WORKPLACE QUALITY OF LIFE THROUGH SPIRITUALLY-ORIENTED ORGANIZATIONAL CULTURE

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ABSTRACT

Objective: This study aims to investigate the attributes of organizational people management in order to demonstrate the impact of spiritualized organizational culture on quality of life in the work environment.

Theoretical Framework: This section presents the main concepts that underlie organizational culture, quality of life, and spirituality, with authors such as Schein, Ashmos, and Duchon, among others, who present the dimensions of analysis for these factors.

Method: The methodology adopted for this exploratory research involves the analysis of data from the PROGEP/FIA survey on the best companies to work for regarding the factors, characteristics, and dimensions attributed to spirituality and considered relevant to quality of life at work. The literature review aimed to identify the instruments being used and the results found in articles published in the last decade.

Results and Discussion: The main grouped results demonstrate that the terms evaluated are in line with the precepts of spirituality. Studies show that this type of analysis has been gradually used and increasingly valued, regardless of the segment or size of the company. However, it is known that there is no single standard of behavior or specific attributes of spirituality to be applied in any company. The review allowed us to identify that different methodologies present similar trends and can be used as guidelines for the creation and consolidation of a spiritualized organizational culture. All these elements can also be identified as important for classifying quality of life at work.

Research Implications: The practical and theoretical implications of this research are discussed, providing insights into how the results can be applied or influence practices in the field of people management. The literature review of publications on the best companies to work for (PROGEP - FIA, 2014), assessment tools for well-being at work associated with spirituality in organizations (Siqueira, 2014), reports of practices to enhance quality of life, as in Pinheiro, Froehlich & Konrath, K. (2019); Formiga et al. (2019) and Ferreira et al. (2022),]. These implications may include different segments and sizes of companies. This preliminary study, however, involved 383 companies in the pharmaceutical, cosmetic, and hygiene sectors, both national and multinational, located in the State of São Paulo, Brazil.

Originality/Value: This study contributes to the literature by presenting clear attributes that indicate how to improve people's quality of life and the working environment, regardless of the profile of the employees or the size of the company. The relevance and value of this research is evidenced by metrics that consolidate how to create a spiritualized organizational culture, based on values such as ethics and justice and applied through support for cultural and social diversity.

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QUALIDADE DE VIDA NO AMBIENTE DE TRABALHO POR MEIO DA CULTURA ORGANIZACIONAL ESPIRITUALIZADA

RESUMO

Objetivo: O objetivo deste estudo é investigar os atributos da gestão organizacional de pessoas com o intuito de demonstrar o impacto da cultura organizacional espiritualizada na qualidade de vida no ambiente de trabalho.

Referencial Teórico: Neste tópico, são apresentados os principais conceitos que fundamentam a cultura organizacional, a qualidade de vida e a espiritualidade, tendo como autores de base Schein, Ashmos e Duchon, entre outros que apresentam as dimensões de análise para esses fatores.

Método: A metodologia adotada para esta pesquisa exploratória envolve a análise de dados da pesquisada do PROGEP/FIA sobre as melhores empresas para trabalhar em relação aos fatores, características e dimensões atribuída à espiritualidade e consideradas como relevantes para a qualidade de vida no trabalho. A revisão da literatura visou identificar ainda os instrumentos que estão sendo utilizados e resultados encontrados em artigos publicados na última década.

Resultados e Discussão: Os principais resultados agrupados demonstram que os termos avaliados estão em consonância com os preceitos da espiritualidade. Os estudos demonstram que esse tipo de análise tem sido gradualmente utilizado e cada vez mais valorizado, independentemente do segmento ou do tamanho da empresa. No entanto, sabe-se que não existe um padrão único de comportamento ou atributos específicos de espiritualidade a ser aplicado em qualquer empresa. A revisão permitiu identificar que metodologias diferentes apresentam tendências semelhantes e que podem ser utilizadas como diretrizes para a criação e consolidação de uma cultura organizacional espiritualizada. Todos esses elementos podem também ser identificados como importantes para a classificação da qualidade de vida no trabalho.

Implicações da Pesquisa: As implicações práticas e teóricas desta pesquisa são discutidas, fornecendo insights sobre como os resultados podem ser aplicados ou influenciar práticas no campo da gestão de pessoas, revisão da literatura de publicações sobre as melhores empresas para se trabalhar (PROGEP – FIA, 2014), instrumentos de avaliação do bem-estar no trabalho associado à espiritualidade nas organizações (Siqueira, 2014), relatos de práticas de valorização da qualidade de vida, como em Pinheiro, Froehlich & Konrath, K. (2019); Formiga et al. (2019) e Ferreira et al. (2022), Essas implicações podem abranger diferentes segmentos e portes de empresas. Esse estudo prévio, no entanto, envolveu 383 empresas pertencentes ao segmento farmacêutico, cosmético e de higiene, nacionais e multinacionais, localizadas no Estado de São Paulo no Brasil.

Originalidade/Valor: Este estudo contribui para a literatura ao apresentar atributos claros que indiquem como melhorar a qualidade de vida das pessoas e o ambiente de trabalho, independentemente do perfil dos colaboradores ou do tamanho da empresa. A relevância e o valor desta pesquisa são evidenciados por métrica que consolidam como criar uma cultura organizacional espiritualizada, fundamentada em valores como ética e justiça e aplicada por meio do apoio à diversidade cultural e social.

Palavras-chave: Espiritualidade, Cultura Organizacional, Qualidade de Vida, Ambiente de Trabalho, Gestão de Pessoas.

CALIDAD DE VIDA EN EL LUGAR DE TRABAJO A TRAVÉS DE UNA CULTURA ORGANIZACIONAL ORIENTADA ESPIRITUALMENTE

RESUMEN

Objetivo: El objetivo de este estudio es investigar los atributos de la gestión organizacional de personas con el fin de demostrar el impacto de la cultura organizacional espiritualizada en la calidad de vida en el ambiente laboral.

Referencial Teórico: En este apartado se presentan los principales conceptos que fundamentan la cultura organizacional, la calidad de vida y la espiritualidad, con autores de referencia como Schein, Ashmos y Duchon, entre otros, que presentan las dimensiones de análisis para estos factores.

Método: La metodología adoptada para esta investigación exploratoria implica el análisis de datos de la encuesta del PROGEP/FIA sobre las mejores empresas para trabajar en relación con los factores, características y dimensiones atribuidas a la espiritualidad y consideradas relevantes para la calidad de vida en el trabajo. La revisión de la literatura tuvo como objetivo identificar los instrumentos que se están utilizando y los resultados encontrados en artículos publicados en la última década.

Resultados y Discusión: Los principales resultados agrupados demuestran que los términos evaluados están en consonancia con los preceptos de la espiritualidad. Los estudios muestran que este tipo de análisis ha sido utilizado gradualmente y cada vez más valorado, independientemente del sector o tamaño de la empresa. Sin embargo, se sabe que no existe un patrón único de comportamiento los atributos específicos de espiritualidad que se aplique en cualquier empresa. La revisión permitió identificar que diferentes metodologías presentan tendencias similares y que pueden ser utilizadas como directrices para la creación y consolidación de una cultura organizacional

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espiritualizada. Todos estos elementos también pueden identificarse como importantes para la clasificación de la calidad de vida en el trabajo.

Implicaciones de la Investigación: Se discuten las implicaciones prácticas y teóricas de esta investigación, proporcionando ideas sobre cómo los resultados pueden aplicarse o influir en las prácticas en el campo de [inserte el campo de estudio]. La revisión de la literatura de publicaciones sobre las mejores empresas para trabajar (PROGEP - FIA, 2014), los instrumentos de evaluación del bienestar en el trabajo asociado con la espiritualidad en las organizaciones (Siqueira, 2014), los informes de prácticas para mejorar la calidad de vida, como en Pinheiro et al. (2019); Formiga et al. (2019) y Ferreira et al. (2022),]. Estas implicaciones pueden incluir diferentes segmentos y tamaños de empresas. Este estudio preliminar, sin embargo, involucró a 383 empresas pertenecientes al sector farmacéutico, cosmético y de higiene, nacionales y multinacionales, ubicadas en el Estado de São Paulo en Brasil.

Originalidad/Valor: Este estudio contribuye a la literatura al presentar atributos claros que indican cómo mejorar la calidad de vida de las personas y el ambiente de trabajo, independientemente del perfil de los empleados o del tamaño de la empresa. La relevancia y el valor de esta investigación se evidencian en métricas que consolidan cómo crear una cultura organizacional espiritualizada, fundada en valores como la ética y la justicia y aplicada a través del apoyo a la diversidad cultural y social.

Palabras clave: Espiritualidad, Cultura Organizacional, Calidad de Vida, Ambiente Laboral, Gestión de Personas.

1 INTRODUCTION

In the contemporary scenario of organizations, quality of life in the work environment emerges as a relevant and influential topic for individual, collective, and strategic organizational performance, and employee well-being. This perspective is evident in the literature of authors adopting different lines of study and is confirmed in reports published by the World Economic Forum (WEF), which in its 2023 reassessment highlights skills such as motivation, self-awareness, empathy, active listening, leadership, social influence, resilience, flexibility, and agility as elements that promote a healthy work environment (WEF, 2023).

It is within this context that the creation or consolidation of policies and practices based on a spiritualized organizational culture is discussed. Such a culture is characterized by the integration of spiritual and ethical values, promoting personal and transcendental development of the individuals who work and interact in the environment. This movement, understood as the fourth wave, has people management focused on promoting employees' quality of life as a high point in defining guidelines. In other words, although technology and leadership are important in the operational system, they need to be associated with other behaviors among peers (Kaise et al., 2008).

The quality of life in the work environment is a subject of growing investigation in the field of people management as a motivational element and a contribution to productivity and talent retention (Tolfo et al., 2019). These and other factors, such as salary policy, psychosocial environment, work process, organizational communication, policies for

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personal and professional development, and organizational image, are associated with organizational culture (Formiga et al., 2019).

Based on the five attitudes to adopt a spiritualized organizational culture: positive emotions, engagement, positive relationships, purpose, and accomplishment, presented by Costa and Enes (2016), this article aims to demonstrate the impact of spiritualized organizational culture on quality of life in the work environment. To achieve this, a literature review was conducted on publications about the best companies to work for (PROGEP - FIA, 2014), assessment tools for well-being at work associated with spirituality in organizations (Siqueira, 2014), and reports of practices to enhance quality of life, as in Pinheiro et al. (2019); Formiga et al. (2019) and Ferreira et al. (2022), through perspectives of consolidating spiritualized culture as a modern model of valuing work, whether by individuals or organizations.

2 THEORETICAL BACKGROUND

The contextualization of the theme of this research is given in the evolution of understandings regarding the two sides of the labor relationship: company productivity and employee satisfaction. It is in this sense that addressing the issue associated with a concept of spiritualized organizational culture requires discussing the evolution of understandings that provide improvement in quality of life as a study object in the field of management development. Thus, we start from the primary concepts of organizational culture, quality of life, and spirituality:

Organizational Culture represents the identity of an organization from a model created, developed, and replicated by a group, which becomes strategic by finding efficient meanings for everyone, contributing to performance improvement (Costa et al., 2021), as it is characterized as the "correct way of perceiving, thinking, and feeling about these problems" (Schein, 1984, p. 4).

Quality of life is a multidimensional and complex concept, which has aggregated influences in its definition, but encompasses physical and mental health states, psychological and social relationships with influence from the environment, including political and economic aspects, in the evaluation of individual and collective attributes of material, social, and emotional well-being (Gómez & Caballero, 2021).

Spirituality, according to Brown (2003), is conceptualized beyond the religious dimension, that is, a dimension of the human being regarding the lifestyle it adopts and the

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fullness of its relationship with the transcendental, being understood as the essence of the human being, according to Rhodes (2003), as the orientation and meaning of life.

2.1 SPIRITUALITY AND QUALITY OF LIFE IN THE WORKPLACE

The intersection between spirituality and the work environment has been the subject of study and presents various definitions about the influences it can generate. Giacalone and Jurkiewicz (2003) indicate this as a vital principle that permeates the transcendent relationship with the divine, a human effort in search of transformation and the sacred experience, but which goes beyond the conventional religious sphere. Altaf and Awan (2011) simplify by placing spirituality as any feeling of understanding, connection, and satisfaction in relationships, not only with the divine but also with others and oneself.

Thus, spirituality is understood to include a human experience approach to various aspects of life, including in the professional environment. Thus, the connection between spirituality and work reveals itself as a search for meaning, purpose, and well-being both individually and organizationally, adding to the environment the appreciation of growth and harmony.

Based on the definition by Ashmos and Duchon (2000), corporate spirituality is the recognition that employees have an inner life that nourishes them and the environment. This means that the practice of spirituality is naturally enshrined in the workplace and can be dimensioned, as already validated by Paulino et al. (2010).

This is an intangible value of organizations that, even if not measured or worked on by managers, results in the sharing of knowledge, ideas, information, and values (Moggi, 2008). The affections, behaviors, and beliefs demonstrated by the biopsychosocial and spiritual characteristics of individuals in the workplace generate organizational commitment and results measured in efficiency and productivity, as highlighted by Costa and Enes (2016).

The evolution of concepts and identification of trends related to the field of spirituality in the workplace were listed by Costa and Enes (2016), so it is possible to identify characteristics found in companies that can contribute to a spiritualized culture and associate it with quality of life.

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Table 1

Concepts of Spirituality in the Workplace

Author (Year)	Trends
Ashmos & Duchon (2000)	The workplace as a primary source of relationships Humans need to connect and contribute Pacific cultures and Eastern philosophies The search for the meaning of life Pressure from global competition
Nash & Mclennan (2001)	The global economy, which demands integration The increasing work-related stress New scientific concepts Post-modern paradigms The rise of business gurus
Wong (2003)	Instability resulting from layoffs. Increased stress among workers. Decreased job satisfaction. Environmental pollution and energy crisis. Scandals of unethical behavior. Technology and its dehumanizing effects. Workplace violence. Dissolution of traditional institutions.
Aburdene (2006)	The search for meaning. Downsizing. Competitive pressure. Accounting scandals. Terrorism and workplace violence. Competition. The need to extract creativity and innovation - in other words, divine power - from within people.

Source: Costa and Enes (2016). Quality of life in the workplace through spiritually-oriented organizational culture. XII National Congress of Excellence in Management, September 29-30, 2016.

Studies have been linking various workplace characteristics to the quality of life index. Significant changes have occurred in the perception of what defines a quality company, driven by factors such as globalization, technological advances, global competitiveness, and natural resource scarcity. While in the past, financial indicators predominated in defining a good company, currently, corporate ethics, quality of work life, and employee satisfaction are paramount (Ashmos & Duchon, 2000; Nash & Mclennan, 2001; Wong, 2003; Aburdene, 2006).

The organizational environment often presents hostile or unrewarding experiences that impact the relationship between employees, increase the risk of occupational diseases, affect professional well-being, and have consequences for productivity and effectiveness in organizations (Claudino et al., 2021). In this scenario, it is up to managers to seek the integral development of their human resources, dealing with conflicts, behavioral changes, and motivations that can influence both individual and organizational results (Pinheiro et al., 2019).

In this perspective, as highlighted by Ashmos and Duchon (2000), spirituality emerges as a relevant dimension in the workplace, being interpreted as the recognition by organizations

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that employees have an inner life that is nourished and, in turn, nourishes the meaning of work in a community context that includes rituals and symbols.

Lyubomirsky and colleagues (2007) show that engagement actions and activities can increase individual well-being by up to 40%, resulting in a more optimistic environment, with an atmosphere of gratitude, which generates positivity among people and towards work. The consolidation of these understandings in the organization can be identified as a spiritualized culture. Fernandez and Gutierrez (1988) identify the formation of this culture in the organization when there is an interest in knowing the employee, humanizing the work environment, valuing interests, and integrating humanistic principles and behaviors as factors favoring the work environment has supported studies on an organization based on spirituality and investigated as an essential precept for the third millennium, one of the precepts of the so-called fourth wave (Vasconcelos, 2015), which is still called Revolution 4.0.

The organization based on the concepts of spirituality brings together services, creativity, innovation, personal and collective transformation, based on sensitivity and in search of high performance, but enveloped in care, integration, and meaning, generating social consciousness, personal, and collective well-being (Guillory, 2001). Vasconcelos (2011) states that humanity needs companies aligned with desires for health and well-being, so organizations must commit to ideas such as sharing wealth, disseminating knowledge, and generating collective progress.

Currently, there is increasing pressure from society for companies to be aligned with the needs and values of employees, facing a paradigm of spirituality, which is the humanization of capitalism. Through social responsibility, organizations change their postures, drive employees, and at the same time add value (Vasconcelos, 2015).

Considering that the human spirit can no longer be ignored in the workplace, the awakening of organizational spirituality is based on some factors that can be induced in the workplace, as listed by Tecchio et al. (2016, p. 593-594): Search for meaning in work; Better organizational performance; Reaction to corporate greed; Need for connection with other people. For this, however, values must be involved, such as benevolence, generativity, humanism, integrity, justice, reciprocity, receptivity, respect, responsibility, and trust, which are forms of expression and identification with spirituality, according to Jurkiewicz and Giacalone (2004).

Thus, for the adoption of a spiritualized organizational culture, it is necessary to transform concepts into actions and attitudes, which can be carried out according to Costa and

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Enes (2016) understanding of positive emotions, engagement, positive relationships, purpose, and accomplishment, detailed in Table 2.

Table 2

Spiritually-Oriented Organizational Culture

Attitudes	Actions
Positive Emotions	The pleasure of belonging to the company; The comfort provided by the work environment, such as gyms, shiatsu, nutritionists, among others; The joy among colleagues due to the pleasant environment provided by leaders and managers.
Engagement	It raises the level of employee commitment to the organization, where they become fully involved in their activity and don't even notice the time passing.
Positive Relationships	Development of teamwork, where leadership becomes the pillar responsible for maintaining a balanced atmosphere along with human resources managers.
Purpose	Cultivating the organization's values associated with the individual's values, remembering that sacrificing values harms results.
Achievement	People tread the path of success and victory through the compensation of achieving their goals. Thus, achievement depends on individual engagement, which can bring positive emotions and give meaning to life.

Source: Costa and Enes (2016). Quality of life in the workplace through spiritually-oriented organizational culture. XII National Congress of Excellence in Management, September 29-30, 2016.

Therefore, in this study, the grouping of factors allows us to identify what characterizes spiritualized culture in companies and how it influences quality of life at work. The understandings presented can be used for evaluation, with the identification of various attributes, adapting to the profile of the company, the employees, and management ideals.

3 METHODOLOGY

The chosen strategy for this exploratory research was to use data from the survey conducted by the People Management Program (PROGEP) on the best companies to work for in association with other indicators that characterize spiritualized culture and quality of life at work. According to Gil (2010), exploratory research provides greater familiarity with the topic, aiming to make it more explicit or to build hypotheses, enabling consideration of various aspects related to the fact or phenomenon studied, with the main objective being to develop, clarify, and modify concepts and ideas, researched immediately or in future studies.

The quantitative research from the Foundation Institute of Administration (FIA), through PROGEP, for the analysis of the Work Quality Index (IQAT), is the basis of the annual ranking of "The Best Companies to Work For" in Brazil. In this study, data published by Costa

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and Enes (2016) were used, referring to detailed data from the 2013/2014 survey, which involved 383 companies in the pharmaceutical, cosmetic, and hygiene segment, national and multinational, located in the state of São Paulo, Brazil.

Next, the methodology presented in Siqueira et al. (2014) regarding the items included in the Work Spirituality Inventory (IET), which assess responses to 29 questions divided into two dimensions: work as a life purpose and sense of community, was used. The resource, in this case, was to associate the reasons that classified the best company to work for with the spirituality at work present in the metrics and evaluation of the IET, which presents both a broad (29 questions) and a reduced version (10 questions) to be evaluated at the level of agreement.

Finally, a literature review was used, selecting articles published in the last decade with results that related quality of life at work to attributes of organizational spirituality. Four articles were selected, authored by Formiga et al. (2019), Pinheiro et al. (2019), Bella et al. (2021), and Ferreira et al. (2022), which used different methodologies to analyze the presence and impact of spirituality on quality of life, based on indicators listed in the theoretical framework as factors for a spiritualized culture, which has been evolving in the 21st century, as pointed out by Tolfo, Silva, and Luna (2009), in relation to the incorporation of values and artifacts with a concern to provide good places to work and generate strategies for the development of quality of life at work.

4 RESULTS AND DISCUSSION

The main results collected in the PROGEP/FIA 2013/2014 research, as reported by Costa and Enes (2016), discuss the reasons why employees consider the company a good place to work. Table 3 presents the top 10 citations, based on the percentage sum.

The results demonstrate that employees consider issues related to satisfaction with spiritual values more important, which relate to well-being and quality of life not only individually but collectively. The financial aspect appears only in fifth position with 7%, while in the first position there is agreement with motivation and in the second, learning. The third and fourth most cited items are highly relevant as elements of spiritualized culture, regarding pride in working at the location and admiration for what the company does for the community and society.

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Table 3

Reasons to Consider a Company a Good Place to Work

Reasons	%
Feeling satisfied and motivated with the work I do at the company	29
Perceiving that I am learning more and have opportunities for growth	23
Agreeing with the company's objectives and being proud to work for it	19
Admiring what the company does for its customers, society, and community	9
Receiving the best compensation and benefits	7
Being in an environment of good relationships with coworkers	5
Having stability and security	3
Having bosses whom I respect, trust, and who guide their work team	2
Being treated fairly	2
None of the reasons described above	1

Source: Costa and Enes (2016). Quality of life in the workplace through spiritually-oriented organizational culture. XII National Congress of Excellence in Management, September 29-30, 2016.

A comparative analysis was conducted of the questions that grouped more responses, based on the percentages grouped between respondents from the top 10 and a sample of 150 companies on attributes of the Quality of Work Life Index (IQAT), with 4,319 employees surveyed. The total difference was 21.5 percentage points, totaling 71% for the top 10 companies to work and the 150 other companies scoring 58.5% on these questions (Costa & Enes, 2016).

Yet it is interesting to observe in detail that this drop in evaluation occurs in the items "feeling satisfied and motivated with the work I do at the company", from 29% among the top 10 to 23.5% among the top 150; and "Perceiving that I am learning more and that I have opportunities to grow", from 23% to 11.5%, respectively. However, in the third item, which is directly associated with spirituality, the percentage was higher in the total respondents from the 150 companies (23.5%) than in the top 10 (19%). This difference of 4.5 percentage points confirms that issues associated with quality of life can outweigh other indicators, generally with great subjectivity.

This kind of perception is part of the qualitative research conducted by Bella et al. (2021), which understood that investment in values, cohesion, meaning, and climate are relevant to generate well-being. And even when not translated into satisfaction indexes, when they lose investment levels, they cause dissatisfaction by not meeting expectations. This occurs in perceptions and feelings between what are considered basic needs for the individual's quality of life, not as an indicator of return or organizational performance.

Although studies and mechanisms for evaluating spirituality in the workplace are increasing, Siqueira et al. (2014) highlight the relevance of advancing in the identification of the

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factors that make up this construct and the effects on the various dimensions of organizational behavior. The authors cite the dimensions of Rego, Souto, Pinha, and Cunha (2007), which are: 1. sense of community in the team; 2. alignment of the individual with the organization's values; 3. sense of usefulness to the community; 4. joy at work; and 5. opportunities for inner life; which explain affective, normative, and instrumental organizational commitment.

Table 4

Questions from the Work Spirituality Inventory - IET

Actions
1. ( ) In my department, people are united.®
2. ( ) My work helps me achieve most of my dreams.
3. ( ) My work helps me have a better life.
4. ( ) My work broadens the horizons of my life.
5. ( ) My work enhances my skills as a person.
6. ( ) In my department, there is a spirit of solidarity among people.®
7. ( ) My work gives meaning to my life.®
8. ( ) In my department, there is collaboration among people.®
9. ( ) My work gives a special reason to my life.®
10. ( ) In my department, there is a peaceful atmosphere.®
11. ( ) In my department, people support each other to progress.
12. ( ) In my department, there is camaraderie.®
13. ( ) My work is essential to my existence.
14. ( ) In my department, there is an air of cordiality.
15. ( ) My work is responsible for many victories I have achieved in life.®
16. ( ) My work brightens my days.®
17. ( ) My work allows me to live in peace.
18. ( ) In my department, everyone wants to help when someone has a problem.
19. ( ) In my department, people maintain friendships with each other.
20. ( ) My work brings tranquility to my life.
21. ( ) My work brings tranquility to my life.
22. ( ) In my department, there are intrigues among people.
23. ( ) My work brings harmony to my days.
24. ( ) In my department, there is an environment to welcome everyone who works there.
25. ( ) In my department, there is respect for each other.
26. ( ) My work is an important part of my life. The pleasure of belonging to the company; The comfort provided by the work environment, such as gyms, shiatsu, nutritionists, among others; The joy among colleagues due to the pleasant environment provided by leaders and managers.
27. ( ) In my department, it can be said that "all for one and one for all".
28. ( ) My work makes my life more meaningful.®
29. ( ) In my department, there is a pleasant social environment.

® 10 items of reduced version.
Source: Siqueira, M. M. M., Martins, M. C. F., Zanelli, J. C., & Oliveira, E. L. (2014). Espiritualidade no trabalho. In M.M.M. Siqueira, Novas medidas do comportamento organizacional: ferramentas de diagnóstico e de gestão. Porto Alegre: Artemed.

Companies wishing to implement a spiritualized culture can use various instruments, with sensitive issues that help create plans aimed at these objectives, such as the Inventory of Spirituality in the Workplace (IET), validated by Siqueira et al. (2014), which includes

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questions responsive to beliefs about work as a purpose of life and a sense of community, presented in Table 4.

The sum of grouped responses and the division of scores allow interpretation on scales, with identifications directed towards the company's goals and intentions of action. Each instrument can have different analysis approaches and methodologies, so they are able to meet the aspirations for each company or group of workers. Ferreira et al. (2022, p. 5) conducted a study using the Q methodology, created by the English physicist and psychologist William Stephenson, which aims to translate "the heterogeneity of ideas, perspectives, beliefs, and subjective concepts, characterizing the study of mental states and behavioral manifestations and opinions of human subjects."

Analyzing the perceived spirituality in the organizational context and its effects on quality of life at work, applied to 11 professors from a federal university, Ferreira et al. (2022) found the following items ranking: 1) financial stability; 2) professional satisfaction/achievement, without emphasizing financial return; 3) self-determination, autonomy, and independence provided by the organization; and 4) feeling useful to society, community vision. It is noted that the findings of Ferreira et al. (2022), which were conducted with a small and highly delimited profile audience, are similar to those of the FIA research, studied in Costa and Enes (2016), which involved over 4,000 participants, and reported by other authors cited, such as Rego et al. (2007), Formiga et al. (2019), Pinheiro et al. (2019), Bella et al. (2021), among others.

With 324 participants, the research by Formiga et al. (2019) used the Organizational Support Perception Scale (OSPS), created by Eisenberger et al. (1986) and validated for the Brazilian population by Siqueira (1995), to identify understandings of organizational well-being and the WSI to qualify the discussion and associate it with work engagement, which is one of the relevant elements for a spiritualized culture, as emphasized by Costa and Enes (2016). It is necessary to highlight that, according to Formiga et al. (2019), the path taken influences the results and perceptions. When directly questioned about the association between organizational support and spirituality at work, there is a lower response, or less effective, than when organizational support regarding work engagement and spirituality at work, or work engagement in relation to spirituality at work, is used.

Comparing evidence of spirituality in three companies from different sectors in the southern region of Brazil - retail (appliance store), industry (footwear), and services (educational institution), Pinheiro et al. (2019) identified that the theme has been gradually

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occupying space, but it is undeniable that it presents influences that can be measured or reported empirically. Among the cases studied, it was perceived that companies in the retail and services sectors are more connected to the dimensions of spirituality than the industry, considering that the following were evaluated: sense of community, alignment of values, sense of community service, joy at work, and opportunity for inner life. These items are present in the appliance store and in the educational institution, but in the footwear industry, no alignment of values and opportunity for inner life was identified. The other aspects of spirituality are also only partially present in the industry.

Despite the different responses in the research by Pinheiro et al. (2019), as in others, it is not possible to affirm that there are no spiritualized factors and behaviors in companies, as evaluations, perceptions, and motivations are intrinsic, so they can offer dissenting responses even when applied with the same assessment instrument. It should also be considered that the questions or terms presented may not generate the same level of understanding among respondents, as evidenced in Formiga et al. (2019) and Pinheiro et al. (2019).

In this context, Bella et al. (2021) study clarifies that there are different levels of spirituality assessment, which may or may not generate impact, classified into four categories: appealing, unidimensional, mandatory, and neutral. The assessment is based on the 12 spiritual human factors in the workplace, listed by Bello et al. (2018): identity, belonging, values, intimate life, coherence, cohesion, purpose, meaning, climate, community, connection, and environment, which fall into three dimensions: inner life and identity; purpose and meaning; community and connection. According to Bella et al. (2021), factors considered neutral even when present, do not generate satisfaction or dissatisfaction. Mandatory factors, which are inner life and community factors, are seen as basic needs to be met, so they only generate dissatisfaction if they do not occur. What generates the greatest satisfaction, therefore considered attractive, are the attributes involving coherence and purpose. The factors of identity, values, cohesion, meaning, and climate are spiritual and considered by Bella et al. (2021) as unidimensional. This means that satisfaction is directly related to the proportion of attention they receive.

Through these explanations, it is possible to understand that for the consolidation of a spiritualized culture, the company needs to elevate its actions and attitudes. Using the comparison with Maslow's Motivation Theory pyramid or Herzberg's hygiene factors (Oliveira et al., 2017), to meet the standard of quality of life at work in line with the attributes of

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spirituality, it takes more than meeting the basic precepts of organizational and people management, it is necessary to seek the top of human desires and understandings.

5 CONCLUSION

Spirituality is an essential component that cannot be separated from the work environment and is directly associated with attributes involving well-being and quality of life. In this context, building a spiritualized organizational culture requires actions and attitudes that are in line with the profile of the actors and the environment involved, as there is no precise formula for generating satisfaction and effectively identifying results, whether in individual or collective terms.

The study conducted showed that there is no single model for measuring or applying factors for spirituality at work, but it is possible to apply organizational spirituality concepts as a tool for quality of life regardless of the employee's profile or the company's size. Thus, the objective proposed for this article was met by demonstrating the relevance of a spiritualized culture, as the metrics found in the literature review showed that the internal values of employees are being evaluated and increasingly valued, as indicated in different research models and analyses, as shown throughout the study.

To achieve quality of life at work, the company must adopt a spiritualized culture based on principles such as well-being, ethical justice, encouragement of employees, support for cultural diversity, monitoring of changes, and solid values. However, which attributes will carry more weight in the plan and what effective return it can add, occurs in a personalized way for each organization.

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