Integration of Spiritual Dimensions in Company Management to Improve Company Performance and Sustainability

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Abstract. The focus of the research results described in this paper is about spiritual companies. This research was conducted because the spiritual dimension in the company is considered capable of improving the company's performance and sustainability. This concept recognizes the importance of non-material aspects in modern business. Descriptive about spiritual principles applied in the workplace based on interviews from various sources who are business owners or managers and employees who apply spiritual principles in the workplace. A qualitative approach was used in this research, where structured questions as interview guidelines were used in data collection. Data analysis was carried out using reduction and interpretation methods as in qualitative research, where triangulation tests based on sources were used to validate the data and results obtained. Based on the research results, it shows that companies that apply a spiritual approach in the workplace provide different working conditions compared to companies in general, such as being more disciplined, conducive, good relationships and low conflict. Moreover, the findings of the study offer a summary suggesting the proposition that a correlation exists between the implementation of spirituality in business and the sustainability of the business, along with the enhanced performance attained by the company. In implementing spirituality in the workplace, companies must first implement an appropriate reward system for employees to create comfort and prosperity, and then encourage employees to be able to implement the principles of spirituality in the workplace. Apart from that, implementing professional business management is also needed.

Keywords: spiritual company, company performance, company sustainability

1 Introduction

The business world is facing big challenges due to increasingly disruptive environmental changes. The age of the fourth industrial revolution, emphasizing the significance of the Internet of Things (IoT), technology, artificial intelligence (AI), augmented reality (AR), and so on, is changing the overall industrial map, especially large industries. Business characteristics have also changed, businesses no longer require a lot of physical capital, like Alibaba for example, or Airbnb. Alibaba as a large retailer does not have inventory. Their supplies are with collaborating partners. Airbnb being a large accommodation provider, they also don't own the properties. Their properties belong to partners, namely hotel and inn owners around the world. Alibaba and Airbnb only play a role in matching supply and demand in a fast, easy and cheap way using internet technology (IoT).

Companies need increasingly competent employees for their future. Company lifespan is

also predicted to become shorter in the future due to high competition and rapid change. Businesses are required to adopt ways of operating that are effective, efficient and satisfy consumer needs in order to survive in competition. Businesses at every level strive to build competitive advantages and maintain superior performance in order to maintain their survival. Apart from competition, businesses are also faced with the Covid-19 pandemic which has hit and destroyed the economic sector. Based on IMF estimates, the global economy shrank 4.4% in 2020 due to Covid-19. Businesses that are able to survive the impact of the pandemic will finally have a new awareness, first, placing building organizational resilience as the company's agenda. Businesses are now recognizing the importance of resilience for not only thriving but also surviving in times of crisis. It is crucial for organizations to develop a profound understanding of the significance of work and overall employee well-being. These efforts are essential for fostering resilience and ensuring long-term growth in today's unpredictable global business landscape. Workplace spirituality emerges as a pivotal factor in navigating this challenging environment [1].

Spiritul company is actually a term that does not yet have a mutually agreed definition. This term is not even explicitly found in existing literature or journals. The term spiritual enterprise is not a new topic in discussions of global business development. The focus on spirituality within organizations represents a transition from a modern paradigm to a spiritual one. The spiritual paradigm prioritizes spiritual principles and practices, whereas the modern paradigm relies on logical, mechanical values, and scientific assessment and categorization of employees The emphasis on the concept of spirituality in organizations marks a shift from a modern paradigm to a spiritual paradigm. The spiritual paradigm emphasizes spiritual principles and practices, while the modern paradigm understands logical and mechanical values and scientific evaluation and classification of employees[2]. Holistic Design refers to a comprehensive framework comprising management policies, practices, principles, and organizational functions. It aims to establish a workplace and organization that prioritizes spirituality and systematically incorporates spiritual practices[3]. The significance of workplace spirituality in enhancing organizational performance has been underscored[4]. Both public and private sector managers can leverage spirituality in the workplace to enhance performance and foster ethical behavior[5]. Despite this, existing studies have identified a lack of sufficient research on the enduring connection between organizational outcomes and workplace spirituality[6]. Furthermore, there is a dearth of literature exploring the role of spirituality as a viable mechanism for promoting long-term corporate sustainability[7]. To bridge these gaps, this study adopts a qualitative approach to explore the interplay between workplace spirituality, organizational performance, and sustainability, aiming to provide a descriptive understanding of their relationship.

2 Literature Review

2.1. Spiritual Company

Spiritual company pertains to workplace spirituality, where the emphasis is on recognizing that employees possess a fulfilling inner life and derive enrichment from engaging in meaningful work within a communal setting. This definition encompasses three spiritual dimensions: inner life, meaningful work, and community. Workplace spirituality considers the entirety of an individual, encompassing both their inner and outer experiences. Meeting inner needs is viewed as a catalyst for a more productive and meaningful outer life [8]. Another definition delves into

workplace spirituality by exploring the meaning of an individual's existence, the significance of relationships with colleagues and others linked to the workplace, coherence in personal beliefs, and the overall workplace environment [9]. Furthermore, spirituality is perceived as a human inclination to seek meaning, driving individuals to find value in their work. It is regarded as a framework of organizational values ingrained in culture that facilitates an employee's experience of transcendence through the work process, fostering a sense of connectedness with others and providing a holistic sense of joy [10].

Spirituality in the workplace is characterized by three dimensions: individual, group, and organizational. At the individual level, meaningful work is central, focusing on the significance and purpose of the work and the individual's satisfaction derived from it. The group-level dimension involves a sense of community, encompassing feelings of connection to colleagues, mutual support, and alignment with a common goal. The organizational-level dimensions revolve around adherence to organizational values, reflecting the organization's dedication to its goals, mission, and values [11].

2.2. Sustainability

Organizational sustainability is characterized as a positive work environment that enhances the quality of life for employees, fostering their well-being, encouraging participation in ethical and social decision-making, and cultivating an awareness of our interconnectedness with the community and the environment. This recognition extends to addressing the root causes that naturally drive employees to engage in caring for others, organizations, or the environment[12]. Another perspective on sustainability involves three interconnected dimensions: economic, social, and ecological. It is often viewed as both an aspirational end state and a transformative process aimed at achieving that goal[13]. Sustainability is a complex concept, transcending disciplines, generations, and species, demanding a shift in human thinking, not just behavior, regarding the interconnectedness of the economy, society, and the planet[14]. In the context of business sustainability, a crucial element is the sustainability of human resources. This implies that for an organization to be sustainable, all employees must adopt new perspectives and behaviors, fostering a sustainable work environment. The impact of a sustainable work environment extends to the overall well-being of both the organization and its employees[15].

2.3. Company performance

The performance of an organization or company refers to the degree to which they accomplish predetermined objectives through their conducted activities. Performance is described as a qualitative or quantitative representation of an individual's contributions to a group or organization, aligning with the desired goals associated with their work or tasks [16]. High-performing individuals within an organization are those who align their work with the organization's vision and strategy while simultaneously executing their duties, contributing to the overall quality of company performance at the highest level [17].

3   Research Methods

This research design is descriptive with a qualitative approach. The descriptive method describes or depicts the current state of the research object based on visible facts or as they are.

The researcher opted for a qualitative descriptive research design to provide a more specific, transparent, and in-depth description of the observed conditions in the field. This research attempts to describe situations/events so that the data that will be collected is descriptive in nature to identify spirituality in the world of work, sustainability and company performance [18].

The business owners, managers and employees who are the research subjects come from company that apply the principles of spirituality in their operations, such as Waroeng Group and TBK Group (Bakso Pajero and Preksu) which are in the Yogyakarta area and Percetakan Perdana which is in the Klaten area.The research instrument in qualitative research is the researcher himself. As for helping to obtain data, researchers use a list of questions to guide interviews related to the problems being researched, interviews are carried out to get a more in-depth picture of the research object as the main finding, and observations are made when the researcher conducts interviews to enrich the findings.

4   Findings and Discussion

The findings from interviews with business owners involved in this study uncovered that implementing a spiritual approach in the workplace should commence by reinforcing the mindset of business owners. This, in turn, influences the mindset of their employees in the execution of their work and shapes the overall atmosphere in the workplace. The mindset that must be had is that employees carry out their work to provide benefits to many people, not solely to serve the community as consumers. This has an impact on what is served to consumers must comply with the requirements contained in the spiritual values applied, for example: halal, clean, hygienic. Likewise with the appearance of employees.

Employee discipline in carrying out their work is based on the spiritual values applied in the workplace. Employees in carrying out their work need to have good intentions in accordance with the spiritual values applied, not just looking for money to meet their living needs. The consequence that must be taken by business owners in implementing spiritual values is that they must meet payment standards for employees first. Without fulfilling these conditions, according to business owners, it will create problems in the workplace because employees will find it difficult to carry out their work. Thus, implementing a spiritual approach in the workplace provides benefits for society, organizations and individuals [19].

The propagation of workplace spirituality in Indonesia is underscored as a repercussion of its evolution in Western contexts [20]. Workplace spirituality should not be confused with religion or be considered a substitute for it; it does not require adherence to a specific belief system. Unlike formal religion, which has an external orientation, spirituality involves introspection and is, therefore, accessible to everyone, regardless of their religious affiliation. Research into workplace spirituality, grounded in this perspective, introduces psychological conditions in the workplace that, if embraced and cultivated within an organization, can positively influence the lives of individuals and the organization itself [21]. Spirituality is not a set of doctrines, is inclusive, maintains a neutral stance on gender, and is not patriarchal. It manifests as a process in an individual's life, contributing to their sense of meaning and purpose, and these elements have repercussions on other individuals and their surroundings, including organizations [22].

Spiritual values applied in the workplace are not only to strengthen employee beliefs regarding the relationship between employees as individuals and their Creator, but also to

improve harmonious communication skills among humans. According to sources, the application of spiritual values in the workplace is not enough just "intention" but must be strengthened with "knowledge". In other words, company management includes all activities carried out to achieve company targets, in accordance with the business plan. If business management is not done well, there is a big possibility that the business will fall apart and even result in the business not lasting long. Based on this definition, of course company management is one of the most important parts when you want a business to develop and be successful. For this reason, in order for this to be achieved well, the company management must be good. Management principles are very necessary for companies and business people. The reason is, without implementing it, the activities of the organization within it could become uncontrolled, this is also needed in order to be able to manage various interests and achieve goals.

On the process side, the application of spiritual values is basically more "guiding" and "facilitating" according to the interviewee. Where, if spiritual values based on the Islamic religion are applied in the workplace, then the Islamic society becomes the reference for the spiritual values applied, such as: praying 5 times a day, men must pray in the mosque. However, according to sources, the application of spiritual values in the workplace must be accompanied by the application of professional management, especially the fulfillment of compensation that can meet the needs of employees. Apart from that, a professional work system must also be implemented, and even the application of information technology also needs to be implemented. This is based on experience, even though spiritual values have been applied, humans sometimes "make mistakes" too. Incidents such as taking money without permission have occurred before implementing a professional work system.

Implementing a professional work system is not only in terms of determining financial compensation, but also for providing non-financial compensation, such as Umrah savings. On the other hand, career management is also applied. Employees who have long service, excellent morals and performance will be promoted to managerial level.

The outcomes arising from the integration of spiritual values in the workplace include ethical conduct, discipline, and a mindset that regards work as a form of worship. Consequently, employees are able to work with sincerity and maintain a positive disposition. Hence, on an individual level, workplace spirituality contributes to the overall well-being of employees, encompassing physical, psychological, mental, and spiritual aspects. Noteworthy effects include enhanced personal growth, increased self-confidence, and a heightened sense of self-worth [23].

The output that can be observed from the application of spiritual values in the workplace is good morals, discipline, and a "work is worship" mindset. In this way, employees can work "sincerely" and have a good temperament. Therefore, at the individual level, spirituality in the workplace results in an impact on the physical, psychological, mental and spiritual health of employees. Greater personal growth, higher self-confidence, and an increased sense of self-worth are common results of workplace spirituality [23].

The outcomes of interviews with research participants indicate that incorporating spiritual values in the workplace yields positive effects on the organization. When employees experience a sense of comfort in their work environment, it contributes to enhanced organizational performance. This, in turn, mitigates sensitivities to competition and prevents a decline in employee effectiveness. The presence of workplace spirituality fosters strong interpersonal relationships among employees, reinforcing mutual respect and support. Additionally, workplace spirituality positively influences creativity, honesty, trust, personal fulfillment, and commitment, ultimately leading to an improvement in overall organizational performance [24] [25].

Regarding organization sustainability, it depends on how employees perceive the

organization and the spiritual principles applied in it. Once again, employees who implement spiritual values in their workplace must be able to have a positive mindset at work. Compensation is no longer the main target because compensation issues have become the responsibility of the business owner. In other words, organizations must be places that foster employee morale [26]. Authentic sustainability can only be attained by instigating transformations on both individual and organizational levels, rooted in spirituality [27].

5   Conclusions and Future Research

The findings of the research demonstrate that organizational resilience, particularly in terms of organizational behavior, is significantly enhanced through the implementation of company spirituality or spirituality in the workplace. Spiritual values in the workplace bring a new understanding to employees that work is a part of life that must have positive meaning. They work to benefit many people, not merely to fulfill material needs.

It is believed that the application of spiritual values can maintain business sustainability because employees feel that the company is able to guarantee a balance between work and personal life. One of them is because employees feel that the company's values are in line with their own values. The company also respects its employees. Leaders' concern is also able to make employees stay in their jobs. Employees also feel a positive impact in terms of physical health. Employees feel that their physical health is maintained and they rarely get sick due to work that they feel is burdensome.

Implementing spiritual values also positively influences performance and sustainability, notably reducing employee turnover. Especially for sustainability is achieved through personal and organizational change based on spirituality. There is an increase in consumer satisfaction with the products and services provided by the company. Relations between employees and with company leaders and management also run harmoniously. The values implemented are able to protect employees from behavior that is detrimental to themselves. Employees also respect other people more in their work. Future research can take samples of companies that are more diverse, multi-ethnic, have various religious values and beliefs held and can carry out different tests for each company.

Acknowledgements

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