



## **INTEGRATION OF SPIRITUAL VALUES INTO EMPLOYEE DEVELOPMENT PROGRAMS DURING DIGITAL TRANSFORMATION**

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### **Abstract**

This study examines how spirituality values integrated into employee development programs function in the digital workplace transformation. Spirituality contributes through meaning making helping employees connect daily tasks with larger purposes, connectedness building authentic relationships despite physical distance, humility enabling learning from mistakes without shame, mindfulness training presence and focus amid digital distractions, integrity internalizing ethical behavior without external surveillance, gratitude countering negative social comparison, and acceptance embracing human limitations realistically. Employee development programs integrating spirituality require leaders as role models demonstrating spiritual values daily. Program design must balance technical content and character development through spiral approaches. Implementation challenges include employee resistance viewing spirituality as private matter and difficulty measuring spiritual impacts on performance. Sustainability requires integrating spiritual values into entire organizational systems from recruitment to rewards. Organizations successfully integrating spirituality systemically will have more resilient, adaptive, and committed workforces facing continuous technological change.

**Keywords:** workplace spirituality, employee development, digital era, meaning making, mindfulness

## Introduction

Digital workplace transformations have fundamentally changed how organizations operate and employees execute daily tasks. Process automation, artificial intelligence, and virtual collaboration platforms become inseparable parts of work routines across various sectors. Employees are required to continuously learn new skills, adapt to rapidly changing software interfaces, and work in geographically dispersed teams. Pressures to remain productive amidst constant technology changes often generate stress, anxiety, and feelings of isolation (Atanasoff & Venable, 2017). Impacts from these tensions become increasingly prominent in remote work systems, demanding more flexible and adaptive digital-based human resource management practices (Mardikaningsih & Darmawan, 2022). Many employees report decreased job satisfaction and feelings of losing meaning in their work (Bryce, 2021). Interpersonal connections previously built through face-to-face interactions drastically decrease in digital work environments. Therefore, understanding employee experiences in digital workplaces becomes a crucial perspective in human resource management for mapping psychological welfare challenges they face (Putra, Darmawan, & Arifin, 2022). Dense virtual meetings and continuously incoming instant messages create digital fatigue that is difficult to overcome. Organizations begin realizing that focusing solely on technical skill improvements is insufficient for maintaining long-term employee welfare. Psychological and emotional aspects of working experiences in digital eras require attention equally significant as technical aspects. Gaps between technology demands and employees' psychological capacities become critical issues that human resource management must address.

Workplace spirituality emerges as a relevant concept for answering psychological welfare challenges in digital eras. Spirituality in this meaning does not refer to specific religious practices but rather to individual experiences of meaning, purpose, and connection with others in their work (Walter, 2023). Employees having positive spiritual experiences at workplaces tend being more resilient against stress and more capable finding meaning in monotonous tasks. Spirituality helps employees view their work not merely as livelihood-seeking methods but as contributions toward something greater than themselves. Feelings of connecting with

coworkers even through digital mediums can be nurtured through spiritual values like empathy, respect, and care. Organizations ignoring spirituality aspects risk creating transactional and shallow work environments. Employees will treat work as mere economic exchanges without deep emotional attachments. This condition will ultimately decrease productivity and increase employee turnover rates. This situation is exacerbated by disinformation threats in digital public spaces that often erode inter-employee trust, making spirituality a necessary counterbalance for maintaining social interaction health (Sinambela, 2022). In fast-paced digital eras, needs for reflection spaces and authentic connections become increasingly urgent. Spirituality offers pathways for fulfilling those needs without abandoning technology efficiency demands.

Employee development in digital eras faces new challenges never previously existing in human resource management history (Zhang & Chen, 2023). Traditional training programs focusing on knowledge transfer through instructors in classrooms are no longer sufficient for meeting fast and personal learning needs. These challenges become increasingly complex when organizations prepare for welcoming Alpha Generation entries into digital workplaces, requiring special readiness in talent development strategies (Gani & Darmawan, 2023). Employees require access to learning content accessible anytime and anywhere according to their flexible work schedules. Digital learning platforms provide solutions for these needs but often fail in emotional engagement aspects and learning community formation. Employees following online training tend feeling isolated and losing motivation for completing programs. Online course completion rates are often very low even though content quality is high. Effective employee development in digital eras requires approaches combining technology access ease with human touches building emotional connections. Spirituality can become frameworks for designing more meaningful and engaging learning experiences. Spiritual values like humility for learning from others, patience in facing difficulties, and gratitude for development opportunities can be integrated into program designs. This approach acknowledges that employee development is not only about skill acquisition but also about holistic personal growth.

Integrating spiritual values into employee development programs requires paradigm shifts from mechanistic approaches to organic approaches (Gupta, 2017). Mechanistic approaches view employees as machines that can be reprogrammed by adding new training modules to their systems. This approach ignores facts that humans possess emotions, beliefs, and values influencing how they receive and internalize new learning. Organic approaches conversely view employee development as natural growth processes requiring proper nutrients including meaning, purpose, and connections. Spirituality-integrated development programs do not impose certain values but create spaces for employees exploring their own work meanings. Program facilitators are not instructors teaching from podiums but companions helping employees find answers to their existential questions. In this transformation context, digital leadership plays vital roles for navigating changes by building employee readiness facing automation through humanistic approaches (Mardikaningsih & Darmawan, 2023). Program designs include time for personal reflection, small group dialogues, and mindfulness practices helping employees be fully present in learning processes. Digital technologies are used as facilitation tools rather than as learning experience centers. This approach requires greater time and resource investments compared with conventional online training. However, results obtained in deeper employee engagement and sustainable behavior changes are equivalent to those investments. Organizations successfully integrating spirituality into employee development will possess more adaptive and committed workforces.

Applying spirituality in employee development in digital eras does not mean rejecting technologies or returning to old work methods. Conversely, spirituality helps organizations use technologies more wisely with full awareness of their impacts on employee humanity (Walter, 2023). Digital technologies should become servants facilitating human growth rather than masters controlling human behavior. For example, in gig economy ecosystems, algorithm-based work management often risks dehumanizing employees, making spiritual values necessary as counterbalances for maintaining work dignity (Darmawan, 2024). Spiritually-wise employee development programs will utilize technologies for tasks indeed more efficiently performed by machines like factual

content delivery or basic understanding testing. However, for aspects requiring emotional depth and inter-human connections like value formation, conflict resolution, or leadership development, face-to-face interactions remain necessary. Organizations need designing blended learning models balancing technology efficiency and human interaction depth. Employees need being given freedoms to choose learning modes most suitable with their preferences and needs at certain times. Some people may prefer learning independently through online videos while others require group discussions for processing information meaningfully. Spirituality teaches respect for individual diversity including in learning styles. Development programs respecting this diversity will be more inclusive and effective for entire employee populations. Spiritually-wise organizations will not impose one learning method for all employees.

The first problem organizations face in integrating spirituality into employee development is the dominance of managerial paradigms oriented toward measurable results and return on investment. Top management often rejects initiatives whose contributions to company profits cannot be proven in short terms. Development programs emphasizing spiritual aspects are considered too soft and impractical for competitive business worlds. Measuring spirituality impacts on employee performance is indeed difficult because results are often indirect and require long timeframes to become visible (Latiff, 2021). Employees finding more meaning in their work may not immediately generate more sales but will have lower absence rates and longer tenures. Metrics like employee turnover rates and absences are often ignored in training return on investment calculations. Furthermore, organizations need calculating legal responsibility aspects and clear proof mechanisms in digital technology utilization, so operational integrity remains aligned with possessed spiritual values (Sutanto, Saputra, & Darmawan, 2023). This dominant quantitative paradigm creates cultural barriers difficult to overcome for spirituality integration. Organizations wanting to adopt spiritual approaches must first change how they measure employee development program successes. New metrics are needed that are more qualitative and long-term oriented like job satisfaction, employee engagement, and stress resilience. This measurement system change

requires support from the highest organizational levels and patience in viewing results.

The second problem is inadequate understanding about what workplace spirituality actually is and how to apply it practically. Many HRM practitioners associate spirituality with specific religious activities considered inappropriate in professional work environments (Nöhammer, 2022). This mistaken association causes resistance toward any initiatives mentioning the word spirit. Whereas secular spirituality meant in management literature is very different from religious rituals. Workplace spirituality is more about creating environments where employees feel valued as whole humans not merely as production factors. Values like integrity, empathy, humility, and gratitude can be practiced without referencing any religious traditions. For supporting this, organizations also need implementing healthy political ethics in social media communications, ensuring those integrity values are consistently reflected to both publics and internal organizations (Al Hakim & Irfan, 2023). However, these values are often considered too abstract for translating into concrete policies and procedures. Managers do not know where to start making spiritual development programs without appearing preachy or unprofessional. Lack of clear implementation models makes organizations reluctant trying spiritual approaches. They prefer staying with known conventional methods even though results are less satisfactory. More documented case studies about organizations successfully integrating spirituality into employee development are needed. These case studies will provide concrete examples about policies, programs, and daily practices that can be copied by other organizations. Lack of publications about this practical success becomes serious barriers for widespread spiritual approach adoption.

Surveys in various countries show work-related stress, anxiety, and depression levels reaching record highs in the past decade (Carlo, 2018). Global pandemics forcing mass transitions to remote work worsened this condition because blurring boundaries between work and personal lives. Employees report working longer but feeling less productive and less connected with coworkers. Employee turnover numbers and intentions to leave jobs increase significantly across various sectors. Organizations respond by offering welfare programs like meditation applications or

online counseling sessions. However, these programs are often superficially adopted without fundamental changes in work cultures. Employees still feel organizations do not truly care about their holistic welfare. In efforts overcoming this crisis, organizations must prioritize inclusive public communications with multicultural approaches, so every individual feels acknowledged and valued amidst digital work culture diversity (Mardikaningsih, Darmawan, & Hariani, 2024). Spiritual approaches offer more radical alternatives by changing basic assumptions about what work is and why people work. Systematic literature reviews are needed for identifying which spirituality elements are most relevant for digital contexts. Results from these reviews will provide guidelines for organizations wanting to design more humanistic employee development programs. Without meaningful interventions, employee welfare crises in digital eras will continuously worsen and harm organizations in long terms.

The objective of this study is to explain the mechanisms through which spirituality influences the effectiveness of employee development in the digital era. This explanation includes identifying specific spiritual values that are most relevant to the challenges of the digital work environment. This study also aims to map employee development practices that have successfully integrated spirituality as well as the factors that facilitate such success. The theoretical contribution of this study is the enrichment of human resource management literature, which has thus far been dominated by rational and mechanistic approaches. Its practical contribution is a framework for HRM practitioners in designing employee development programs that are more humane and sustainable.

## Method

To answer the question of how spirituality plays a role in employee development in the digital era, this study uses a qualitative literature study approach. Library research aims to summarize knowledge that is already scattered across various written documents, without relying on primary data collection such as interviews or surveys (Ullah & Ameen, 2018). The selection of this method is based on the fact that the topics of workplace spirituality and employee development have received widespread attention in management, industrial psychology, and organizational studies literature. Literature studies in social research

allow researchers to find relatively consistent patterns even when applied to different organizational and cultural settings (Yavuz, 2022). This approach facilitates drawing conclusions about universal principles that explain the relationship between spirituality and the success of employee development programs. The data sources in this study include organizational behavior textbooks, journal articles on workplace spirituality, research reports from human resource consulting firms, and case studies of value-based development program implementations in various companies. The analysis process takes place in three sequential stages: document collection using predetermined keywords, data reduction based on criteria of recency and source reputation, and the presentation of synthesis results in the form of a coherent argumentative narrative. Literature studies have limitations as they rely heavily on the availability of sources that may contain certain perspective biases (Sridhar, 2020). To address this, the study uses sources from various disciplines and diverse geographical backgrounds to enrich the viewpoint.

Thematic content analysis was chosen as the primary technique in this study, focusing on grouping statements from various sources into predetermined thematic categories. Thematic analysis in literature reviews is useful for identifying areas where authors agree or disagree on a specific issue (Ibrahim, 2019). The four thematic categories established in this study are as follows: spiritual dimensions relevant to the work environment, challenges faced in employee development in the digital era, mechanisms for integrating spiritual values into development programs, and success indicators of the spiritual approach itself. Ragin and Amoroso (2011) emphasize the importance of critical evaluation regarding the methodology of the primary studies cited, as differences in research design quality can affect the reliability of the resulting findings. Gupta and Gupta (2022) also highlight the need to utilize sources from various disciplines so that the understanding of complex phenomena becomes more comprehensive. The selection of sources in this study was based on three main criteria: the recency of publication within the last ten years to ensure relevance to contemporary management practices, the reputation of the publisher or internationally indexed journals, and the diversity of geographical and cultural perspectives. All collected documents were then

analyzed iteratively to ensure the accuracy of the interpretation of the original authors' statements. The bibliography included at the end of this document contains all the references cited during the analysis process.

## Result and Discussion

Workplace spirituality contributes to employee development in digital eras through meaning making creation helping employees see connections between their work and larger personal values. In fast-paced and transactional digital environments, employees often lose perspectives about why they perform their work besides earning salaries. Meaning creation processes help employees connect routine tasks appearing trivial with their contributions toward customer welfare, coworkers, or broader communities (Pelligra & Sacco, 2023). In supporting this sustainability, digital innovations through technologies play important roles facilitating human resource development to remain relevant with era demands (Mardikaningsih & Wardoyo, 2024). A customer service technician answering repetitive questions daily can see that each interaction is opportunities for reducing someone's frustration and helping them solve problems. A data analyst spending hours cleaning datasets can see that their work enables companies making better decisions ultimately benefiting all stakeholders. Employee development programs integrating spirituality provide spaces and times for reflecting about these meanings. Employees are encouraged sharing stories about moments when they felt their work was truly meaningful. Organization leaders also share stories about how employee contributions make differences for real customers. Over time, meaning creation becomes cultural practices performed naturally rather than activities forced in training. Employees having meaning in their work are more resilient against stress and less likely experiencing work fatigue.

Developing connectedness represents spirituality's second contribution to employee development in digital eras characterized by remote work and virtual teams. Employees working from homes or remote locations often report feelings of isolation and disconnection from coworkers and organizations overall. This lost connectedness cannot be restored merely by increasing virtual meeting frequencies or sending instant messages more often. Spirituality offers different approaches

emphasizing relationship qualities not interaction quantities (Tekin, 2023). For strengthening these dynamics, organizations must pay attention to determinant factors and formulate appropriate strategies in developing digital team work dynamics (Mardikaningsih, Darmawan, & Nurmalasari, 2020). Spiritually-integrated development programs teach employees active listening skills, empathy, and healthy vulnerability in virtual communications. Employees learn being fully present in every digital interaction not merely multitasking while listening to meetings. They learn asking about coworkers' conditions sincerely before discussing business agendas. They learn acknowledging when they are experiencing difficult times and requesting support without fearing being considered weak. This authentic connectedness builds social capital becoming safety nets when teams face pressures or crises. Employees feeling spiritually connected are more willing helping coworkers experiencing difficulties without expecting direct returns. Development programs building connectedness may include virtual retreat activities, check-in sessions at meeting beginnings, or safe personal story-sharing platforms.

Developing humility represents spirituality's third contribution highly relevant for employee development in digital eras. Digital environments often encourage showing-off achievement behaviors and unhealthy social comparisons through publicly visible metrics like like counts, comments, or task completions. Employees feel pressured constantly showing they are competent and successful, hiding mistakes and ignorance. This inability culture for acknowledging limitations hampers learning because employees reluctant asking or requesting help. Spirituality teaches humility as virtues freeing employees from burdens of always being perfect. Humble employees can acknowledge when they do not know something and are instead respected for their honesty (Mahler et al., 2024). This relates to organizational effectiveness where distributions of six main factors including integrity and character are very decisive for organizational transformation successes (Darmawan, 2024). Development programs emphasizing humility encourage employees sharing lessons from their failures not only successes. Organization leaders become examples by openly acknowledging their own mistakes and what they learned from them. Humility also means willingness learning from anyone without considering hierarchies or statuses. A junior employee with specific

technical expertise can become teachers for senior managers in cross-training. This humility culture is very important in digital eras where knowledge develops too quickly for one person to follow. Employees must be comfortable becoming lifelong learners always open to new knowledge from any sources.

Mindfulness practices or full awareness are practical instruments for integrating spirituality into employee development in digital eras (Adam et al., 2024). Mindfulness teaches employees to be fully present in current moments without being trapped in past regrets or future anxieties. This ability is very valuable in digital environments full of notification disturbances, incoming emails, and instant messaging requests. Mindfulness-trained employees can choose focusing on one task at one time rather than continuously switching between applications. They are also more capable recognizing early stress signs and taking corrective actions before fatigue occurs. Development programs integrating mindfulness can include brief meditation sessions at meeting beginnings, breathing training for calming nervous systems, or guides for creating healthy boundaries between work and personal lives. In this relation, employee performance effectiveness is also greatly influenced by The Big Five personalities, showing importance of alignments between individual characters and job demands (Darmawan, 2017). Mindfulness benefits are not limited to individual welfare but also improve decision-making qualities. Mindful employees tend making more wise decisions because they consider more information and perspectives before acting. They are also more creative because calm minds enable new associations between seemingly unrelated ideas. Organizations investing resources for mindfulness training report decreased employee stress levels and significantly increased job satisfaction. Effective mindfulness programs require continuous practices not one-time training.

Spiritual values like integrity and honesty become important foundations for employee development in digital eras where employee behavior monitoring becomes increasingly easy through technologies (Lie et al., 2024). Companies can track employee productivity through monitoring software, record conversations through communication applications, and analyze behavior patterns through big data. Technical supervision capabilities create ethical dilemmas between company needs

for accountability and employee privacy rights. Approaches relying solely on technology monitoring create distrust cultures damaging employee morale. Spirituality offers alternatives by emphasizing internal awareness development about right and wrong not external rule compliance. This digital transformation certainly demands digital-oriented leadership for driving operational efficiency and innovations without compromising trust (Darmawan & Gardi, 2024). Spirituality-based employee development programs help employees clarify their personal values and connect them with organizational values. Discussions about ethical dilemmas in daily work contexts become regular parts of development programs. Employees are trained recognizing situations where they might be tempted cutting unethical shortcuts and developing strategies for staying with their principles. Additionally, systematic approaches in information technology project risk management also need being integrated so transformations succeed in dynamic business environments (da Silva, Darmawan, & Gardi, 2022). This internalized integrity is more effective in preventing unethical behaviors compared with thousands of pages of ethics codes never read.

Spirituality contributes to employee development through enhancing gratitude that counters negative effects of digital cultures tending making employees continuously feel dissatisfied (Singh et al., 2022). Social media and digital collaboration platforms make it easy for employees comparing themselves with others possibly having more successful careers, more interesting projects, or larger recognitions. These upward social comparisons trigger feelings of envy, inferiority, and chronic dissatisfaction damaging psychological welfare. Gratitude is powerful antidotes for social comparison poison because shifting focuses from what is not possessed to what is already possessed. In marketing and communication contexts, digital marketing communication relevance also needs wise management so not creating unrealistic expectations (Sinambela & Darmawan, 2021). Employee development programs integrating gratitude can include simple practices like writing three grateful things daily or sending thank-you messages to coworkers providing help. Employees routinely practicing gratitude report higher job satisfaction levels and better interpersonal relationships. Gratitude also increases psychological resilience because grateful employees are more capable

seeing positive sides of difficult situations. Finally, employee engagement increases through digital transformations proven capable maintaining organizational performance optimally even amidst major disruptions (Putra & Arifin, 2025). Organizations can facilitate gratitude by creating recognition rituals where employees publicly thank coworkers for their contributions. These rituals do not require large costs but their impacts on team morale are very significant. Gratitude must also be modeled by top leaders sincerely thanking employees for their hard work.

Spiritually-integrated employee development also includes acceptance aspects toward own limitations and others' limitations. Digital eras with all speeds and pressures often push employees having unrealistic expectations about what can be achieved within available timeframes (Kuchinke, 2016). Employees feel they must always be productive, always available, and always deliver perfect results. These unrealistic expectations cause frustration, fatigue, and feelings of never being good enough. Spirituality teaches acceptance that limitations are natural parts of human conditions not needing shaming. Employees accepting their limitations can set more realistic priorities and learn saying no to unreasonable requests. Development programs emphasizing acceptance help employees identify areas where they tend being perfectionistic and developing strategies for releasing perfection demands. In this regard, work life quality and knowledge management become key factors capable strengthening employee commitments toward organizations (Eddine et al., 2023). Employees learn completing 80 percent of tasks well is better than completing nothing because trapped in attempts achieving impossible 100 percent. Acceptance also means willingness forgiving themselves and others when mistakes occur. Mistake-unforgiving cultures will push employees hiding problems until becoming too large to conceal. Conversely, acceptance cultures enable mistakes recognized earlier so they can be fixed with smaller costs. Organizations wanting building acceptance cultures must ensure their performance appraisal systems do not punish every smallest mistake.

Integrating spirituality into employee development requires active roles from organization leaders as spiritual value role models in daily behaviors (Sarkar, 2017). Leaders speaking about work-life balance importance but sending midnight emails and expecting instant responses

transmit contradictory signals. Employees will ignore what leaders say and imitate what leaders do. Spiritual leaders demonstrate commitments toward possessed values through real actions. This aligns with findings that effective leadership and employee welfare are fundamental elements in sustainably increasing organizational productivity (Darmawan et al., 2022). They turn off work notifications after certain hours for protecting their own family time. They openly acknowledge when they make mistakes and show they are also learning. They take time listening to employee complaints without hastily providing solutions. They give credits to teams for successes and take personal responsibility for failures. These actions are stronger in forming cultures than thousand-page training manuals. Leader development programs need including spiritual components helping them align behaviors with values. Many leaders intellectually agree with spiritual values but have not developed them into automatic habits. Mindfulness training, reflection retreats, and spiritual coaching can help leaders bridge gaps between knowledge and actions. Organizations also need considering spiritual criteria in leader selection and promotion processes. Leaders lacking capacities for becoming spiritual examples will hinder any spiritual integration efforts conducted by organizations.

Spiritually-integrated employee development program designs must consider balances between technical content and character development content. Too much technical skill focus will produce functionally competent but spiritually empty employees (Bragger et al., 2021). Too much character development focus without technical skills will produce good-moral but unproductive employees. Optimal balances vary depending on job types and employee maturity levels. New employees may require larger technical portions for achieving basic competencies in their roles. Senior employees with extensive experience may benefit more from character developments helping them overcome boredom or meaning crises. Good development programs use spiral approaches where technical and spiritual topics are alternately interspersed so mutual reinforcement occurs. Additionally, cross-functional training implementations are highly effective for increasing team collaborations in processing spiritual values into real technical projects (Fared & Darmawan, 2021). New technical skills are learned within spiritual value contexts about serving customers or contributing to communities. Spiritual values are practiced through real

technical projects where employees must make difficult ethical decisions. Development program evaluations must also include technical metrics and spiritual metrics. Synergies between human resource qualities, work performances, and employee loyalties are proven to be main determinants of organizational competitiveness (Darmawan et al., 2020).

Implementation challenges of spirituality in employee development in digital eras include resistance from employees viewing spirituality as personal matters not to be interfered by companies (Dourojeanni, 2022). These employees may feel uncomfortable when their workplaces suddenly discuss topics they consider exclusive for worship places or private spaces. This resistance is valid and must be respected by not forcing participation in spiritual-looking activities. Organizations need distinguishing between secular activities nurturing spiritual values and activities explicitly religious. Values like integrity, gratitude, and humility can be taught without referencing sacred texts or any religious rituals. Languages used in development programs must be inclusive and acceptable by people from various belief backgrounds including non-religious ones. It needs recognition that in current digital worlds, self-identity formations and individual social perceptions are greatly influenced by social media interactions, so spiritual approaches must be capable embracing that diversity (da Costa, Darmawan, & de Jesus Isaac, 2022). Resistance can be reduced by starting from least controversial activities like mindfulness training widely accepted in business worlds. Therefore, access to technologies and digital skill literacies become important bridges for equalizing education and work opportunities for employees from various backgrounds (Arifin & Darmawan, 2021).

Sustainability of spirituality-based employee development programs requires integrating spiritual values into broader organizational systems and processes not merely as additional activities (Pawar, 2017). Standalone training programs will lose impacts if employees return to work environments contradicting taught values. In this regard, strategic alignment through goal cascading is very crucial for ensuring spiritual values align with performance targets and organizational strategic management (Mardikaningsih & Darmawan, 2021). Spirituality integration must include recruitment systems filtering prospective employees based on value suitability, orientation systems introducing

spiritual values from day one, and reward systems recognizing contributions toward coworker welfare. These human resource management innovations are strategic steps for increasing organizational competitiveness in globalizations demanding high adaptabilities (Abdullah, Gardi, & Darmawan, 2021). These system changes require significant time and efforts because often contradicting established practices. Furthermore, leadership capable forming responsive organizational cultures becomes keys in navigating continuing changes (Al Hakim, Sagita, & Irfan, 2022). Employee feedback about obstacles they experience in practicing spiritual values at workplaces must be collected regularly. Identified obstacles are then addressed through policy or procedure adjustments. Organizations successfully integrating spirituality systemically will see that spiritual values are no longer felt as additional burdens but as natural parts of working methods.

## Conclusion

Spirituality functions as a framework that enriches employee development in the digital era through the creation of meaning, connectedness, humility, mindfulness, integrity, gratitude, and acceptance. Spiritual values help employees overcome psychological challenges arising from a fast-paced, isolated, and social-comparison-filled digital work environment. Employee development programs that integrate spirituality not only enhance psychological well-being but also build adaptive capacity and long-term commitment. The success of spiritual integration requires the active role of leaders as role models of these values in daily behavior. Program design must balance technical content and character development using a mutually reinforcing spiral approach. Implementation challenges include employee resistance from those who view spirituality as a private matter and the difficulty of measuring the impact of spirituality on organizational performance. Program sustainability requires the integration of spiritual values into the entire organizational system, from recruitment to rewards. Organizations that successfully integrate spirituality systemically will have a workforce that is more resilient, adaptive, and committed in facing continuous technological change.

The implications of this study for human resource management practitioners are the need to re-evaluate the basic assumptions about

employee development, which have thus far focused too heavily on cognitive aspects and technical skills. Suggestions for organizations include starting the integration of spirituality with the least controversial activities, such as mindfulness training and storytelling sessions regarding the meaning of work. Organizations need to develop new metrics capable of capturing the impact of spirituality on employee well-being and long-term performance. For management educational institutions, it is recommended to incorporate topics on workplace spirituality into MBA program curricula and executive training. Further research is required to empirically test the relationship between specific spiritual practices and organizational performance indicators such as turnover rates, productivity, and innovation. Longitudinal studies with an observation period of at least two years would be better able to capture the process of cultural change, which requires time. Collaboration between academics, HRM practitioners, and organizational leaders in this research will produce findings that are more relevant to real-world needs.

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Integration of Spiritual Values Into Employee Development Programs During Digital Transformation  
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