



Exploring the Nexus between Spirituality, Religious Practices and Sustainable Work Culture: The Role of Spiritual Intelligence and Self-Efficacy

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Abstract: In the present 21st century the incorporation of spirituality and religion is acknowledged for promoting a sustainable work culture. This paper examines the relationship between spirituality, religiosity and sustainable work culture with special focus on the roles of spiritual intelligence and self-efficacy. Spiritual capital appertains capacity for employing spiritual assets and characters in work-related situations. It helps to align personal values with corporate ones. Similarly, self-efficacy is important because it transforms spiritual beliefs into work ethic; that it relates confidence to job performance. Therefore, hybridization of spiritual intelligence and self-efficacy to organizations will make them not only adaptive but also sustainable. This paper seeks to investigate the contribution of these aspects on the employee engagement, job satisfaction as well as organizational commitment. These findings suggest that developing group level spiritual intelligence and self-efficacy may promote a greater sense of meaning, belongingness and accountability which can facilitate constructing a sustainable healthy working environment.

Keywords: Spiritual intelligence, Self-efficacy, Sustainability, Spirituality.

1. Introduction

As the organizations around the globe become more conscious of their sustainability, the impact of spirituality and religion on work culture has become an area of interest. Organizational spirituality is, therefore, not a matter of religious compliance but of fostering an environment where an employee's beliefs can be harmonized with the objectives of the organization. This alignment creates a culture of organizational commitment and cohesion, and is a way of achieving a sustainable and inclusive work environment. Unlike the earlier methods of measuring job satisfaction where the rewards were strictly monetary. Spirituality and religious practices are a more comprehensive way of enhancing the welfare of the employees in that they provide for the total man – the body, mind, and spirit. Spiritual capital, a concept that is slowly finding its way into organizational research, is the capacity to use spiritual assets and virtues like compassion, humility, and integrity at the workplace. It is very important in assisting employees to solve ethical issues and interpersonal conflict hence leading to a stronger and unified organization. Spiritual intelligence is supported by self-efficacy, which is the confidence in achieving goals, to enable the spiritual beliefs of the employees to be put into practice at the workplace[1]–[4]. This reciprocal

relationship between spiritual intelligence and self-efficacy should be cultivated to promote a positive work culture that is effective and satisfying. The aim of this research is to investigate the role of spirituality and religiousness in creating a sustainable work culture with the help of spiritual intelligence and self-efficacy. This research will investigate the relationships between these factors with the hope of offering useful suggestions to organisations that wish to increase employee commitment, encourage the practice of ethical behaviour, and foster organisational sustainability[5].

1.1 Exploring Workplace Spirituality

Building on the fundamental work of Danna and Griffin, Miller and Gorsuch, Hill and Hood, the Fetzer Institute, Moberg, Mohamed, Hassan, Wisnieski, Day, and Lund Dean and Fornaciari, this study seeks to synthesize the growing corpus of material on workplace spirituality. Furthermore, this paper aims to advance future psychometric scale creation inside the expanding domain of occupational spirituality. The authors intend to open fresh conceptual directions for scale research by suggesting a framework for comprehending the literature—encompassing manifestation, development, and adherence—and analysing the validity and dependability of current scales. Although earlier studies have started to address important areas of research scale development, their relevance to workplace settings usually suffers. They usually ignore other religious traditions and neglect to investigate how personal or group spirituality is included and manifested in the workplace. Therefore, this article attempts to codify and expand upon earlier work by identifying key drivers in the field, examining the links between spirituality and organizations, reviewing current scales and instruments, discussing findings from the literature review, stressing gaps in existing research, and suggesting particular areas for further exploration[6].

The present research investigates how characteristics of workplace spirituality affect creative work behaviour, especially with an eye towards the part an individual's sense of God plays (Saxena, 2023). Workplace spirituality includes elements like meaningful work, a feeling of community, and alignment with personal beliefs that taken together create an environment fit for innovation. Employees who feel their work is significant and connect with others are more likely to be innovative thinkers and solvers of problems. As a natural part of spirituality, the feeling of God can magnify this effect even more by inspiring people to go beyond traditional limits in their employment and by instilling ethical duty. Essential qualities for creative behaviour, resilience and flexibility are improved by this spiritual link among employees. Through an analysis of the interactions among these aspects, the study seeks to clarify how workplace spirituality not only enhances the working experience but also stimulates creativity. Knowing this link will help companies to create a spiritually supportive culture that encourages creative results, therefore improving organizational performance and competitive advantage[7].

2. Relationship between Spirituality and Sustainable Work Culture

Religion at the workplace is now considered as an important factor in enhancing a sustainable work culture. While religion is more structured and may include practices and ceremonies, spirituality is more individual and can be defined as a meaning,

relationship and moral compass. This is because when people take their religious beliefs to their places of work, they are more likely to demonstrate behaviours that are likely to foster trust, empathy and collaboration. This, in turn, creates a positive organizational climate that promotes sustainability. Work culture that is sustainable, is one that fosters practices that are beneficial to the employees in the long run, and which are ethical and socially responsible, and is in consonance with spirituality. Spirituality also fosters a sustainable work culture since it makes the employees to have a purpose to work hard hence improving on their commitment to work. When the employees are in a position to practice what they believe in, they are more productive and less likely to quit or be absent. Further, spiritual practices can reduce stress levels and enhance mental health and thus improve productivity. Religious and spiritual organisations promote freedom of expression and the inclusion of different ideas, which leads to innovation and flexibility[9].

The relationship between spirituality and a sustainable work culture is multifaceted, drawing on spiritual principles to shape values and behaviours that contribute to long-term environmental and social sustainability. Spirituality, much like religious traditions, has the potential to influence individuals' worldviews and guide collective actions within organizations, positioning it as a vital driver for creating sustainable work environments. Spiritual values emphasize interconnectedness, stewardship, and ethical responsibility, which can be instrumental in motivating employees to engage in environmentally conscious behaviours[10], [11]. The practical implementation of spirituality in the workplace can help address both challenges and opportunities in fostering sustainability, by encouraging a culture of compassion, respect for nature, and mindful resource usage. Spiritual frameworks offer ethical and moral guidance that supports sustainable business practices, inspiring proactive actions towards environmental preservation and social responsibility. Drawing insights from diverse spiritual traditions can broaden the understanding of how spirituality contributes to shaping sustainable work cultures, enhancing the overall discourse on ethical business practices and sustainability[12].

3. Related Study

Particularly among students who might be entrepreneurs, the growing emphasis on encouraging green intentions and behaviour has attracted notable scholarly interest. Green mindfulness (GM) and spiritual intelligence (SPI) impact environmental self-identity (ESI) and green entrepreneurial intention (GEI), according to a Alshebami. King Faisal University, Saudi Arabia, study. The study using data from 202 students and partial least-squares structural equation modelling (PLS-SEM) indicated that GM had a notable beneficial effect on both ESI and GEI whereas SPI improved ESI but not GEI. ESI itself was correlated favorably with GEI. Fascinatingly, ESI mediated the link between SPI and GEI but not between GM and GEI. These findings imply that whilst GM directly encourages green entrepreneurial intents, SPI's influence is more indirect, via environmental self-identity. The study offers insightful analysis for legislators and teachers trying to inspire green entrepreneurship among next generations of business leaders[8].

Key forces for change now include the shortcomings in present management techniques including growing inequality, a weakening corporate ethical climate, and the lack of cultural context. In this sense, Kumar (2023) emphasizes how spirituality—

especially in the Indian cultural setting—brings a holistic viewpoint to management, therefore introducing ethics, self-development, and environmental activism. This research seeks to clarify the close relationship between Indian spirituality and sustainable development goals (SDGs), therefore providing a fresh paradigm change in management theory. Indian spirituality and philosophy offer an ontological framework meant to assist offset the uncertainty in the modern sustainable development agenda. Through encouraging an organic view of the SDGs, Indian spirituality provides insightful analysis of how to improve ecological consciousness, support community-based values, and encourage compassion in businesses. This method presents a useful viewpoint for developing a more complete and morally based management style fit for environmental goals[13].

Clarke (2013) underlines the crucial necessity of a better knowledge of how religion beliefs and teachings influence personal and society viewpoints on development-related problems including poverty, charity, and inequality. He contends that realizing the variety of religious points of view—both inside and outside of faith traditions—on issues like gender, environmental sustainability, and economic growth will help one to determine the degree of development success. Although many religions are seen as conservative or hierarchical, Clarke emphasizes that they can also protect the underprivileged and advocate social justice. According to him, religion changes in its forms and influence rather than being intrinsically radical or conservative. Given the early phases of this field of inquiry, Clarke advocates more empirical data to investigate how religion functions as a constitutive agent for favorable results of development. He comes to the conclusion that more study is required to completely understand the junction of religion and development as well as how religious beliefs might affect forward change in social institutions[14].

Examining the junction of religion and social values in the framework of sustainability, Ives (2019) notes the rising scholarly curiosity in knowing how religion impacts environmental attitudes. Though the degree to which these values translate into pro-environmental behaviour varies by context, recent research have indicated that many faiths are in line with self-transcendent principles, whereas discussion of societal values has historically happened in a secular framework. Ives contends that religion has to be seen as a multifarious, multi-scalar, multi-dimensional institution requiring an examination that takes into account stories, histories, and customs particular to every faith. Using this lens, religious viewpoints might provide insightful analysis on how operationalising systematic change theories for sustainability might be done. Emphasising the need of contextual information in expanding knowledge in this field, the paper ends with summarising main ideas for further study on how religion influences social ideals for sustainability[15].

4. Need of the Study

The contemporary work environment is multifaceted, and the manager is expected to achieve high performance, maintain employees' health, and act responsibly. In the midst of these challenges, spirituality and religious practices are one of the ways that can be used to establish a sustainable work culture. This research aims to fill a significant void in knowledge about how spiritual intelligence and self-efficacy can be

used as key components in achieving congruence between personal and organizational values and thus, ethical behaviour and organisational commitment.

This study will examine the relationship between spirituality, religion, and sustainable work culture to understand the processes by which spiritual intelligence and self-efficacy affect work-related processes. Knowledge of these relationships is crucial for organizations that aim at developing sustainable environments that are economic, social, and spiritual. The findings of this research can be useful for HR professionals, managers, and organizational executives to apply the effective practices that can help improve the level of job satisfaction and decrease turnover rates while building a stronger and more united workforce. [16]. This research advances the literature on designing organisations for the development of the whole person and the long-term prosperity of the organisation.

5. Methodology

This paper uses a method known as bibliometric analysis to give a systematic and detailed account of the state of knowledge on a particular subject and the quality of prior research in that area. Bibliometric analysis, a method that has recently attracted considerable attention, is the use of mathematical and statistical methods to analyse scientific publications such as articles and books. This approach, first used by Garfield (1955), is useful in discovering the trends in scientific research, in mapping the development of ideas as well as in identifying disciplinary structures. It allows the researchers to have a clear picture of the evolution of the topic and the state of the art of the research in the a particular domain while pointing out the possible research avenues for further investigation (Durieux & Gevenois, 2010).

For the purpose of this study, we confine our analysis to the area of spirituality and sustainability, using only the articles published in English, whether empirical or review articles. The bibliometric methodology, as outlined in Figure 1, encompasses five essential stages: The methodologies include research design, data collection methods, data analysis, data visualization and interpretation of results. Such stages enable a systematic analysis of the selected body of literature to enhance the understanding of the evolution of the field.

To achieve this study, SCOPUS database was chosen as the main source of research because it comprises the largest collection of peer-reviewed scientific journals across disciplines and therefore provides a robust collection of literature [17](Dissanayake et al. , 2023). In the first stage of the search, the words “Spirituality” and “Sustainability” were used and the initial search resulted in the identification of 418 documents out of which the relevant articles were sourced. To make the dataset more accurate, exclusion of articles and publications in languages other than English and year 2024 was done this reduced the number to 384 English language publication which can be used for further analysis. This stratum of selection helps in a more targeted investigation of the current trends, important authors, journals, and trends in the field of spirituality and sustainability within the interdisciplinary field of spirituality and sustainability research for future research.

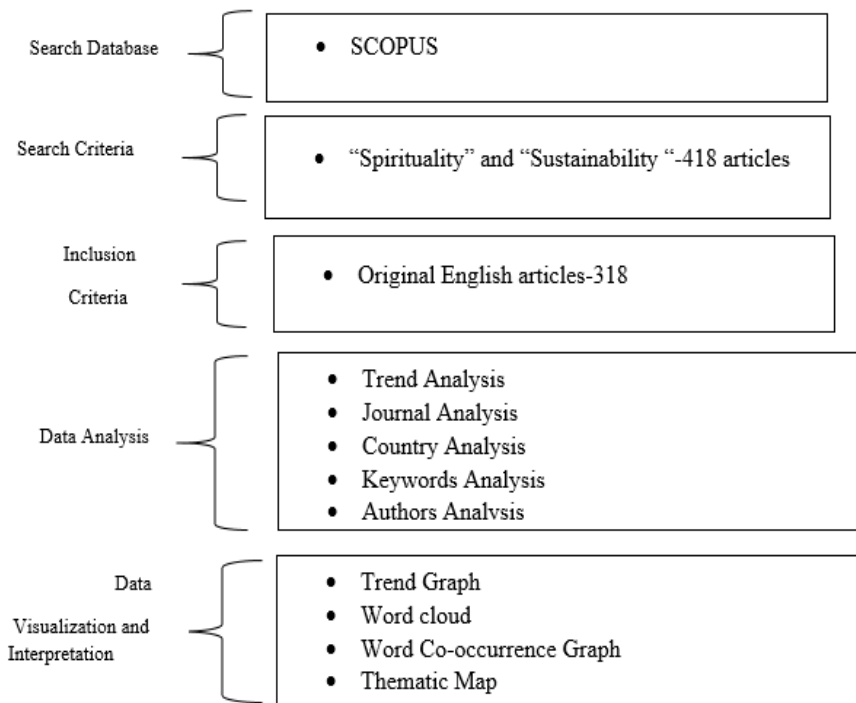


Fig. 1. Methodology of the Paper

6. Results and analysis

Over the last few decades, the investigation of the connection between spirituality and sustainability has received much attention as a growing and viable line of scholarly study. This area of study is gradually being acknowledged as containing the possibilities of offering further understanding of the impact of spirituality on sustainable behaviour, ethics and organisational cultures. Through this quantitative analysis of the trends of publications that spanned 30 years from 1993 to 2023, it becomes possible to notice the development of the scholarly discussion of this rather intricate topic.

Here, this longitudinal survey shows a more complex story of how the subject of spirituality and sustainable conversation has evolved, as well as the changes in social, academic, and epistemological perceptions. To visualize the trend analysis, which is described in detail in this paper based on four different periods highlighted in Figure 2, the number of articles published under this topic has increased in the academic community over the years. They can be characterized as every period revealing a certain stage in the development of the field, from the conceptual to the more empirical and applied. This segmentation of trends not only reveals the growing copiousness of scholarly production but also the breadth and depth of concerns and methodologies that have defined an on-going conversation about spirituality and sustainability.

Such trends should be understood to describe the historical and current state of the field as well as to reveal the emergent themes and voids in the literature for researchers and practitioners to take into account when planning for the future of the field. It is this development of literature that supports the need to include spirituality into the sustainability discourse given the ethical, social and environmental issues of our society.

6.1 Emergence and Early Discourse (1993-1999)

If one turns to the literature in the course of the initial period from 1993 to 1999, one realizes that there was a rather weak research focus on spirituality and sustainability. This period can be described as giving rather low productivity, and only a few publications that cautiously entered this area of research. The inaugural publication in 1993, titled "Economy, Ecology, and Spirituality: This process commenced with the reading of David C. Korten's "Getting to the Heart of Sustainability: A Conversation on Sustainability Education, 'Toward a Theory and Practice of Sustainability (Part I)'" (1993). This early piece of work provided the basic framework for how such thinking could be applied to the more focused topic of sustainable development and spirituality for the environment.

The literature produced in this period indicates that approach to the subject was at the initial stage of development of the idea of connecting spirituality with the sustainability of the environment and the economy. The most highly cited article from this era, "The Growing Interest in Spirituality in Business: Tischler's "A Long-Term Socio-Economic Explanation" published in 1999 received only 66 citations, suggesting that while there is a slowly increasing awareness of the usefulness of considering this intersection, it is still relatively small. This work helped to ground the discussion in a wider socio-economic context, which contributed to the justification of the need for spirituality in business and sustainable development. This period probably marked the beginning of academic research on how spirituality could be of help in the pursuit of sustainability. It is, however, only in the recent past that the discourse has begun to take root in the academic arena or the public domain. It was a period of initial foray into dialogue; when the framework was being laid down, much more serious in the subsequent years to come as slowly but surely the discourse on integrating spirituality and nature started to gain even more currency.

The period of 2010s saw an increase in the number and quality of research articles on spirituality and sustainability. This rapid expansion may be indicative of a significant change in society's consciousness, where worries over ecological damage, the various forms of inequality, and the purpose of life become more entangled. The rising volume of writings during this time reveals a growing awareness of spirituality as a dialogue in sustainability.

Of all the articles published in this period, the most cited article is 'Mindfulness in Sustainability Science, Practice, and Teaching' by Wamsler et al (2018), with 150 citations. Applicable across universities, this study focuses on the part played by mindfulness in the promotion of sustainability. Similarly, "Consumers' Sustainable Purchase Behavior: For instance, the paper titled "Modeling the Impact of Psychological Factors" by Joshi and Rahman (2019) which received 140 citation shows an upsurge in the studies regarding the psychological influence towards sustainable consumer behavior.

Over the course of this year, there turned an impressive and diverse range of work in the field of study dedicated to indigenous knowledge on ecology, spiritual activism and environmentalism, mindfulness for sustainability, and sustainable consumption. This decade is considered as one that defines the maturity of the field, owing to the increased interdisciplinary approach and the emergence of the integrated perspectives on the sustainability problems. This has been helpful in enriching the discourse by considering different viewpoints, contributing to development of a holistic approach to learn about spirituality as well as using it to promote and support sustainable development.

6.2 Consolidation and Acceleration (2020-2023)

In the last three years of analysis from 2020-2023, spirituality and sustainability not only kept going strong but there has been an increase in the pace as well. Increasing publication numbers which is apparent during this period, indicates a heightened concern with these fundamental issues, provoked by the escalating awareness of the scope of the ecological, social, and ontological crises of the present age. The climate crisis, the loss of biological diversity, and the increasing social inequality have become a challenge to reconsider the relationships between all living beings and the need to develop spiritual strength and intelligence in conditions of instability and change. This is well illustrated by the fact that subsequent literature produced during this time cited articles from the earlier period more frequently. It has been in this period that we witness new paradigms being developed including regenerative agriculture, eco-spiritual activism and deep adaptation, which are all emerging as possible ways towards creating a sustainable and spiritually fulfilled society. These new paradigms stress the unity of the person and the environment, the role of spirituality in environmentalism, the connection between the human and the natural world and more. The emergence and growth of such inter- and multi-disciplinary activities and other forms of innovations reflect an enhancement and intensification of the concerted drive towards the integration of spiritual principles and other sustainable development objectives, providing brand new light and effective possibilities for the creation of balance and sustaining systems.

Table 1 Keyword Occurrence Analysis

Rank	Keyword	Occurrence in Author Keywords	Occurrence in Titles	Total Occurrences	Relevance
1	Spirituality	150	80	230	Central theme, frequently explored across multiple studies.



Fig. 3. Word Cloud

6.3 Thematic Analysis

The present work aims to clarify the interaction between spirituality and sustainability by exposing their interdependence and mutual influence. By means of this investigation, a total of 11 unique clusters have been found, classified into four thematic areas on a comprehensive map built using indicators such as the degree of development and relative degree, so offering a framework for evaluating the maturity and relevance of every research topic. Especially in the bottom-right quadrant of this map, the fundamental themes show up as well-developed fields of research within this discipline. Three main categories help to arrange these subjects. Focussing on how cultural values and governance structures affect sustainability projects, the first category—called "Culture"—coveralls elements of culture, government, and paradigm. Emphasising the need of values-based leadership and its dedication to enable community spiritual and sustainable development, the second category, "Leadership," underlines the vital responsibilities of leadership, community participation, and compassion. Finally, the third category, "Spirituality," suggests that spirituality is a basic component in tackling and conquering the many difficulties presented by sustainability by explicitly tying the themes of spirituality, sustainability, and sustainable development together. These clusters taken together offer a sophisticated knowledge of how sustainability and spirituality are not just connected but also how they may cooperate to give a more comprehensive approach to sustainable development.

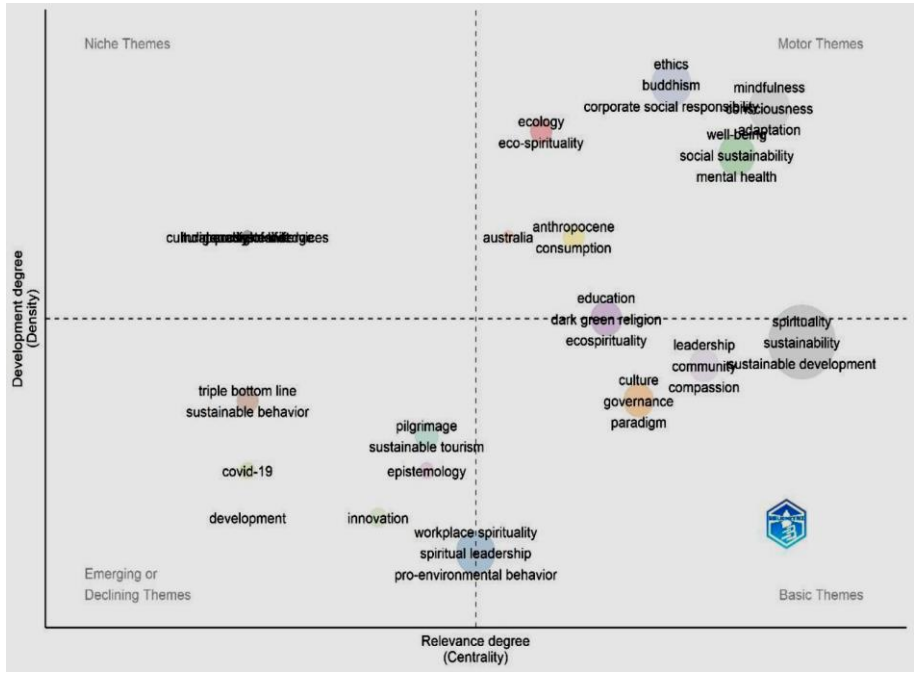


Fig. 4. Thematic Analysis

In contrast, the top-right quadrant of the map draws attention to issues that have become more and more important recently, therefore pointing out fresh avenues of research and areas of academic interest. Five separate clusters make up this region. Focusing on the whole aspects of sustainability by combining physical, mental, and social dimensions to promote general human and ecological well-being, the Well-Being cluster comprises subjects such as social sustainability, tourism, well-being, nature, and mental health. Examining the function of mindfulness and inner change as essential components in reaching sustainable practices, the Mindfulness cluster consists of themes like inner transition, inner transformation, consciousness, adaptation, transformation, interiority, and sustainability science. This cluster emphasizes the transforming power of raising more knowledge and awareness for environmental projects. Emphasising mankind's crucial role in determining the destiny of the Earth, the Anthropogenic cluster with themes like the Anthropogenic and consumption tackles the great influence of human activities on the planet and the pressing need of sustainable consumption habits. Reflecting a growing interest in ethical frameworks and spiritual values as guiding principles for sustainable business practices, the Ethics cluster is varied and covers themes including knowledge management, ethics, corporate social responsibility, business education, organizational spirituality, Buddhism, entrepreneurship, and Christianity. Last but not least, the Ecology and Eco-Spirituality cluster stresses the link between spiritual values and environmental health, therefore stressing the need of combining ecological knowledge with spiritual practices to promote a closer, more harmonic interaction with the natural world. These clusters taken together offer a

thorough picture of the changing conversation on spirituality and sustainability, showing how different themes have evolved over time and pointing future study paths for academics eager to investigate the junction of spiritual values and sustainable development.

7. Conclusion

This study explores the intricate connections between spirituality, religious beliefs, and a positive work environment, emphasising the importance of spiritual intelligence and self-efficacy. With an emphasis on spiritual intelligence and self-efficacy, this paper addresses the intricate interaction of spirituality, religious practices, and a sustainable work environment. The results clearly show that religious practices and spirituality at the workplace are not only about customs or beliefs but also important elements to inculcate purposefulness, ethical behaviour, and resilience among employees. For example, it has been noted that spiritual intelligence enables employees to handle problems with ethical and interpersonal conflicts inside their companies. This promotes a more coherent and long-lasting company. Work action can be guided at the same time by self-efficacy, which is an individual's belief in his/her ability to perform successfully in order to reach personal goals by employing spiritual concepts. These kind of work environments serve environmental goals at the same time as they promote great operational efficiency. Companies with such qualities could improve employee involvement levels; encourage moral judgement making; create a suitable office environment supporting long-term survival.

8. Implications of the study

1. The study reveals a complicated link among spirituality, religious practices, and sustainable work environment, so stressing the importance of spiritual intelligence and self-efficacy.
2. This is shown that spirituality and religious activities in the workplace are fundamental components encouraging purposefulness, ethical behaviour, and employee resilience.
3. The findings reveal that spiritual intelligence supports employees in appropriately negotiating moral challenges and personal conflicts, therefore enhancing the resilience and unity of the firm.
4. Self-efficacy—that is, the conviction in one's ability to attain goals utilising spiritual values—guides professional activities and enhances job performance mostly depending on it.
5. Companies that respect spirituality and self-efficacy will most likely be more successful and assist with sustainability demands as well.
6. Such firms can increase staff involvement rates, promote moral behaviour, and create an environment appropriate for long-term organisational survival.
7. Encouragement of group-level spiritual intelligence and self-efficacy encourages employees to feel accountable, meaningful, and belonged.
8. Combining spiritual intelligence with self-efficacy enables businesses to be more adaptable and environmentally friendly in trying conditions.

9. Future Scope

Future studies on the junction of spirituality, religious practices, and sustainable work culture should take several paths to improve knowledge and useful application into account. Longitudinal studies might look at how employees' spiritual intelligence (SI) changes over time and how this affects the design of sustainable workplaces. Comparative research conducted in many religious and cultural settings can point to universal rather than culturally particular methods for encouraging a sustainable work environment. While studies on leadership might look at how various leadership styles either encourage or impede spiritual intelligence inside companies, intervention-based research could assess the usefulness of particular spiritual practices and training programs in improving SI and self-efficacy. Looking at how SI and self-efficacy directly and indirectly affect organizational results like productivity and staff retention as well as their part in crisis management.

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