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A Descriptive Narrative of the Role of Emotional and Spiritual Dimensions of Well-being in Enhancing Employee Performance

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ABSTRACT

Background: Optimal performance in today's competitive organisational context cannot be achieved by the conventional measures of focusing on physical and mental health alone. Recent studies have shown that a person's emotional and spiritual health—including traits such as optimism, self-control, empathy, and resilience—plays a significant role in promoting long-term motivation, engagement, satisfaction with one's work, and productivity.

Method: The PRISMA standards were used to perform a systematic literature review. A thorough search was conducted in the Scopus and Web of Science databases using keywords about mental health, spiritual health, workplace spirituality, employee involvement, inspiration, and productivity.

Results: Spiritual wellbeing promotes intrinsic motivation, ethical behaviour, organisational commitment, and long-term performance sustainability, while emotional wellbeing increases collaboration, resilience, and job happiness, according to the review. A combination of spiritual and emotional aspects has a multiplicative effect on employee engagement, alleviates stress, mitigates emotional labour, and mediates beneficial outcomes, including increased morale, reduced turnover, and flourishing at work. The relationships are supported by theories such as Person-Organisation Fit, Workplace Spirituality, and Person-Organisational Support, as well as empirical evidence from sectors including education, hospitality, public services, and IT. However, there is still a lack of standardised measurement tools and cross-cultural validation.

Conclusion: A more comprehensive approach to achieving high-quality employee performance and thriving workplaces is achieved when organisational strategies account for emotional and spiritual well-being. To foster resilient,

purpose-driven, and high-performing individuals, leaders and HR policies should prioritise value-based leadership, mindfulness programs, supportive work places, and spiritual accommodation. To enhance practical application, future studies should focus on cultural variations, longitudinal effects, and standardised evaluation methods.

Keywords: Emotional Well-Being, Spiritual Well-Being, Employee Performance, Employee Engagement, Workplace Spirituality,Organisational Behaviour,Human Resource Management, Job Satisfaction, Motivation.

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1. Introduction

The quality and expertise of human resources are directly proportional to an organisation's performance in the current competitive business environment. A company's human resources play a crucial role in determining its ability to develop competitive policies [1]. Employees should consistently improve their skills, with an emphasis on practical, concise communication, professional attitude, and the ability to provide information and services in a timely and responsible manner [2]. This goal can only be achieved in organisations with good human resources, which implies getting the best out of the employees. Competence can be assessed based on knowledge, experience, self-management, and interpersonal capabilities in relation to colleagues and other stakeholders [3]. Performance refers to the quantity and quality of work an employee completes within a given period, relative to their responsibilities. It demonstrates the extent to which the organisation has achieved its goals and objectives through the implementation of its policies, programs, and strategic plans. High emotional intelligence enables a person to be self-aware and to be able to identify and respond to many types of emotional cues, and also to be capable of tracking their own and other people's emotional conditions.

Meanwhile, spiritual intelligence is the capacity to interpret life events and decisions in light of religious beliefs and practices [4]. The attitude one develops in the workplace is another significant variable in performance. This state of mind, shaped by experience, determines how an individual reacts to people, objects, and circumstances in the workplace [5]. Staff's lack of knowledge has significantly affected the quality of services in the Secretariat of the Regional People's Representative Council (DPRD). Problems, such as poor integrity, a lack of service orientation, and partial service provision, have hindered optimal organisational performance. The Emotional Spiritual Quotient (ESQ) hypothesis combines EQ and SQ, offering balance between horizontal (interactions with others) and vertical (relationships with one's own spirituality) dimensions. High cognitive talent does not guarantee success in both professional and personal life; it is relatively high emotional intelligence (EQ) and social intelligence (SQ).

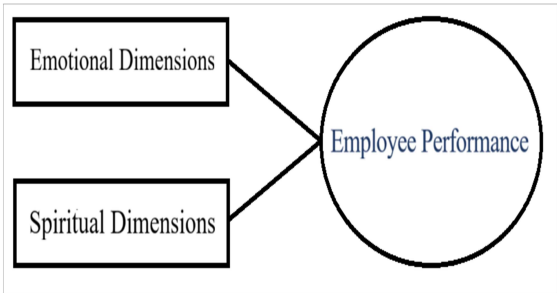

Figure 1. Conceptual framework

2. Literature Review

Religious factors in workplace wellness have received greater consideration in recent years. Spirituality and religion are essential to workplace performance, happiness, and psychological well-being. The researchers reported that employees who are members of religious organisations have higher subjective well-being, and that this well-being is closely linked to employees' sincerity and workplace involvement [6]. This is because the genuineness in professional life increases the provision of depression and emotional stability. Spirituality in the workplace is a desirable concept that resonates with employees emotionally, psychologically, and socially, aiming to foster a sense of purpose in the work environment and nurture the inner self [7]. These results indicate that spirituality in the workplace may promote a positive work environment, making work more engaging and enjoyable [8]. Even more unfortunate, research has shown that allowing employees the freedom to express their religious beliefs in the workplace is associated with greater job satisfaction and greater willingness to cooperate with the company as a whole [9]. Conversely, religious identity may also have drawbacks, which are explained by workplace identity conflict and unmet expectations [9]. Personal and organisational beliefs should align to maximise the benefits of being religious at work, whereby personal religion may influence the relationship between spirituality at work and life satisfaction [10]. Extracurricular activities, such as family support and religious activities, have been found to enhance employees' well-being in highly demanding industries, particularly in the technology sector [11]. It is evident from such findings that employers should do more to make their organisations religiously and spiritually accommodating to their workers. This can enhance their overall well-being, other than the performance of the organisation [12].

Spirituality in the workplace has significantly contributed to workforce health and happiness by fostering a sense of belonging, importance, and elevation. It can counteract the adverse effects of emotional labour, such as surface acting [13], thereby leading employees to report high levels of subjective well-being. Workplace spirituality may lead to better health and happiness among employees, as it is associated with multiple dimensions of well-being, including emotional, psychological, social, and spiritual [14]. Another favourable implication of spirituality in the workplace is for mental health, as self-benevolence and mindfulness are essential for making better decisions and building resilience [15]. The outcome of a more satisfying work experience is greater job satisfaction and

a more balanced work-life balance, which enables the realisation of [8]. Moreover, spirituality enhances workplace motivation, thereby improving employee health. This happiness mediates the relationship between work attachment and well-being, suggesting that a spiritual work environment could increase employee involvement and job satisfaction [16]. Spirituality in the workplace fosters a healthier, more productive environment, benefiting not only workers but also the company.

Spirituality at the workplace is a mediating variable that enhances organisational commitment and job happiness. A leadership that takes into account employees' spiritual needs can foster an environment that supports their holistic development and commitment to the company's mission [17]. This is especially true in the IT sector, where employees are more satisfied with ethical management and have less reason to leave the organisation [17]. Other aspects, such as an agile leader's humility and wisdom, enhance agile spirituality in the workplace, as they involve purposeful labour and a sense of community among employees [18]. A combination of spiritual leadership and spirituality in the workplace enhances leadership efficacy, which, in turn, improves organisational performance and employee welfare [19]. Spiritual leadership is effective because it fosters strong personal relationships and a passionate commitment to work, both of which significantly influence workers' health. According to the research, such a leadership style serves as a dual mediator, enhancing workers' well-being by increasing emotional investment in work and enthusiasm. The association between improved performance and enhanced societal influence among organisations with spiritual leadership practices is particularly evident in the public sector [20]. Moreover, it has also been determined that spiritual leadership also contributes to the reduction of work-family conflict, and the most significant mediating variable in these relationships is the well-being of employees. Spiritual leadership fosters a positive work environment that contributes to employees' health and happiness [21]. Moreover, spiritual leadership enhances eudemonic well-being by cultivating intrinsic motivation among workers. Leaders' opinions do not affect subordinates' motivation, autonomy, and well-being as much as their own spiritual ideals. It is essential to workers' overall well-being, as spiritual leadership provides a more profound sense of purpose and fulfilment that would otherwise be difficult to achieve through conventional leadership models [22]. In addition, spiritual leadership plays a critical role in boosting workplace morale, as it understands employees at their spiritual levels and thus inspires them to be self-directed. All these require ensuring high morale and accountability within the company [23].

3. Material and Methodology

Among systematic literature reviews, the PRISMA approach is often considered the highest quality. As noted by Page et al. [24], it ensures that the process is open, comprehensive, and consistent. By adhering to PRISMA principles, researchers may make their studies more precise and rigorous. Following these rules will help reviewers systematically identify, assess, and include papers in their reviews. Recognising the ability of randomised trials to reduce bias and provide strong evidence for the review, the strategy highlights their significance. Web of Science and Scopus were two essential databases used in this study due to

their broad coverage and credibility.

Data abstraction and analysis, screening, eligibility, and identification are the four primary steps of the PRISMA process (Fig. 1). The identification step involves searching multiple databases for relevant studies. In the next step, known as screening, these studies are evaluated against predetermined criteria to exclude low-quality or irrelevant studies. During the eligibility step, all remaining research is carefully reviewed to ensure it meets the inclusion criteria. Last but not least, to generate valuable and trustworthy findings, data abstraction and analysis entail collecting and synthesising information from the chosen research. This methodical procedure ensures a thorough, systematic evaluation that yields reliable results to inform future studies and policies.

3.1 Identification

A large amount of relevant literature was gathered for this study by using the essential steps of the systematic review method. Choosing keywords was the first stage, followed by searching for related terms in dictionaries, thesauri, encyclopaedias, and prior research. After identifying all key phrases, we created search strings for use with the Scopus and Web of Science databases.

3.2 Screening

During this stage, potential research materials are examined to ensure they align with the stated research question(s). At this point, it is common practice to select studies that investigate how workplace spirituality affects workers' health and well-being. In this procedure, we exclude papers that already exist.

3.3 Eligibility

Each article's title and main text were carefully reviewed to ensure they met the inclusion criteria and were relevant to the research aims.

3.4 Data Abstraction and Analysis

To examine and integrate multiple research approaches, the study employed an integrative analysis as part of its evaluation methodology. Identifying relevant themes and subtopics was a primary aim of the research. Gathering pertinent information was the first stage in formulating the subject.

3.5 Data Collection Procedures

This systematic review employed a multi-stage data-gathering strategy to compile empirical evidence from primary research on the relationships between employees' emotional and spiritual well-being and their job performance. The approach detailed extensive database searches conducted to identify peer-reviewed empirical research. These studies were identified using resources such as PubMed, PsycINFO, Scopus, and Web of Science.

4. Theories Underpinning

We have integrated the following three theories into the study.

A Spiritual Wellbeing – A Definition

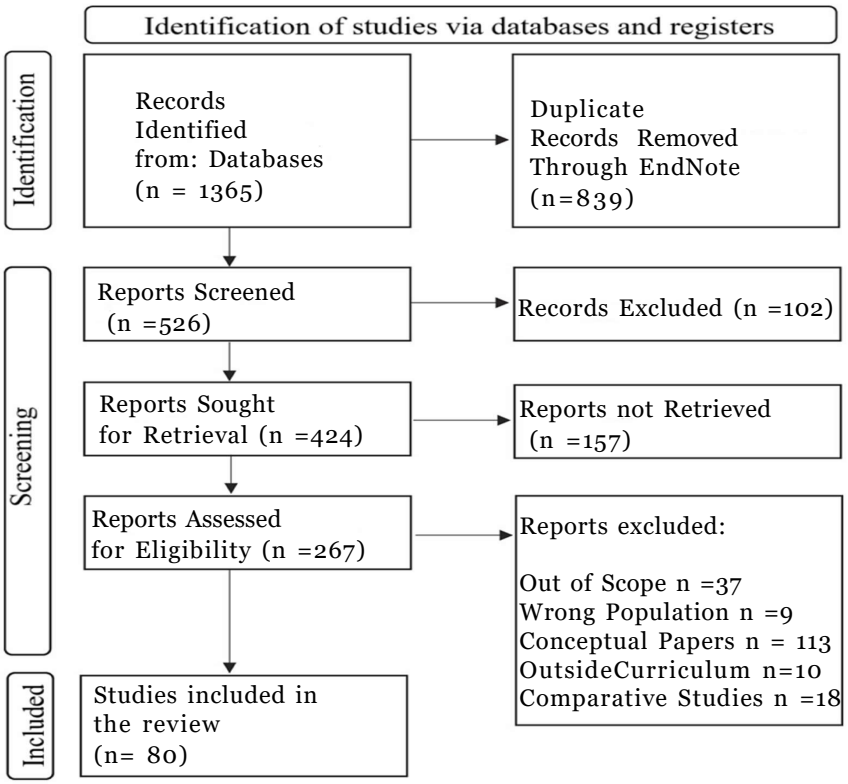

Figure 1. Flow diagram of the proposed searching study

Organisational literature defines spirituality in various ways, some of which are contradictory [25]. This research values diverse perspectives. It represents spirituality as five interconnected concepts: connection, authenticity, values, purpose, and progress. Every idea contributes to the definition and experience of all the others. Spiritual wellness, by contrast, refers to how an employee feels when these ideas are present in the workplace. Spiritual wellness may have many different meanings depending on the circumstance, and this eclectic approach recognises and celebrates that variation [26]. With this criterion in place, the research may explore spiritual inclinations and well-being without being too prescriptive or comprehensive. Spirituality appears to revolve around the concept of meaning, according to [27]. It describes the tendency among workers to seek employment that serves the greater good rather than merely financial gain. Embedded in concepts like "service to God or their fellow human beings" [29], "making a difference" and contributing to a "greater good" [30], and the sense of a calling [31]—it suggests humanitarian inclinations [28] and suppresses selfish gain. One definition of authenticity is "being oneself at work" or "expressing one's identity honestly" [32]. It is based on the premise that expecting individuals to keep their personal and professional lives separate runs counter to human nature [33]. This spiritual approach clarifies that the worker is in harmony with their work. One way to view values is as a set of rules that employees must follow in their work [34]. As an integral part of our identity and our priorities in life, operating in accordance with general principles like "contributing to humankind"

[36] or more narrowly defined principles like virtue [37], a spiritually healthy work environment is honest [38] and characterised by kindness, respect, fairness, and integrity [39].

B. Workplace Spirituality and Person—Organisational Support Theory

Spirituality in the workplace comprises four levels: purposeful work, spiritual orientation, empathy, and value congruence [40]. The theory of organisational support recognises the importance of fulfilling key needs, including acceptance, self-esteem, self-affiliation, support, and perceived organisational support. Moreover, it is useful when individuals are highly stressed or in adverse situations [41]. Employees feel more supported by their supervisors when employee HR is great, and the supervisors are supportive. This view increases employees' job satisfaction [42]. When employees know that their employers are interested in them and ready to offer support in times of need, they are more likely to give their best effort and achieve positive outcomes. The outcomes are improved performance, reduced absenteeism, and improved overall employee well-being. Furthermore, research has shown that employees' well-being and occupational stress levels are adversely affected when they perceive less support from their organisation [43]. Eventually, workers seek ways out of the company, rather than the other way around, when they stick with the company through thick and thin [44].

C. Person-Organisation Fit Theory

Two procedures make up the notion of person-organisation fit. To begin, the degree to which an organisation meets its employees' requirements is a good indicator of the degree to which those employees report feeling fulfilled and having their psychological needs met [45]. Unmet needs lead to discontent, which, depending on demand, may result in an excess of fulfilment. The idea of industrial-organisational congruence is the second school of thought regarding the correct way to analyse person-organisation fit theory [46]. In this type of equality [47], the organisation's ideals meet the employee's requirements. According to the theory, individuals' activities are influenced by their social contacts at work. This is because people tend to form relationships with co-workers who are similar to themselves. In addition to facilitating communication and selection, similarity also reinforces social identity [48].

D. Ryff and Keyes's (1995) Model of Psychological Wellbeing

Compared to earlier models, this hypothesis is novel. Happiness and happy feelings are only two of many types of well-being. Rather than limiting oneself to one or two components of health, a healthy lifestyle encompasses all of them. The following six categories of happiness were proposed by Ryff and Keyes [49]:

4.1 Embracing Oneself

A self-accepting person is content with their life and has no remorse for their mistakes. This person has an optimistic view of himself and is fully aware of and accepting of his many facets, including both his positive and negative traits [50]. Conversely, someone who struggles with poor self-acceptance views themselves negatively, is unhappy with their lives, and is constantly haunted by regrets of the past [46].

4.2 Development on a Personal Level

Any person who has made significant progress in their own development will be growth and expression-focused. They are intrinsically motivated to improve themselves. When this individual is present, they are more likely to try novel activities [51]. The opposite is true for those whose personal growth is lacking: they are less enthusiastic about this area and unable to make progress.

4.3 Living with Meaning

People who know their life's purpose often map out a detailed plan. They think their lives are more significant now and that their history is more important. They have hopes and dreams for the future and think there must be a greater meaning to life. On the other hand, those who lack a strong sense of purpose are aimless and unable to make sense of their lives [52].

4.4 Strengthening Bonds with Colleagues

A person's commitment to the greater good and welfare is directly related to their desire to develop positive relationships with others. They have a strong belief in interpersonal interactions that benefit both parties and love, and are frightened by others [45]. On the other hand, those who lack strong urges are cold, uncaring, and unfeeling. Socially, they tend to be clingy and unable to make concessions to maintain healthy relationships [44].

4.5 Ecology Proficiency

People who score high on the environmental mastery scale tend to be adaptable and have a strong sense of control over their surroundings [53]. People who are not very good at controlling their environment, on the other hand, tend to feel alienated from nature. They do not see the big picture, do not know what possibilities are available, and believe they cannot do anything about events beyond their control [54].

4.6 Freedom or independence

Those who score highly on the autonomy scale tend to hold strong beliefs in the validity of self and inner regulation. They can think independently, resist peer pressure, and act in accordance with their own values and principles [55]. At the same time, those who lack autonomy place all their trust in others to make important choices for them and refuse to listen to or consider other perspectives.

5. Workplace Spirituality and Employee Performance

Numerous studies have shown that workplace spirituality can benefit employees; therefore, there has been increased attention to the topic in recent years. Through spiritual activities at work, employees are more likely to experience better mental health, be less stressed, and report greater job satisfaction. The latest research has also identified several themes concerning the importance of gratitude, meaningful work, loyalty to the organisation, and spirituality in workplace relationships. The importance of gratitude as a mediator of spirituality in the workplace lies in its enhancement of health outcomes, including reduced stress. Wnuk [56, 57] reports that staff who reported being thankful to their employer experienced decreased stress and increased life satisfaction. This association was

observed across both genders, and spirituality was positively associated with health by reducing work-related stress. Spiritual practices are stress-relieving because they teach people to forgive others, a primary aspect of spirituality in the workplace and in high-faith contexts [58]. The religious views of the staff and their ability to forgive others will help them resolve work-related problems and thereby improve their work health.

The connection between spirituality and task performance is mediated by core self-evaluation, as established by Alruwayati and Sulphey [59]. Spirituality makes the workers confident and trust their strengths. As the findings reveal, companies that centre on spirituality are more effective and efficient in their work. Establishing a spiritual dimension in the workplace is necessary in non-traditional work settings, particularly to enhance employee interest and commitment. According to Aboobaker et al. [59], the positive effect of spirituality on well-being and workplace commitment was not significant between temporary and permanent workers in the gig economy. The well-being of temporary workers was more strongly associated with the meaningfulness of work, suggesting that workplace spirituality is more salient in this context. This paper observes that the application of spiritual ideas in business processes, particularly in employee recruitment and retention, is highly significant, as it can enhance employee stability. Studies have examined the impact of spirituality on work behaviour, particularly its role in alleviating job stress. Bagis et al. examined the cyberloafing phenomenon, ego depletion and work stress [60]. The researchers found that, although cyberloafing carries a negative connotation, it positively affects workers' emotional and spiritual lives. However, Islamic work-related spirituality did not mediate the connection between work-related stress and cyberloafing, which argues that spirituality influences can change depending on the environment. The findings indicate the complexity of the relationship between workplace spirituality and employee behaviours, and how spirituality can serve as a protective factor and a stress-coping mechanism.

The idea of thriving in the workplace has also attracted considerable attention from researchers in recent years, with most finding spirituality crucial for improving overall well-being. Indeed, Tigedi et al. [61] have recognised the significance of personal spirituality in enhancing an individual's emotional health, and workshop spirituality has been identified as influencing a person's spirituality. It hypothesises that spirituality can be integrated into organisational systems to promote greater job fulfilment, joy, and contentment. The study by Koburtay and Alzoubi [62] does not refute the theme of spirituality in five-star hotels, which they examined in the context of the ISO Sharia law. Research has found that Islamic spiritual values positively contribute to workers' psychological well-being. The reason is that they assist employees in coordinating their work activities with their personal convictions.

6. Emotional Wellbeing in the Workplace

The emotional, psychological, and cognitive aspects of workers' well-being are typically viewed as a whole [63]. This is based on the indication that three broad factors affect occupational well-being [64]. These three considerations incorporate

the work environment. Exposing the worker to workplace risks that endanger his health and safety can adversely affect his productivity and welfare. Such measures will benefit public health and safety [65]. Workplace stress negatively affects the health of university professors. According to Ravikumar [66], occupational stress is caused by variables such as overwork or underload, prolonged or adverse shifts, and the overall mood of the workplace. The responsibilities and level of work required of others can become sources of conflict when job descriptions are vague or unclear in the workplace. In the workplace, it is possible to establish relationships among superiors, direct reports, and subordinates.

Overall, professional growth and development lead to uncertainty, instability, and significant organisational changes. Similarly, the problem of climate change generates an unpredictable, unfamiliar work environment, as well as a lack of consultation, involvement, and communication gaps. A healthy work-life balance is a significant factor in adapting to a new culture. This involves providing people with sufficient time to spend with their families, which has been found to foster social and emotional closeness [67]. The research attributes several interrelated aspects of workplace wellness outcomes to psychological well-being [68]. The former one is the first group of effects, absenteeism, cost of health insurance, and productivity, which are directly experienced in the workplace; the latter are behavioural, psychological, and even bodily effects. Once the effects are established at the individual level, they will ultimately trickle down to the organisational level [69].

Emotional well-being refers to the extent to which a person can cope with the stresses of everyday life and the demands imposed on them by society. The emotional well-being of an individual comprises emotional richness, which includes the number of feelings and the frequency and intensity of emotional experiences such as joy, intrigue, worry, tension, melancholy, wrath, and tend- erness, among other emotions [70]. All these emotional events influence the total happiness or misery of a person's life. A person's emotional health can be regarded as a continuously changing state that reflects their emotional state, a combination of positive affect (PA) and negative affect (NA) [71]. In line with the National Centre on Emotional Wellness, emotional health refers to the ability to recognise, understand, and accept feelings, and to manage transitions and difficult times. According to the NIH, emotional well-being is important because it influences overall functioning and the ability to perform daily responsibilities effectively. If there is a balanced distribution of positive and negative emotions and a person can be objective about their life satisfaction, they are considered emotionally well (EWB). As an individual, [72] has defined wellbeing in detail as the level of satisfaction with their personal and professional lives, physical and mental wellbeing. This underscores the need to maintain health in all aspects of life, not only at work. Huhtala et al. [73] and Kinnunen et al. [74] underscored the fact that non-work wellbeing is associated with workplace resources. According to [75], it is beneficial for organisations when the positive effects of work also extend beyond the workplace.

7. Workplace Spirituality And Employee Engagement/Motivation

The recognition that spirituality can affect employee engagement and motivation is increasingly important within the business community. Specifically, research on the effects on employees' health and happiness has focused on how workplace spirituality may influence various organisational outcomes. Workplaces that incorporate spiritual concepts positively affect motivation, emotional stability, and even a sense of purpose among employees [76–77]. In this regard, Susmerano [77] has observed that workplace spirituality, when combined with self-determination theory, can foster a spiritually sensitive environment, thereby increasing motivation and job satisfaction. Similarly, Pradhan et al. [78] found that teacher involvement is positively correlated with spirituality and emotional intelligence. According to this study, spirituality in the workplace can positively affect employees' health and motivation. They have a strong rationale for assuming that spirituality is applicable to organisational structures and that the motivation to serve people (PSM) can be significantly enhanced. According to Hassan et al. [76], PSM is associated considerably with workplace spirituality, with employee well-being as the mediating factor. Workers who report being spiritually fulfilled at work are more likely to volunteer their time and labour to a philanthropic organisation [76–77]. To enhance service delivery, public-sector organisations should encourage spirituality in their workplaces. This will have a positive impact on workers' mental and emotional well-being. The results of this study highlight that workplace spirituality is vital to improving morale and effectiveness in the delivery of public services. Studies have shown that a spiritual attitude in the workplace can significantly reduce the stress and tension that accompany work responsibilities. To contribute to the minimisation of role strain and improvement of psychological health, Thanki and Pestonjee [79] investigated the impact of spiritual environment. According to the results, a spiritually enhanced work environment can be an effective way to reduce stress, as it fosters a more forgiving and accommodating work environment for all employees. Incivility in the workplace also affects workplace spirituality. The study by Lata and Chaudhary [80] also found that employees who reported a high degree of workplace spirituality were less likely to be liked by their bosses or co-workers who were rude or disrespectful. Workplace spirituality is also a protective factor against negative experiences and stress, thereby making the overall mood lighter.

8. Conclusion

This literature review indicates that employee productivity depends on their mental, emotional, and spiritual health. The results show that employees who are emotionally stable, empathetic, and self-aware are more likely to be engaged, collaborative, and resilient. Similarly, where a person does not have a feeling of purpose, a sense of a guiding point, and a sense of inner harmony, which are some of the attributes of spiritual health, the work satisfaction, intrinsic motivation, and commitment to the organisation are advanced. All these are combined to achieve a result that, in turn, makes people happy and the group effective.

Despite increasing awareness of the importance of emotional and spiritual well-

being, organisational frameworks consistently focus on physical and mental health initiatives. HR policies and leadership strategies should focus on intentionally developing these attributes through value-based leadership, supportive work environments, and mindfulness practices. Future research should focus on exploring cultural differences and on developing standardised methods for measuring and assessing the long-term impact of organisations. Mental, emotional, and spiritual health in HR practices is integrated, which helps companies develop employees who are more caring, resilient, and productive.

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