work, promoting a more positive work environment. Conversely, disruptive behavior is depicted as exerting a detrimental influence on organizational citizenship behavior, implying a reduced likelihood of employees engaging in constructive contributions beyond their prescribed job responsibilities. It is noteworthy to observe that the loop culminates in a strengthening association, indicating that the practice of organizational citizenship behavior may enhance an individual's spirituality, potentially implying that employees perceive their conduct as meaningful and aligned with elevated principles.

R6 places significant emphasis on the value of workers engaging in voluntary and positive actions that surpass the prescribed obligations of their respective roles. The exhibition of these behaviors by staff members has been found to enhance employee retention rates due to the increased likelihood of their contributions being acknowledged. A sense of appreciation and value is created as a result of employee retention, which strengthens and encourages ongoing engagement with Organizational Citizenship Behavior (OCB). The positive feedback loop underscores the significant importance of recognition in fostering a favorable cycle wherein enhanced civic behavior leads to increased recognition, improved employee retention, and an ongoing cycle of positive contributions to the organizational culture and well-being.

B1 begins with antisocial behavior, which has a negative impact on employees' willingness to exhibit OCB, which is a desirable behavior. When a display of OCB occurs, it results in acknowledgment and an increased perception of personal value, ultimately promoting stronger dedication to the organization and employee allegiance. The concept of loyalty, in its reciprocal nature, plays a role in achieving set goals, and can be additionally motivated by the use of incentives or rewards. Nevertheless, the loop also exposes a potential drawback: as turnover intention escalates as a result of diverse factors, such as the existence of antisocial conduct and inadequate responses to it, it can engender a reoccurrence of these antisocial behaviors. This loop highlights the significance of effectively managing antisocial behavior, as it can have an impact on organizational citizenship, recognition, self-esteem, commitment, loyalty, and even turnover intention, ultimately shaping the overall organizational culture and employee engagement.

The research conducted in R7 indicates that possessing a robust sense of self-worth has a beneficial impact on one's overall sense of contentment and satisfaction. This is because individuals who possess a clear understanding of their own worth tend to experience higher levels of life contentment. On the other hand, a state of contentment, once achieved, serves to strengthen an individual's sense of personal value by cultivating a positive self-perception and self-confidence. This feedback loop highlights the significance of cultivating a positive sense of self-value, as it not only amplifies satisfaction but also sustains a pattern of confident and contented overall welfare in both the personal and professional domains.

R8 examines the correlation between employee commitment and loyalty within the context of an organization. Within the context of this loop, the term "commitment" denotes the level of devotion and involvement exhibited by employees toward their work and organization. This commitment is frequently influenced by various factors, including job satisfaction, fulfillment, and congruence with the goals and values of the organization. The term "loyalty" pertains to the degree of commitment and steadfastness exhibited by employees toward an organization throughout their tenure. This feedback loop indicates that as employees develop a stronger sense of dedication toward the organization, their level of loyalty toward it also intensifies. Conversely, as their loyalty strengthens, it further reinforces their commitment.

R9 commences with the incentives or "bait" provided by the organization as a means to stimulate employees, resulting in a feeling of satisfaction upon receiving these incentives. An individual's commitment to an organization is subsequently strengthened by their increased sense of self-worth. This increased level of dedication promotes employee loyalty, which ultimately contributes to the achievement of goals, as committed employees actively strive toward individual and organizational objectives. The achievement of objectives in

the right way can subsequently serve as an additional incentive to foster the continuation of favorable behaviors. This establishes a self-reinforcing pattern wherein incentives, satisfaction, self-esteem, dedication, loyalty, goal attainment, and motivation through rewards synergistically contribute to sustaining involvement and enhancing performance within an organizational context.

The CLD in Figure 3 illustrate a dynamic network of factors in an organizational context, emphasizing the interplay between connectedness, resolution, job involvement, task completion, incentives, satisfaction, motivation, values, beliefs, work ethics, employee relations, and social bonds. The diagram illustrates multiple reinforcing feedback loops that highlight the interdependence of these elements, showcasing how positive relationships between them can enhance their influence. For example, the presence of connectedness promotes the achievement of efficient issue resolution, and the attainment of successful resolutions further strengthens a state of connectedness. In similar ways, the level of job involvement plays a significant role in the successful accomplishment of tasks. This successful task completion, in turn, can result in various incentives and heightened job satisfaction, which serves as a motivating factor for employees to persist in their work and further strengthen their sense of connectedness to their job. Furthermore, the diagram effectively illustrates the intricate connections between values, beliefs, work ethics, employee relations, and social bonds, underscoring the crucial significance of shared values and ethical behavior in cultivating strong employee relations and cultivating a unified workplace culture.
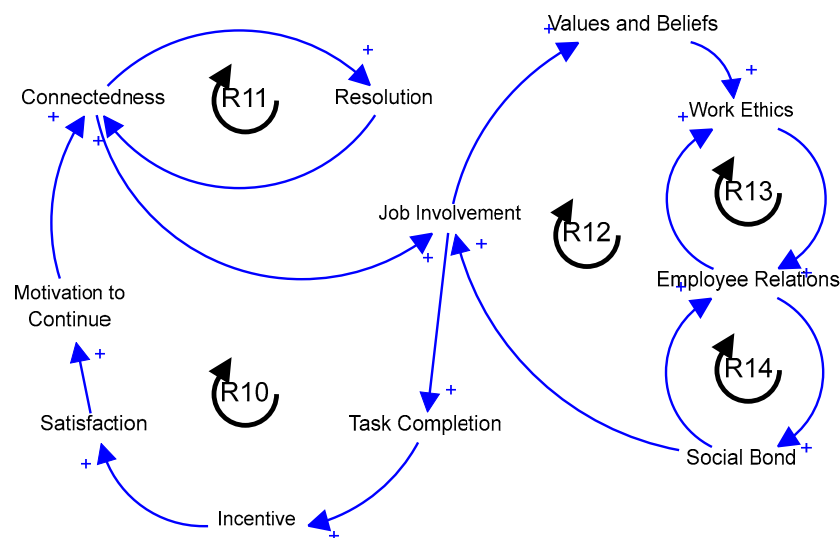
Figure 3. WPS and job involvement.

R10 starts with the premise that a strong sense of connectedness among employees positively influences their job involvement, leading to higher rates of task completion. The successful completion of tasks frequently leads to the provision of incentives or acknowledgment, thereby augmenting employee satisfaction and fostering their continued engagement and enthusiasm in their work. The consistent drive to achieve goals and maintain motivation strengthens individuals' perception of being interconnected with their peers and the overall institution, thereby cultivating a reciprocal and mutually beneficial association. This loop underscores the significance of fostering a culture of connectedness and engagement in the workplace, as it not only enhances task completion and job satisfaction but also sustains employee motivation and their sense of belonging within an organization, contributing to overall organizational success.

The core idea of R11 posits that the establishment of a robust interconnectedness among employees is conducive to the facilitation of effective conflict resolution and issue management. When individuals experience a sense of connection with their colleagues

and the organization, they are more likely to engage in collaborative efforts and approach problem-solving in a constructive manner. The successful resolution of issues contributes to the reinforcement of a sense of connectedness among individuals by cultivating trust and promoting a cooperative atmosphere. The aforementioned reciprocal reinforcement highlights the importance of cultivating employee relationships and fostering a culture of interconnectedness. This not only improves the resolution of issues but also fosters a harmonious work environment where conflicts are approached in a constructive manner.

R12 begins by positing that an individual's level of job involvement is significantly influenced by their personal values and beliefs. This is because when there is congruence between these fundamental principles and their work, it promotes higher levels of engagement. This alignment subsequently contributes to the development of a robust work ethic that is distinguished by ethical behavior. This work ethic permeates the overall culture of the workplace, thereby fostering employee relations that are built upon trust and accountability. Positive employee relations play a crucial role in fostering the establishment of social connections among co-workers, leading to the development of camaraderie and a shared sense of unity. When these bonds are strengthened, they enhance job involvement, leading to a self-reinforcing cycle that emphasizes the significance of values, ethics, relationships, and social connections in fostering both individual engagement and a unified organizational culture.

R13 is grounded in the notion that a firm commitment to work ethics, which includes upholding the principles of integrity, responsibility, and ethical conduct, has a favorable impact on employee relations. When employees consistently uphold elevated ethical principles, this cultivates favorable interpersonal connections with peers and higher-ranking individuals, thereby establishing a harmonious ambiance within the workplace. At the same time, the establishment of positive employee relations plays a significant role in reinforcing work ethics, as employees are influenced by the ethical norms that are established through these relationships. This phenomenon exemplifies the interdependent correlation between work ethics and employee relations, emphasizing that promoting ethical behavior and cultivating positive interpersonal relationships within a company reciprocally enhance each other, thus contributing to a corporate environment characterized by integrity, trustworthiness, and esteem.

The concept of R14 posits that fostering positive employee relations, characterized by proficient communication, cooperation, and courteous interactions, promotes the establishment of social connections among co-workers. These social connections, in turn, enhance the quality of employee relationships by cultivating a sense of camaraderie and trust. The significance of fostering positive employee relationships and social connections within the workplace is highlighted by this reciprocal association. Using this approach, organizations have the ability to cultivate a setting marked by harmonious exchanges, collaborative efforts, and reciprocal assistance, thereby enhancing both the interpersonal dynamics within the organization and its overall unity.

The interconnectedness of these three previous CLDs (captured on Figure 4) demonstrates a holistic view of organizational dynamics, workplace culture, and employee engagement. The fundamental element of this integrated model centers around the connection between spirituality and the significance of work, emphasizing the impact of an individual's spiritual values and sense of purpose on their interpretation of meaningful work. The connection subsequently expands throughout the interrelated loops, thereby demonstrating its noteworthy influence on multiple aspects of the organization. The relationship between spirituality and the significance attributed to work has an impact on an individual's sense of connection within an organizational context. When employees discover a sense of purpose and alignment with their spiritual values within their work, it fosters an increased sense of interconnectedness, thereby establishing a basis for favorable interactions and relationships. The relationship between individuals' motivation to persist in their work and their intention to leave their current employment underscores the significant influence of motivation on employee retention. Enhanced levels of motivation, which are frequently cultivated by

engaging in meaningful tasks and experiencing a sense of spiritual congruence, have been found to diminish any intentions to leave an organization, thereby promoting its stability and continuity. Furthermore, the link between turnover intention and organizational citizenship suggests that when employees have a reduced inclination to leave an organization, they are more prone to participating in pro-organizational behaviors, including engaging in citizenship activities that yield benefits for both the organization and their colleagues. The relationship between organizational citizenship and social bonding underscores the beneficial impact of citizenship behaviors on employee relationships. Employees who are actively involved and make positive contributions to the organization have a tendency to cultivate stronger interpersonal relationships with their colleagues, thereby promoting increased collaboration and unity within the workplace. In general, this model demonstrates the potential of spirituality and the significance of work in fostering a positive organizational culture that is marked by interconnectedness, motivation, decreased intentions to leave, behaviors that support the organization, and enhanced social relationships. It highlights the intricate web of relationships within an organization and underscores the importance of aligning individual values and beliefs with the broader goals and values of the organization to create a harmonious and engaged workforce.
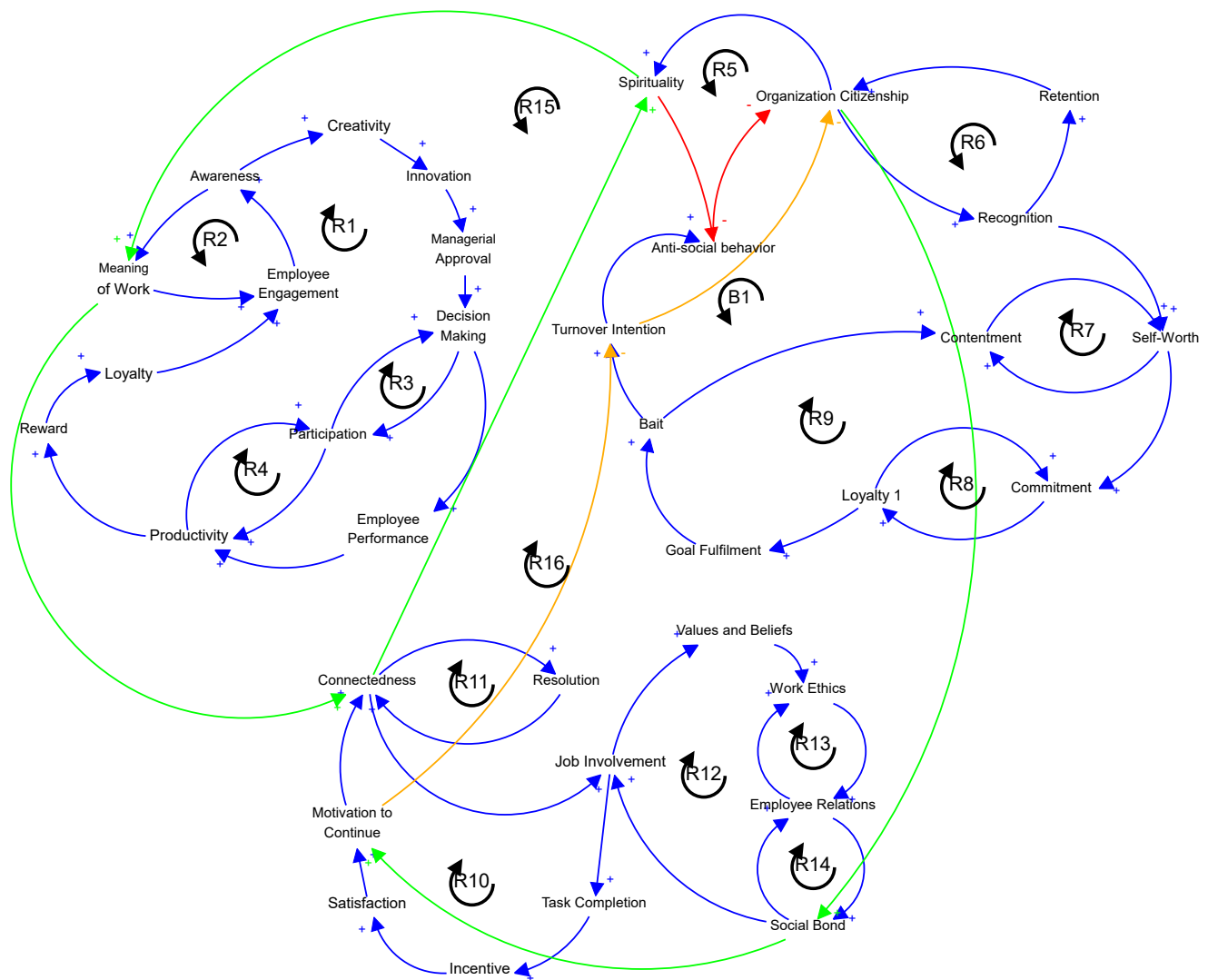
Figure 4. Integrated CLD (The green links connect the diagrams from Figures 1–3 by using positive feedback. The orange links connect the diagrams from Figures 1–3 by using negative feedback). Red-colored lines show negative polarity.

4. Methodology

Systems thinking methodology relies on a thorough examination of the literature. incorporating feedback loops and polarity. Consequently, its hypotheses remain untested due to a lack of available data for confirmation. Following the suggestion of researchers (Williams and Hummelbrunner 2010), Causal Loop Diagrams (CLDs) serve as a systems dynamics tool, generating qualitative visual representations of mental models that emphasize causality and feedback loops. These loops may take the form of either reinforcing or balancing mechanisms, and CLDs offer insights into their roles within a given system. The development of CLDs often involves a participatory approach. To enhance their utility, these diagrams can be refined by categorizing variable types and quantifying the relationships between them, resulting in the creation of a stock and flow diagram. This approach is particularly relevant for knowledge-intensive firms (KIFs) in industry.

In this research, we applied a systems thinking approach, characterized by the utilization of feedback loops and the interconnectedness of concepts within the system, to gain insight into the system and its processes. The reinforcing loops, denoted as R loops, signify continuous growth that is unstoppable, while the balancing loops maintain stability due to certain concepts. Following the protocols of systems thinking and CLDs, polarity is assessed in terms of how an increase at the tail influences the head/arrow. A positive sign is assigned for an increase, and a negative sign for a decrease.

Initially, we elucidate individual concepts using distinct diagrams. Subsequently, Figure 4 presents an integrated model, interconnecting the preceding diagrams to provide a comprehensive view of the overall system. Given that systems thinking is rooted in a literature review, we scrutinized the relevant literature to identify key concepts pertinent to KIFs. First of all, we conducted a thorough analysis of the extant literature pertaining to WPS. The aforementioned step holds significant importance in the establishment of a robust knowledge base and comprehension pertaining to the present condition of workplace spirituality practices, trends, and challenges. Our objective is to analyze scholarly articles, research papers, and other pertinent publications in order to ascertain fundamental concepts, methodologies, and optimal approaches within the management field. The purpose of this research is to provide a foundation for guiding our future actions in the methodology and ensuring that our approach is rooted in a comprehensive understanding of workplace spirituality.

During the subsequent stage, we embark on an in-depth examination and application of CLDs to WPS and related topics. CLDs are highly effective visual instruments employed in the field of systems thinking for the purpose of illustrating the feedback loops and interconnectedness inherent in intricate systems. Within this particular framework, the CLD will be formulated with the purpose of comprehensively depicting the dynamic interconnections and effects that workplace spirituality has. This approach aims to offer a comprehensive perspective on the overall influence and potential reciprocal processes involved.

The third and final stage of our methodology entails the concrete development of a CLD, with a primary focus on workplace spirituality (WPS) and related topics. Utilizing insights derived from a comprehensive examination of the existing literature and informed by our comprehension of the complexities inherent in WPS, the objective of this phase is to visually depict the interrelated elements and reciprocal mechanisms that contribute to the establishment and perpetuation of a workplace imbued with spiritual principles.

5. Discussion

This study contributes to the existing literature by enriching understanding of the impact of workplace spirituality on employee behavior within an organizational context. It enhances knowledge of the relationship between WPS, employee performance, and innovative behavior.

The integration of four distinct CLDs and synthesis with the existing literature on WPS in knowledge-intensive firms provides a comprehensive framework for understanding

the intricate dynamics within organizations concerning knowledge workers' engagement, behavior, and organizational culture. The field of WPS has garnered considerable interest in recent years (Schutte 2016), owing to its capacity to reshape work settings by fostering greater satisfaction and cohesion among employees. Through the analysis of these interconnected CLDs, we can gain insights into the influence of WPS on different organizational aspects. The initial CLD highlights the importance of consciousness and its subsequent impact on various aspects such as creativity, innovation, managerial support, decision-making, employee performance, productivity, participation, reward systems, loyalty, and employee engagement. This loop exemplifies the profound impact of increased consciousness, implying that individuals who possess a heightened awareness of their roles, values, and objectives within an organization are capable of instigating favorable transformations. Rastogi et al. (2023) discovered that the primary objective within the domain of human resources is the well-being and satisfaction of employees, a goal attainable through their active engagement, resulting in increased revenue, a larger customer base, and reduced turnover. In knowledge-intensive firms, the dynamic relationship between employee awareness and engagement suggests that cultivating a culture characterized by mindfulness and a sense of purpose can result in heightened levels of innovation, productivity, and loyalty (Cunha 2002). The authors of this study present one of the first examinations that is both theoretically guided and empirically supported regarding the methods employed by public service organizations to foster employee engagement in knowledge-intensive firms. Diverging from previous studies that treat innovation barriers and drivers as fixed elements, our emphasis is on recognizing that different barriers should not be analyzed in isolation from the organizational practices implemented to uphold them. This perspective positions innovation barriers and drivers not as separate entities but as enduring practices shaping organizational processes. We anticipate that our discoveries will inspire additional investigations using a practical approach to comprehend the processes of innovation within the public sector (Knox and Marin-Cadavid 2022). The second conceptual framework explores the interplay between the spirituality, behavior, organizational citizenship, recognition, retention, self-worth, commitment, loyalty, goal attainment, job satisfaction, and turnover intention of knowledge workers. This iterative process underscores the complex interplay between spirituality and ethical conduct in a professional setting (Agbim et al. 2013). In this study, organizational citizenship is a key outcome of WPS. The literature suggests that, when employees derive spiritual significance from their work, there is an increased likelihood of them demonstrating ethical conduct, thereby fostering a culture of organizational citizenship (Kazemipour et al. 2012). In fact, unethical employee conduct in the domain of business has attracted significant enquiry from the business community, academic circles, and governmental bodies. Attempts to curb this issue have primarily involved the implementation of codes and disciplinary measures. Though spiritual values have a positive impact on an individual's perception, choices, and actions, the potential of spirituality as a means to control unethical behavior in the business sphere remains inadequately investigated (Agbim et al. 2013; Anderson and Burchell 2021). The reciprocal relationship between commitment and loyalty underscores the notion that employees who are dedicated and share a spiritual alignment are more likely to exhibit loyalty. This loyalty, in turn, contributes to the achievement of set goals and overall satisfaction. Employee commitment, especially knowledge workers' loyalty, is influenced by demographic factors and organizational HR practices. The impact of employee commitment and loyalty on workplace performance is significant, as higher loyalty is linked to an improved overall performance in the workplace. The influence of workplace HR practices on loyalty implies that employers have the potential to shape the commitment and loyalty of their workforce, ultimately influencing workplace performance (Brown et al. 2011). As shown in CLD, the third key component of the CLD examines various aspects related to connectedness. The focus is on resolution, job involvement, task completion, incentives, satisfaction, motivation to continue, values and beliefs, work ethics, employee relations, and social bonds. It suggests that among knowledge workers, fostering a perception of interconnectedness among

employees can augment job engagement, increase motivational levels (Kianto et al. 2019). Establishing a conducive organizational atmosphere and ensuring ample work resources for gig economy workers is crucial. Drawing from resource conservation theory, the work burnout model posits that elements like work-related stress, subpar working conditions, and strained interpersonal relationships can result in "emotional exhaustion" among individuals (Yang 2023). Additionally, this underscores the significance of shared values and ethical behavior in influencing employee relationships and fostering social connections, thereby underscoring the significance of cultivating a cohesive organizational culture.

In sum, the incorporation of these CLDs provides a comprehensive perspective on the impact of spirituality, consciousness, and interconnectedness on different dimensions of employee conduct, involvement, and the overall organizational culture. Based on the existing body of literature on WPS, it is evident that cultivating a workplace atmosphere that places significance on spirituality and promotes self-awareness has the potential to result in heightened levels of employee engagement and commitment. Moreover, the loops exemplify the complex network of interconnections within organizations and emphasize the importance of harmonizing personal values with the overarching organizational mission. This methodology has the potential to assist organizations in not only augmenting employee well-being but also enhancing their overall performance and sustainability. Moreover, it appropriately complements hard technological solutions supporting performance from a technocratic perspective (Čech and Bureš 2007). Nevertheless, it is imperative to acknowledge that the incorporation of these principles may necessitate a conscious and continuous endeavor on the part of organizations to assimilate spirituality and mindfulness into their culture and operational procedures. Further investigation and practical implementations can explore more extensively the tactics for successfully integrating WPS principles into organizational environments in order to optimize their advantages. To answer the research questions:

RQ1: How does workplace spirituality enhance productivity by amplifying employees' motivation?

This study reveals the complex interactions between WPS and employee motivation. The examination of the CLDs emphasizes the significant influence of increased awareness, which, when nurtured in individuals, leads to a series of favorable outcomes in terms of originality, advancement, managerial assistance, decision-making, employee effectiveness, efficiency, involvement, incentive systems, allegiance, and overall employee involvement. Organizations can leverage heightened levels of innovation, productivity, and loyalty among knowledge workers by cultivating a culture marked by mindfulness and a clear sense of purpose.

RQ2: In what ways does the presence of workplace spirituality influence employees' engagement in the workplace?

This research delves into the interplay between spirituality, behavior, organizational citizenship, recognition, retention, self-worth, commitment, loyalty, goal attainment, job satisfaction, and turnover intention among knowledge workers. The second CLD highlights the intricate correlation between spirituality and ethical behavior in a professional environment within an iterative process. It indicates that a workplace environment that values spirituality has the ability to promote a culture of organizational citizenship, where employees are more inclined to demonstrate ethical behavior and make positive contributions to the organizational setting.

5.1. Managerial Implications

Managers seeking to maintain a motivated and engaged workforce can draw upon the findings of this paper and work toward creating an organizational environment where employees can experience high levels of workplace spirituality. By providing a sense of meaning in work, fostering a strong sense of community, and exercising effective leadership to foster social connections with their organizations, managers can enhance WPS. Employees with a strong connection to workplace spirituality exhibit fewer counterproductive behaviors and are less likely to leave organizations. Furthermore, this paper aids organiza-

tional leaders in understanding how they can utilize WPS to improve employee loyalty. When employees are satisfied with the organizational environment, they are more likely to approach their daily tasks with a solution-oriented mindset. Another important finding of this research is that building workplace spirituality among employees is a gradual process that takes time. Based on this research, modern managers can promote psychological safety and respect in the workplace, which in turn fosters job satisfaction by recognizing employee efforts. This can contribute to higher levels of WPS, ultimately enhancing employee motivation to remain with an organization.

5.2. Limitations

This work has some limitations. The findings and theoretical frameworks outlined in this paper may possess contextual specificity and may not possess universal applicability across all industries or organizational contexts. The influence of workplace spirituality on organizational dynamics can exhibit variability contingent upon factors such as the industry, organizational size, culture, and geographical location. Therefore, the generalizability of the proposed models and their effectiveness in different contexts should be considered with caution. The interrelated CLDs provide a holistic perspective on the dynamics of organizations, although their practical implementation can be intricate. The effective integration of spirituality and awareness into the culture and day-to-day operations of organizations can pose a significant challenge. The implementation of practical measures may necessitate a substantial investment of time and resources, and organizations may face opposition from employees or stakeholders who do not share the same values and beliefs as those being proposed.

5.3. Future Research

There are several possibilities for future research, firstly, to design and create case studies across different cultures. This study employs SD as a framework to analyze the impact of cultural values, beliefs, and practices on the implementation and efficacy of spirituality within organizational settings. Gaining a comprehensive comprehension of cultural subtleties can offer valuable perspectives in customizing workplace spirituality initiatives to accommodate diverse global contexts. Secondly, designing and implementing workplace spirituality interventions within specific organization to test the causal relationships proposed in the CLDs is crucial. Experimental designs can help establish causality and determine the effectiveness of specific interventions in promoting spirituality and its associated outcomes. Thirdly, a stock and flow model could be developed based on a specific organization, followed by a comparison of the predictions derived from the model with the actual outcomes observed within the organization.

References

Aboobaker, Nimitha. 2022. Workplace Spirituality and Employee Wellbeing in the Hospitality Sector: Examining the Influence of Fear of COVID-19. *Psychological Studies* 67: 362–71. [CrossRef] [PubMed]

Aboramadan, Mohammed, and Khalid Abed Dahleez. 2021. Workplace Spirituality and Job Performance in Higher Education. *Journal of Management, Spirituality & Religion* 18: 128–50. [CrossRef]

Afsar, Bilal, and Yuosre Badir. 2017. Workplace Spirituality, Perceived Organizational Support and Innovative Work Behavior: The Mediating Effects of Person-Organization Fit. *Journal of Workplace Learning* 29: 95–109. [CrossRef]

Aftab, Junaid, Huma Sarwar, Alina Kiran, Muhammad Imran Qureshi, Muhammad Ishtiaq Ishaq, Sadaf Ambreen, and Arqam Javed Kayani. 2022. Ethical Leadership, Workplace Spirituality, and Job Satisfaction: Moderating Role of Self-Efficacy. *International Journal of Emerging Markets* 18: 5880–99. [CrossRef]

Agbim, Kenneth Chukwujioke, Fidelis Aondo'aseer Ayatse, and Godday Orziemgbe Oriarewo. 2013. Spirituality, ethical behaviour and ethical business: The impact of relatedness. *Journal of Business Management & Social Sciences Research* 2: 76–86.

Altaf, Amal, and Mohammad Atif Awan. 2011. Moderating Affect of Workplace Spirituality on the Relationship of Job Overload and Job Satisfaction. *Journal of Business Ethics* 104: 93–99. [CrossRef]

Anderson, Stephen E., and Jodine M. Burchell. 2021. The Effects of Spirituality and Moral Intensity on Ethical Business Decisions: A Cross-Sectional Study. *Journal of Business Ethics* 168: 137–49. [CrossRef]

Ashmos, Donde P., and Dennis Duchon. 2000. Spirituality at Work: A Conceptualization and Measure. *Journal of Management Inquiry* 9: 134–45. [CrossRef]

Bala, Bilash Kanti, Fatimah Mohamed Arshad, and Kusairi Mohd Noh. 2017. *System Dynamics*. Springer Texts in Business and Economics. Singapore: Springer. ISBN 978-81-10-2043-8.

Barnabè, Federico. 2011. A "System Dynamics-based Balanced Scorecard" to Support Strategic Decision Making: Insights from a Case Study. *International Journal of Productivity and Performance Management* 60: 446–73. [CrossRef]

Bashiri, Mahdi, and Mohammad Mohajer Tabrizi. 2010. Supply Chain Design: A Holistic Approach. *Expert Systems with Applications* 37: 688–93. [CrossRef]

Bell, Simon, and Stephen Morse. 2005. Holism and Understanding Sustainability. *Systemic Practice and Action Research* 18: 409–26. [CrossRef]

Block, Joachim, and Stefan Pickl. 2014. The Mystery of Job Performance: A System Dynamics Model of Human Behavior. Paper presented at the 32nd International Conference of the System Dynamics Society, Delft, The Netherlands, July 20–24; pp. 1–28.

Brent, Alan C., Josephine K. Musango, Suzanne Smit, Nalini S. Pillay, Andries Botha, Rudolph Louw, Stephen Roper, Thokozani Simelani, Jai K. Clifford-Holmes, and Leon Pretorius. 2017. Utilization of System Dynamics in Southern Africa: A Systematic Review. *Behavioral Science* 34: 657–70. [CrossRef]

Brown, Sarah, Jolian McHardy, Robert McNabb, and Karl Taylor. 2011. Workplace Performance, Worker Commitment, and Loyalty. *Journal of Economics & Management Strategy* 20: 925–55.

Burack, Elmer H. 1999. Spirituality in the Workplace. *Journal of Organizational Change Management* 12: 280–92. [CrossRef]

Bureš, Vladimír. 2006. Systems Thinking as a Basis for Ambient Intelligence. Paper presented at 11th Annual SIGCSE Conference on Innovation and Technology in Computer Science Education, Bologna, Italy, June 26–28; Bologna: ACM, p. 318.

Bureš, Vladimír, and Fridrich Rácz. 2017. Identification of Sustainability Key Factors Based on Capturing Dominant Feedbacks of Behavioural Stereotypes in Socio-Economic Systems. *Systems* 5: 42. [CrossRef]

Čech, Pavel, and Vladimír Bureš. 2007. Recommendation of Web Resources for Academics Architecture and Components. Paper presented at Webist 2007—3rd International Conference on Web Information Systems and Technologies, Barcelona, Spain, March 3–6; pp. 437–40.

Chalofsky, Neal. 2003. An Emerging Construct for Meaningful Work. *Human Resource Development International* 6: 69–83. [CrossRef]

Chawla, Vaibhav, and Sridhar Guda. 2010. Individual Spirituality at Work and Its Relationship with Job Satisfaction, Propensity to Leave and Job Commitment: An Exploratory Study among Sales Professionals. *Journal of Human Values* 16: 157–67. [CrossRef]

Chen, Chin-Yi, and Chin-Fang Yang. 2012. The Impact of Spiritual Leadership on Organizational Citizenship Behavior: A Multi-Sample Analysis. *Journal of Business Ethics* 105: 107–14. [CrossRef]

Cunha, Miguel Pina. 2002. "The best place to be" managing control and employee loyalty in a knowledge-intensive company. *The Journal of Applied Behavioral Science* 38: 481–95. [CrossRef]

Davahli, Mohammad Reza, Waldemar Karwowski, and Redha Taiar. 2020. A System Dynamics Simulation Applied to Healthcare: A Systematic Review. *International Journal of Environmental Research and Public Health* 17: 5741. [CrossRef]

Forrester, Jay Wright. 1961. Industrial Dynamics. *Journal of the Operational Research Society* 48: 1037–41. [CrossRef]

Fry, Louis W., Steve Vitucci, and Marie Cedillo. 2005. Spiritual Leadership and Army Transformation: Theory, Measurement, and Establishing a Baseline. *The Leadership Quarterly* 16: 835–62. [CrossRef]

Garcia-Zamor, Jean-Claude. 2003. Workplace Spirituality and Organizational Performance. *Public Administration Review* 63: 355–63. [CrossRef]

Gibbons, Paul. 2000. Spirituality at Work: Definitions, Measures, Assumptions, and Validity Claims. *Work and Spirit: A Reader of New Spiritual Paradigms for Organizations* 2000: 111–31.

Goodier, Bethany Crandell, and Eric M. Eisenberg. 2006. Seeking the Spirit: Communication and the (Re)Development of a "Spiritual" Organization. *Communication Studies* 57: 47–65. [CrossRef]

Graber, David R., and James A. Johnson. 2001. Spirituality and Healthcare Organizations. *Journal of Healthcare Management* 46: 39–52. [CrossRef]

Graham, Eva, Geneviève Gariépy, and Heather Orpana. 2023. System Dynamics Models of Depression at the Population Level: A Scoping Review. *Health Research Policy and Systems* 21: 50. [CrossRef]

Gunther, Erich W. 2001. Interharmonics in Power Systems. Paper presented at 2001 Power Engineering Society Summer Meeting, Vancouver, BC, Canada, July 15–19; Conference Proceedings (Cat. No. 01CH37262). Piscataway: IEEE, vol. 2, pp. 813–17.

Gupta, Manu, Vinod Kumar, and Mandeep Singh. 2014. Creating Satisfied Employees Through Workplace Spirituality: A Study of the Private Insurance Sector in Punjab (India). *Journal of Business Ethics* 122: 79–88. [CrossRef]

Hassan, Zaiton, Jing Samuel Tnay, Siti Murtiyani Sukardi Yososudarmo, and Surena Sabil. 2021. The Relationship between Workplace Spirituality and Work-to-Family Enrichment in Selected Public Sector Organizations in Malaysia. *Journal of Religion and Health* 60: 4132–50. [CrossRef]

Houghton, Jeffery D., Christopher P. Neck, and Sukumarakurup Krishnakumar. 2016. The What, Why, and How of Spirituality in the Workplace Revisited: A 14-Year Update and Extension. *Journal of Management, Spirituality & Religion* 13: 177–205. [CrossRef]

James, Matrecia S. L., Angela K. Miles, and Terry Mullins. 2011. The Interactive Effects of Spirituality and Trait Cynicism on Citizenship and Counterproductive Work Behaviors. *Journal of Management, Spirituality & Religion* 8: 165–82. [CrossRef]

Jena, Lalatendu Kesari. 2022. Does Workplace Spirituality Lead to Raising Employee Performance? The Role of Citizenship Behavior and Emotional Intelligence. *International Journal of Organizational Analysis* 30: 1309–34. [CrossRef]

Jena, Lalatendu Kesari, and Sajeet Pradhan. 2018. Workplace Spirituality and Employee Commitment: The Role of Emotional Intelligence and Organisational Citizenship Behaviour in Indian Organisations. *Journal of Enterprise Information Management* 31: 380–404. [CrossRef]

Karakas, Fahri. 2010. Spirituality and Performance in Organizations: A Literature Review. *Journal of Business Ethics* 94: 89–106. [CrossRef]

Karatepe, Osman M. 2012. Perceived Organizational Support, Career Satisfaction, and Performance Outcomes: A Study of Hotel Employees in Cameroon. *International Journal of Contemporary Hospitality Management* 24: 735–52. [CrossRef]

Kazemipour, Farahnaz, Salmiah Mohamad Amin, and Bahram Pourseidi. 2012. Relationship between workplace spirituality and organizational citizenship behavior among nurses through mediation of affective organizational commitment. *Journal of Nursing Scholarship* 44: 302–10. [CrossRef]

Kianto, Aino, Muhammad Shujahat, Saddam Hussain, Faisal Nawaz, and Murad Ali. 2019. The impact of knowledge management on knowledge worker productivity. *Baltic Journal of Management* 14: 178–97. [CrossRef]

Knox, Stephen, and Carolina Marin-Cadavid. 2022. A Practice Approach to Fostering Employee Engagement in Innovation Initiatives in Public Service Organisations. *Public Management Review*, 1–26. [CrossRef]

Kolodinsky, Robert W., Robert A. Giacalone, and Carole L. Jurkiewicz. 2008. Workplace Values and Outcomes: Exploring Personal, Organizational, and Interactive Workplace Spirituality. *Journal of Business Ethics* 81: 465–80. [CrossRef]

Krishnakumar, Sukumarakurup, and Christopher P. Neck. 2002. The "What", "Why" and "How" of Spirituality in the Workplace. *Journal of Managerial Psychology* 17: 153–64. [CrossRef]

Kumar, Sunil, Anshu Lochab, and Manoj Kumar Mishra. 2022. Mediating Role of Job Involvement between Workplace Spirituality and Work Satisfaction—An Evidence from Indian MSMEs. *Ramanujan International Journal of Business and Research* 7: 31–42. [CrossRef]

Lata, Madhu, and Richa Chaudhary. 2021. Workplace Spirituality and Experienced Incivility at Work: Modeling Dark Triad as a Moderator. *Journal of Business Ethics* 174: 645–67. [CrossRef]

Lee, Seonjeong, Kathi J. Lovelace, and Charles C. Manz. 2014. Serving with Spirit: An Integrative Model of Workplace Spirituality within Service Organizations. *Journal of Management, Spirituality & Religion* 11: 45–64. [CrossRef]

Malik, Shweta Singh Kirti. 2023. A Holistic Perspective: Investigating the Links between Workplace Spirituality, Organizational Commitment, and Well-Being among Higher Education Professionals. *Tuijin Jishu/Journal of Propulsion Technology* 44: 2748–57. [CrossRef]

Markow, Frank, and Karin Klenke. 2005. The Effects of Personal Meaning and Calling on Organizational Commitment: An Empirical Investigation of Spiritual Leadership. *International Journal of Organizational Analysis* 13: 8–27. [CrossRef]

Mhatre, Snehal G., and Nikhil K. Mehta. 2023. A Review of Workplace Spirituality: Identifying Present Development and Future Research Agenda. *Management Research Review* 46: 1185–206. [CrossRef]

Miller, David W., and Timothy Ewest. 2013. The Present State of Workplace Spirituality: A Literature Review Considering Context, Theory, and Measurement/Assessment. *Journal of Religious & Theological Information* 12: 29–54. [CrossRef]

Milliman, John, Andrew J. Czaplewski, and Jeffery Ferguson. 2003. Workplace Spirituality and Employee Work Attitudes: An Exploratory Empirical Assessment. *Journal of Organizational Change Management* 16: 426–47. [CrossRef]

Neal, Judith A. 1997. Spirituality in Management Education: A Guide to Resources. *Journal of Management Education* 21: 121–39. [CrossRef]

Parker, Kim, Juliana Horowitz, and Rachel Minkin. 2020. *How the Coronavirus Outbreak Has- and Hasn't-Changed the Way Americans Work*. Washington, DC: Pew Research Center.

Pawar, Badrinarayan Shankar. 2016. Workplace Spirituality and Employee Well-Being: An Empirical Examination. *Employee Relations: The International Journal* 38: 975–94. [CrossRef]

Pradhan, Sajeet, Rabindra Kumar Pradhan, and Shantanu Mazumder. 2012. Workplace Spirituality and Job Outcomes: A Review of Extant Literature and Agenda for Future Research. *Siddhant-A Journal of Decision Making* 12: 1–10.

Quatro, Scott A., David A. Waldman, and Benjamin M. Galvin. 2007. Developing Holistic Leaders: Four Domains for Leadership Development and Practice. *Human Resource Management Review* 17: 427–41. [CrossRef]

Rastogi, Mohit, Satyajeet Nanda, and Vinod Kumar. 2023. Roles of Customer and Employee Satisfaction on Corporate Performance: An Empirical Investigation. *Multidisciplinary Science Journal* 5: 2023ss0305. [CrossRef]

Saavedra M., M. Ricardo, Cristiano Hora de O. Fontes, and Francisco Gaudêncio M. Freires. 2018. Sustainable and Renewable Energy Supply Chain: A System Dynamics Overview. *Renewable and Sustainable Energy Reviews* 82: 247–59. [CrossRef]

Salem, Narjes Haj, Muhammad Ishtiaq Ishaq, Samina Yaqoob, Ali Raza, and Haleema Zia. 2023. Employee Engagement, Innovative Work Behaviour, and Employee Wellbeing: Do Workplace Spirituality and Individual Spirituality Matter? *Business Ethics, the Environment & Responsibility* 32: 657–69. [CrossRef]

Satsangi, Prasad, Dayal Saran Mishra, Sant Kumar Gaur, Brijraj Kumar Singh, and D. K. Jain. 2003. Systems Dynamics Modelling, Simulation and Optimization of Integrated Urban Systems: A Soft Computing Approach. *Kybernetes* 32: 808–17. [CrossRef]

Saxena, Anubhuti, and Asha Prasad. 2023. Exploring the Influence of Dimensions of Workplace Spirituality on Innovative Work Behaviour: Role of Sense of God. *International Journal of Ethics and Systems* 39: 183–212. [CrossRef]

Schutte, Philippus Jacobus Wilhelmus. 2016. Workplace Spirituality: A Tool or a Trend? *HTS Teologiese Studies/Theological Studies* 72: a3294. [CrossRef]

Srivastava, Rajendra, and Tejal Pradhan. 2021. Impact of Workplace Spirituality on Employee Performance and Organisational Citizenship Behaviour. *International Journal of Work Organisation and Emotion* 12: 189. [CrossRef]

Sterman, John. 2010. *Business Dynamics*. Huntersville: Irwin/McGraw-Hill. ISBN 0-07-231135-5.

Vandenberghe, Christian. 2011. Workplace Spirituality and Organizational Commitment: An Integrative Model. *Journal of Management, Spirituality & Religion* 8: 211–32. [CrossRef]

Weitz, Ely, Yoav Vardi, and Ora Setter. 2012. Spirituality and Organizational Misbehavior. *Journal of Management, Spirituality & Religion* 9: 255–81. [CrossRef]

Williams, Bob, and Richard Hummelbrunner. 2010. *Systems Concepts in Action: A Practitioner's Toolkit*. Redwood City: Stanford University Press.

Yang, Chen. 2023. The Impact of Gig Economy Workers' Job Engagement on Job Satisfaction: A Study Based on the Mediating Effect of Job Burnout. *Advances in Economics and Management Research* 5: 180. [CrossRef]

Yu, Jongsik, Junghyun Park, and Sunghyup Sean Hyun. 2021. Impacts of the COVID-19 Pandemic on Employees' Work Stress, Well-Being, Mental Health, Organizational Citizenship Behavior, and Employee-Customer Identification. *Journal of Hospitality Marketing & Management* 30: 529–48. [CrossRef]

Zanker, Marek, and Vladimír Bureš. 2022. Knowledge Management as a Domain, System Dynamics as a Methodology. *Systems* 10: 82. [CrossRef]

Zanker, Marek, Vladimír Bureš, and Petr Tučník. 2021. Environment, Business, and Health Care Prevail: A Comprehensive, Systematic Review of System Dynamics Application Domains. *Systems* 9: 28. [CrossRef]