

## **"Harnessing Spirituality to Combat Workplace Stress"**

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### **Abstract**

Stress at work is becoming a bigger problem since it can lead to burnout, lower productivity, and worse employee health. Integrating spirituality—more especially, forgiveness and compassion—emerges as a potent tool to improve stress resilience and general employee well-being as businesses look for practical ways to deal with these issues. This essay examines how forgiveness and compassion, two essential spiritual disciplines, might reduce stress at work by creating a welcoming, sympathetic, and emotionally stable workplace. While forgiveness fosters emotional healing, lessens animosity, and enhances interpersonal relationships, compassion enables workers to connect with others on a deeper emotional level, fostering an environment of understanding and support.

The study looks at how fostering forgiveness and compassion at work might lower stress and improve wellbeing. Organizations can foster a culture of emotional resilience, teamwork, and conflict resolution by encouraging employees to live out these values. Higher job satisfaction, improved work-life balance, and less worry and burnout are all influenced by these spiritual activities. The study also explores the benefits of compassion and forgiveness for organizations in terms of increased creativity, communication, and general productivity. To sum up, forgiveness and compassion are crucial elements of a spirituality-based strategy for managing stress at work. Businesses may foster a more resilient, effective, and peaceful workplace by incorporating these principles into their corporate culture. This will eventually improve employee well-being and ensure the long-term success of the company.

**Keywords:** spirituality, workplace stress, employee well-being, compassion, forgiveness, emotional resilience, organizational culture

### **Introduction**

Spirituality is defined differently by each individual. For some, it's about attending to church, temple, mosque, and other places of organised religion. Others may find that believing in God, yogic breathing, contemplation, peaceful thinking, or even lengthy walks assist them in connecting with their spirituality. Spirituality encourages sagacity of purpose in life by beginning with your relationship with yourself and establishing relationships with others. (Sakroji, 2018)

Everyone has spirituality. However, it is frequently misunderstood and contested. Its existence must not be neglected, despite the fact that it is impossible to quantify. Many people make the mistake of conflating spirituality and religion. Spirituality is a personal practise that has to do with having a sense of serenity and purpose, even if one does not follow

any religion. Spirituality describes how a person feels about his or her work, whether it be a job or a hobby. Spirituality inspires you to come up with wonderful, innovative thoughts that you have no idea where they came from. Spirituality instils in you the principles that define you as a person of integrity, respect for all others, and loyalty. (Thomson, 2001). The search of one's ultimate purpose in life, the development of a profound link with co-workers and other people involved with work, and the consistency or alignment of one's organization's essential principles and ideals are all examples of spirituality at workplace. (Beheshtifar & Zare, 2013). Other ethical and spiritual qualities include compassion, forgiveness, regard, harmonization, trustworthiness, collaboration, and honesty, will provide an organisation a competitive advantage over the competition and attract the finest people.(Thakur, Singh and Prades, 2018)

## **Spirituality**

Spirituality, according to Tepper (2003, 183), is "the degree to which a person is motivated to uncover divine meaning and purpose in his or her existence." Spirituality is not the same as religion, God, or higher forces, according to Mitroff and Denton (1999). However, as Mitroff and Denton (1999) contend, spirituality is not synonymous with religion, God, or higher powers. A mystical place of work, according to them, is one that allows an individual to express his or her inner life via meaningful employment in the framework of a community.(Bhattacharyya and Afroz, 2019)

Despite the numerous different perspectives, compassion, mindfulness, purposeful labour, harmony, forgiving, and transcendence emerge as qualities of spirituality at work. As a result, the concept of workplace spirituality is as follows: Workplace spirituality comprises feeling compassionate toward others as well as developing an aware inner consciousness in the pursuit of meaningful work that allows for harmony, forgiveness, and transcendence. First and foremost, spirituality in the workplace is multifaceted. Second, every dimension or component is interconnected.(Bhattacharyya and Afroz, 2019). A growing number of companies are pursuing spiritual goals. The corporate spirituality movement tries to provide employees a sense of meaning and purpose at work, as well as a bond between the company and its employees. It's not about forcing people to repeat mantras at work or bringing religion into the workplace. In this study two dimensions of spirituality are taken into consideration, i.e., forgiveness and compassion. Main focus of the researcher is to find out the impact of compassion and forgiveness on workplace stress.

## **Measuring Workplace Spirituality**

### **First Dimension: Compassion**

A deep sense of humanity and sympathy for others, as well as a desire to help them, is defined as compassion. (Twigg and Parayitam 2006). (Farlex 2007). Compassion inspires a sense of duty for others who are less fortunate or in pain (Delgado 2005). (Bhattacharyya and Afroz, 2019). Employees feel themselves to be treated positively in the job when their co-workers display care and even offer to help them ease the discomfort they are experiencing. (Ko and Choi, 2019). Employees who feel compassion at work are more likely to develop a good job-related identity, according to research. (Ko and Choi, 2019). The frequency of compassion was measured using four items: sympathy, caring, helping nature, and understanding.

Compassion has a long and famous philosophical and moral history (Rynes et al., 2012). The terms compassion and empathy are commonly interchanged. Compassion, on the other hand, has been defined as a deeply felt empathetic relationship that leads people to emotionally respond to the suffering of others in order to alleviate it. (Kanov et al., 2004; Lilius et al., 2008) (Banker and Bhal, 2020).

Friedman, Hershey, & Gerstein (2017), Create a five-element compassion definition. Some of the factors include "recognising others' suffering; understanding the common humanity of this suffering; feeling emotionally attached to the one who is suffering; embracing uncomfortable emotions that may arise; and acting or being inspired to help the person." (Papers and Dunlop, 2020)

Compassion, which literally translates to "co-suffering," is a positive energy that allows individuals to show their worry and want to assist. Compassion, when practised and demonstrated, has the power to bring peace to any setting, making it great for the workplace. Compassion is regarded as a behaviour rather than an emotion in psychology. Compassion helps

others by combining caring, empathy, and love. According to studies, companies that manage with compassion have happier employees and lower stress levels. Furthermore, compassion in the workplace fosters employee engagement, dedication, and loyalty. Employees who work together compassionately are more likely to collaborate and assist one another. In the workplace, compassion supports healthy interpersonal connections. It allows employees to openly recognise and praise others while also focusing on the company's needs rather than simply their own. Empathy for co-workers helps both parties and has a favourable impact on the firm's overall performance culture. Furthermore, research suggests that communicating with kindness and empathy strengthens the value system of employees by making them feel more like a member of the team. It relieves stress and anxiety, as well as making individuals more resistant to burnout and stress. For all of these reasons, many of the world's most successful companies have made fostering a compassionate workplace a top goal. Employees can practice being compassionate at work by:

- Actively listening to co-workers without passing judgement.
- Recognizing when co-workers are having a difficult time at work or in their personal lives and attempting to make them feel more at ease.
- Accepting criticism and exercising caution while expressing thoughts to prevent hurting others' feelings.

### **Second Dimension: Forgiveness**

According to Kurzynski, (1998), "If an employee is concerned about the consequences of making mistakes on the job or failing to complete tasks according to the organisations' expectations, it inhibits innovative thinking." Furthermore, it demotivates an employee to the point when attempts to meet the company's goals, as well as willingness to take risks for the company, are lessened." Employees are encouraged to perform harder, brainstorm, and work at their best in the workplace since they are no longer afraid of being judged or labelled only for their faults and have the confidence to move forward. Personnel are more friendly, helpful, and participate in prosocial behaviour as a result of practising forgiveness.. (Sood, 2018)

Forgiveness entails the ability to love freely and unselfishly. Internal spirituality assists in the release of old insults and hurt memories. Being merciful to yourself and others is what forgiveness entails. Forgiveness has the ability to transform and inspire others. One is more likely to make mistakes and so become weak due to a lack of understanding and power. It's one thing to tolerate someone else's errors; it's quite another to forgive them. To determine forgiveness, four items were used.

### **Measuring Stress**

#### **Dimension- Job Pressure**

Work-related stress has been experienced by everyone who has ever worked. Even if you love your work, it can be annoying at times. You can feel pressured to fulfil a deadline or complete a difficult task. On the other side, workplace stress can be exhausting and harmful to both health and wellbeing. (2020, Bhatnagar)

In this study job pressure is determined by seven items-

Inter-personal Relationship, Unpredictable boss, Work overload, Tight deadlines, Consistent adherence to expected performance, unrealistic commitments, Fear of unemployment.

### **Spirituality and Workplace Stress**

In today's environment, stress is rampant. Coronary artery disease, cancer, respiratory illnesses, unintentional injuries, liver cirrhosis, and suicide are the six top causes of mortality in the United States, and stress is a substantial contributor, either directly or indirectly.

" According to the definition of stress, "a psychological and physiological imbalance resulting from the discrepancy between situational demand and the individual's capacity and motivation to meet those necessities." Stress is formed

when an individual is subjected to particular expectations or external forces, while tension is created as internal pressure. The expansion of behavioural medicine has led to the creation of paradigms for examining the influence of stress on each of these characteristics. All of these health parameters have an influence on the patient's well-being, albeit in various ways, and owners are typically concerned about perceived deficits in any of them.(Petchsawanga *et al.*, 2009) Managers are affected by stress due to mainly these below factors:

1. Job Pressure
2. Family Stressor
3. Physical Stressor

Stress management can help you live a better life. There are several strategies or approaches for dealing with stress and assisting someone in living a tension-free life. (Podile, 2018).One strategy for reducing stress levels is spirituality or spiritual activities. Spirituality is a way of dealing with difficult life situations like the demise of a near one, a life-threatening illness, or a devastating experience. It is a method for gaining a better knowledge of oneself, and it contains qualities such as calm, love, happiness, and purity. A growing number of studies have looked into spirituality in the context of stress management, including Reutter Kirby (2012), Nandeesh *et al.* (2016), and Delgado (2007), They have come to the conclusion that spirituality is an essential element not only in excellent management of stress but also in wellness.(Podile, 2018)

### **Literature Review**

Review of literature evaluates a document written by somebody else in order to determine the most essential parts of existing literature, such as critical points of current knowledge as well as results of the study contribute to a certain area. A lot of research has looked into spiritual factors and their impact on job stress.

Indians believe that being content with one's current situation is better for one's inner soul than striving to change one's situation, according to Leo Paul Dana. They believe that spiritual tranquilly, rather than wealth, can bring peace of mind (Dana, 2000).

Spirituality is the most discussed and misunderstood concept. As a result, businesses must first address the fundamentals. It cannot be achieved by giving employees with a plethora of benefits and services. The employer, on the other hand, must be mindful of the spiritual dimensions. It is feasible to foster a workplace environment where employees feel more bonded to each other.(Thakur, Singh and Prades, 2018)

People have become more automated in recent years, and their quality of life is deteriorating day by day, which isn't really taken seriously by anyone. Simply stated, we seem to be more focused on material matters in life, which leads to a lack of understanding of spiritual exercises that are essential for living a whole life. Spirituality is an individual decision for fullness in life, not a religion specific to particular laws and restrictions. Spiritual engagement increases social engagement, fosters a sense of belonging, and enhances the life quality. (Sakroji, 2018)

Spirituality aids people in better understanding themselves by providing a sense of meaning in their lives. Adults who were engaged in spiritual practices on a daily basis are able to better cope with unpleasant emotions while also enhancing positivity. As a result, it's easy to see how spiritual activities such as worship, contemplation, attentiveness, or attending a special occasion can help to reduce stress while also improving overall health, psychical well-being, more pleasant perceptions, lowering hypertension, and lessening stress and anxiety. (Podile, 2018). Spirituality and its exercises have the ability to help people cope with stress and can be employed in mental health settings. Understanding and appreciating a person's or client's spiritual views and values during the evaluation phase will contribute in the healing process. (Podile, 2018).

According to (Trishala and Fatima, 2021) Spirituality at workplace is described as having compassion towards others and a focused inner awareness while working on important projects that allow for transcendence. Connecting spirituality with work opens up new ways to approach recruitment, training, performance evaluation, and career development. (Trishala and Fatima, 2021)

When a person is in pain, he searches for ways to relieve it. The person begins to recite a phrase or sing a prayer before his beloved Lord to preserve him from harm, which is a common indicator of mindset awakening. While there is agony and a person is enslaved by debt, life becomes stressful. A person's pain can come from a variety of sources. (Bhattacharyya and Afroz, 2019) He, on the other hand, instils spiritual faith in himself and works to reduce his tension. Employees at businesses encounter a number of problems and challenges. They are still stressed, and it shows in their performances. Employees' memories and decision-making abilities are harmed by stress. This makes people more concerned at work. In the job, there is agitation and irritation due to stress. Employees continue to be unhappy, which causes a slew of problems. In an organisation, stress lowers production and quality. Spirituality is becoming increasingly significant in guiding life and work in the workplace. A person's clumsy thinking must be filtered through a spirituality funnel in order to achieve a pure state of mind and sense the power of the inner self. (Bhattacharyya and Afroz, 2019).

With the increasing stresses in our everyday lives, it is more vital than ever to develop effective coping mechanisms that allow us to centre on ourselves, calm the mind, and become aware of our thoughts and feelings. Spiritualism is one such excellent practice that helps people manage stress and perform at their best. A spiritually educated individual is better able to deal with contradictions and difficulties. It's a constant cycle: if someone can learn to manage stress in their lives appropriately, they'll be able to manage their lives better. Spirituality activities primarily engage the mind, which has an influence on the body and, as a result, relieves stress. Adults who are exposed to spiritual experiences on a daily basis are able to better cope with unpleasant emotions while also enhancing happy emotions. As a result, it's easy to see how spiritual activities can assist to reduce stress while also enhancing physical health, psychological well-being, more positive thoughts, lower blood pressure, and alleviate grief and worry (Podile, 2018). Spirituality assists people in deeper understanding themselves. It makes people feel important in their lives. In the case of overwhelming stress, spirituality can also help you cope with unpleasant sensations of despair, worry, and terror (Podile, 2018).

Businesses, educators, and researchers are increasingly interested in the concept of spirituality in the workplace. Spirituality in the workplace has a significant advantage. According to research, firms that provide opportunity for spiritual development to their employees do better than those that do not (Konz & Ryan, 1999). (Chawla and Guda, 2010). Many Indian businesses employ new-age spiritual upliftment concepts (such as yoga for inner peace, Purshartha for harmonizing career and family, meditation for a happy and disease-free existence in the world, and so on) that have their foundations in Indian ethos. On a personal level, spirituality at work enhances career progression and reduce workplace stress (Komala & Ganesh, 2007). 'Workplace Spirituality' is still in its early stages of research. Workplace spirituality is defined as the expression of one's true self via meaningful employment and a sense of belonging. This definition matches Ashmos and Duchon's (2000) concept of workplace spirituality. Three parts make up workplace spirituality: inner life as spiritual orientation, meaningful work, and belongingness. (Chawla and Guda, 2010)

Finally, businesses understand that their ability to recruit and retain employees is contingent on their capability to meet the requirements of the target employees. One of the fastest-growing organisational design strategies for being appealing, competitive, and long-term is workplace spirituality. (Al-Hosaini and Sofian, 2015). (Bella *et al.*, 2021)

Using your senses at work, becoming a more careful observer, and honouring boundaries are all examples of spirituality at work. (Abbas, Idrees and Rehman, 2020). Spirituality is said to have a good relationship with positive job results while having a negative relationship with negative workplace outcomes. Organizations are infusing "spiritual" components into their procedures through their policies. Human nature includes ethics, love, forgiveness, compassion, responsibility, trust, respect for people and life, altruism, free choice, interpersonal harmony and integration, solidarity, and fraternity. (Sorakraikitkul & Siengthai, 2014) (Abbas, Idrees and Rehman, 2020)

The findings show that spirituality at workplace is linked to individual outcomes such as job happiness and innovative behaviour. This research has presented a synthesis of the key empirical work in the topic of workplace spirituality. Previously thought to be irrelevant to management, numerous studies on Workplace Spirituality have increased exponentially. It is still a nascent field of research, with several problems that come with any newer theory development. The question of how to define workplace spirituality remains an important source of debate. (Saxena, 2018)

In a highly competitive work environment, such as in IT firms, where employees' job happiness is based on criteria such as good incentives, greater salaries, and faster career advancement, it is critical for the corporation to guarantee that employees' spiritual requirements are encountered. (Analisation, 2017). Many companies, such as HCL, focus on their

employees' total well-being, encompassing their physiological, emotional, social, occupational, and spiritual development. TCS- offers a variety of facilities to assist employees stay physically and mentally fit and active, including on-site health centres, complimentary yoga sessions, and meditation programmes. Google India has made significant efforts to instil spiritual practises in their workers' work environment. Nike India- has incorporated practice of meditation for their employees at workplace. (Analisation, 2017)

Employees can gain several short- and long-term benefits from working in a compassionate atmosphere. Blood pressure reduction is a temporary effect. (Simpson & Berti, 2019; Castellano, 2014), a reduction in stress levels (Castellano, 2014); job happiness has grown (DeSteno, 2018), and less tiredness (DeSteno, 2018). (Papers and Dunlop, 2020)

Stronger immune systems are among the long-term benefits for the employee(Castellano, 2014; Simpson & Berti, 2019), and long-term relationships with co-workers and managers (Global Focus, 2016; DeSteno, 2018) (Papers and Dunlop, 2020)

Compassion lessness can be aggravated by a high-stress workplace. The "stress" hormone cortisol is also higher in the body when people are under a lot of stress. When this hormone is present at higher levels in employees, it might be assumed that characteristics like worse relationships and more stress are present in the workplace. (Meloni, 2014) (Papers and Dunlop, 2020). Employee stress levels will be lower when compassion and avenues for releasing emotions are present in the workplace.(Papers and Dunlop, 2020)

Workplaces with compassionate leaders build stronger relationships via enhanced trust and collaboration, which leads to increased productivity and talent maintenance. (Pharoah, 2018) (Papers and Dunlop, 2020)

Compassion is described as an empathic emotional response to another person's pain or suffering that leads people to act in a way that helps to alleviate or bear the person's suffering. (Lilius *et al.*, 2003)

The call to recognise the consequences of compassion at work is timely for a variety of relevant reasons. People spend more time at work in general, so it's no wonder that they are more stressed. Work is increasingly feeling the effects of life's aches and pains. (Hallowell, 1999; Hochschild, 1997), Due to the death of a loved one, a poor personal connection, or the illness of friends and co-workers, grief can spill over into the workplace. (Harvey, 2001). They can also be the outcome of sour relationships with bosses, co-workers, or customers. (Frost, 2003), as well as one's own stress, illness, and exhaustion as a result of juggling work and personal responsibilities. (Hochschild, 1997) (Lilius *et al.*, 2003)

Personality and social psychology have paid a lot of attention to forgiveness but organisational behaviour specialists have just recently begun to investigate it. (Toussaint *et al.*, 2018) One theoretical approach to the scientific study of forgiveness is Worthington's16 stress-and-coping hypothesis of forgiveness. According to this perspective, offences are unpleasant experiences that trigger a stress response of inner unforgiveness. As a result of this stress reaction, many coping methods targeted at lowering stress are evoked. One possible coping strategy is forgiveness. (Toussaint *et al.*, 2018)

Because the victim and the transgressor frequently have to work together, forgiveness can be very beneficial in the workplace. Several coping strategies (e.g., avoidance, successful retaliation) may reduce unforgiveness, but they are impractical due to the transgressor's ongoing victim interaction. (Toussaint *et al.*, 2018). The encouragement of forgiveness in the workplace has the ability to boost employee happiness and reduce company losses caused by employee conflict. (Toussaint *et al.*, 2018)

Employees who are unable to forgive a co-worker may experience greater stress and tension (Cao, van der Wal and Taris, 2021). A lack of forgiveness is linked to reduced job satisfaction, lower work engagement, lower organisational loyalty, increased burnout, and increased workplace anxiety. (Cao, van der Wal and Taris, 2021)

As one moves away from negative emotions and toward creating functioning relationships for better future encounters, workplace forgiveness aids in the development of positive work traits such as mutual trust and respect amid personnel. (Sood, 2018)

Individuals (both forgiver and forgiven) may concentrate on the job at hand and the organization's goals when they forgive while unforgiveness comes with a hefty price tag, including missed productivity, poorer job satisfaction, unneeded or overpowering stress, and a lack of goal dedication (Cox, 2011)

" When people forgive, they become less apprehensive, bitter, and kind toward those who have wronged them." At the individual, dyadic, and social levels, forgiveness has various immediate benefits, including stress reduction and the possibility of re-establishing/repairing a relationship (Cox, 2011).

### **Objective of the study**

The major goal of this study article is to look into the role of compassion and forgiveness in reducing workplace stress. The other objectives of this study are as follows:

1. To study forgiveness and compassion as spiritual dimensions.
2. To know the correlation between compassion and workplace stress.
3. To know the correlation between forgiveness and workplace stress.
4. To know the correlation between compassion and forgiveness.
5. To know the impact of compassion in mitigating the effect of workplace stress.
6. To know the impact of forgiveness in mitigating the effect of workplace stress.
7. To know the impact of spirituality in mitigating the effect of workplace stress.

### **Hypothesis**

1. **H0:** There is no significant relationship between compassion among the employees and workplace stress.  
**H1:** There is significant relationship between compassion among the employees and workplace stress.
2. **H0:** There is no significant relationship between forgiveness and workplace stress.  
**H1:** There is significant relationship between forgiveness and workplace stress.
3. **H0:** There is no significant relationship between compassion and forgiveness.  
**H1:** There is significant relationship between compassion and forgiveness.
4. **H0:** There is no significant relationship between spirituality and workplace stress.  
**H1:** There is significant relationship between spirituality and workplace stress.

### **Research Methodology**

This empirical study is qualitative in nature. Qualitative research, or complete research, does not raise any particular epistemological framework, but rather is a classic scientific method that involves confronting projected consequences with phenomena seen in a holistic setting.(Dana and Dumez, 2015). Qualitative techniques include personal observation of locations, events, personalities, interactions, and transactions, as well as document analysis (including quantitative records) and open-ended interviews that provide in-depth and oral testimony. Thus, qualitative data includes thorough description (Geertz, 1973) and direct quotations from people about their attitudes, beliefs, thoughts, intentions, behaviours, and practices.(Dana and Dana, 2005).

**Research Design-** The structured questionnaire is used to collect data from respondents on the study's variables. To find out the impact of compassion and forgiveness in mitigating stress at workplace, employees of various organization were contacted and 84 responses has been received. Respondents included Top management, senior managers, managers and other qualified personnel of various IT organization.

### **Instrumentation**

A structured questionnaire was used to collect data for the study The scale was presented on a five-point Likert type format ranging from Strong Disagree (SD), Disagree (D), Neutral (N), Agree (A), and Strongly Agree (SA).

**Data Analysis Technique**

Data was analysed by using SPSS 23 and MS excel 2010. Correlation analysis was used to determine the significance of relationship among the variables.

**Data Presentation and Analysis****Demographic Characteristics of Respondents****Table 1:**

<b>Gender</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Male</b>	<b>47</b>	<b>56.0</b>	<b>56.0</b>	<b>56.0</b>
	<b>Female</b>	<b>37</b>	<b>44.0</b>	<b>44.0</b>	<b>100.0</b>
	<b>Total</b>	<b>84</b>	<b>100.0</b>	<b>100.0</b>	

**Table 2:**

<b>Age</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Below 30 years</b>	<b>20</b>	<b>23.8</b>	<b>23.8</b>	<b>23.8</b>
	<b>30-40 years</b>	<b>44</b>	<b>52.4</b>	<b>52.4</b>	<b>76.2</b>
	<b>40-50 years</b>	<b>12</b>	<b>14.3</b>	<b>14.3</b>	<b>90.5</b>
	<b>Above 50 years</b>	<b>8</b>	<b>9.5</b>	<b>9.5</b>	<b>100.0</b>
	<b>Total</b>	<b>84</b>	<b>100.0</b>	<b>100.0</b>	

**Table 3:**

<b>Experience</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Fresher</b>	<b>23</b>	<b>27.4</b>	<b>27.4</b>	<b>27.4</b>
	<b>5-10 years</b>	<b>20</b>	<b>23.8</b>	<b>23.8</b>	<b>51.2</b>
	<b>10-20 years</b>	<b>30</b>	<b>35.7</b>	<b>35.7</b>	<b>86.9</b>
	<b>More than 20 years</b>	<b>11</b>	<b>13.1</b>	<b>13.1</b>	<b>100.0</b>
	<b>Total</b>	<b>84</b>	<b>100.0</b>	<b>100.0</b>	

At confidence level 95%, degree of freedom = n-2

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
.850	2

Reliability statistics clearly shows the Cronbach's Alpha value i.e., .850

### **Hypothesis testing**

**Hypothesis 1:** There is no significant relationship between compassion among the employees and workplace stress

**Table 4: Compassion and Stress at workplace**

<b>Correlations</b>			<b>Workplace Stress</b>	<b>Compassion</b>
<b>Pearson Correlation</b>	<b>Workplace Stress</b>	<b>Correlation Coefficient</b>	1.000	-0.229**
		<b>Sig. (2-tailed)</b>		.036
		<b>N</b>	84	84
	<b>Compassion</b>	<b>Correlation Coefficient</b>	-0.229**	1.000
		<b>Sig. (2-tailed)</b>	.036	
		<b>N</b>	84	84

\*\*. Correlation is significant at the 0.05 level (2-tailed).

The correlation indicates that relation between compassion and workplace stress is negative and shows significant relationship between compassion and workplace stress therefore the alternative hypothesis (H1) is accepted. Results reveals that employees with high level of compassion will have lower level of workplace stress. In other terms when compassion increases than workplace stress will be decreased among the employees.

**Hypothesis 2: H0:** There is no significant relationship between forgiveness and workplace stress

**Table 5: Forgiveness and Stress at workplace**

<b>Correlations</b>			<b>Workplace Stress</b>	<b>Forgiveness</b>
<b>Pearson Correlation</b>	<b>Workplace Stress</b>	<b>Correlation Coefficient</b>	1.000	-.214**
		<b>Sig. (2-tailed)</b>		.050
		<b>N</b>	84	84
	<b>Forgiveness</b>	<b>Correlation Coefficient</b>	-.214**	1.000
		<b>Sig. (2-tailed)</b>	.050	
		<b>N</b>	84	84

		N	84	84
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\*\*. Correlation is significant at the 0.05 level (2-tailed).

The correlation indicates that relation between forgiveness and workplace stress is negative and shows significant relationship between forgiveness and workplace stress therefore the alternative hypothesis (H1) is accepted. Results reveals that employees with high forgiveness will have lower level of workplace stress. In other terms when forgiveness increases than workplace stress will be decreased among the employees.

**Hypothesis 3:** There is no significant relationship between compassion and forgiveness.

**Table 6: Compassion and Forgiveness**

Correlations			Compassion	Forgiveness
Pearson Correlation	Compassion	Correlation Coefficient	<b>1.000</b>	<b>.747**</b>
		Sig. (2-tailed)		<b>.000</b>
		N	<b>84</b>	<b>84</b>
	Forgiveness	Correlation Coefficient	<b>.747**</b>	<b>1.000</b>
		Sig. (2-tailed)	<b>.000</b>	
		N	<b>84</b>	<b>84</b>

\*\*. Correlation is significant at the 0.05 level (2-tailed).

The correlation indicates that relation between compassion and forgiveness is positive and shows significant relationship between forgiveness and workplace stress therefore the alternative hypothesis (H1) is accepted. Results reveals that employees with high compassion will have higher level of forgiveness. In other terms when compassion among the employees increases than forgiveness will also be increased among the employees.

**Hypothesis 4:** There is no significant relationship between spirituality and workplace stress.

**Table 7: Spirituality and Workplace Stress**

Correlations			Spirituality	Workplace Stress
Pearson Correlation	Spirituality	Correlation Coefficient	<b>1.000</b>	<b>-.237**</b>
		Sig. (2-tailed)		<b>.030</b>
		N	<b>84</b>	<b>84</b>
	Workplace Stress	Correlation Coefficient	<b>-.237**</b>	<b>1.000</b>
		Sig. (2-tailed)	<b>.030</b>	
		N	<b>84</b>	<b>84</b>

\*\*. Correlation is significant at the 0.05 level (2-tailed).

The correlation indicates that relation between spirituality and workplace stress is negative and shows significant relationship between spirituality and workplace stress therefore the alternative hypothesis (H1) is accepted. Results reveals that employees with high spirituality will have lower level of workplace stress. In other terms when spirituality increases than workplace stress will be decreased among the employees.

## **Conclusion**

In this study, it is examined that dimensions of spirituality used, are significantly related to stress at workplace. If there is high level compassion and forgiveness among the employees than there will be empathetic environment, reduction in the level of workplace stress.

Employees with high spirituality helps each other by understanding workplace stress related issues. It would be beneficial for the organization as a whole and would improve the level of satisfaction among the employees, as the level of workplace stress get reduced. It would improve the overall productivity and performance of the employees and organization. It would boost employees' and the company's overall productivity and performance.

It is fair to conclude that the two dimensions i.e., compassion and forgiveness of spirituality which are focused in this paper helps to mitigate the effect of workplace stress and improve overall environment of the organization which ultimately leads to increased level of performance, productivity and satisfaction of the workforces.

The increasing prevalence of workplace stress and mental health challenges demands holistic approaches that go beyond traditional stress management strategies. This review has demonstrated that spirituality—particularly through the dimensions of forgiveness and compassion—offers a meaningful and underutilized resource for enhancing employee well-being and fostering healthier organizational cultures.

Findings from the literature consistently highlight that forgiveness in the workplace helps reduce interpersonal tension, promote psychological safety, and improve conflict resolution. It allows employees to move past mistakes, let go of resentment, and focus on growth—both individually and collectively. Similarly, compassion contributes to social support, emotional resilience, and team cohesion, all of which are crucial for reducing stress and burnout.

Moreover, organizations that nurture spiritual values through leadership, culture, and policy tend to experience higher employee satisfaction, lower turnover, and increased engagement. These benefits reflect not only improvements in individual well-being but also in organizational performance and sustainability.

In conclusion, integrating spirituality into the workplace—ethically and inclusively—can serve as a powerful complement to existing well-being initiatives. By encouraging values such as forgiveness and compassion, organizations can create environments where employees are not only productive but also emotionally and spiritually fulfilled. As workplaces evolve in response to modern stressors, the role of spirituality deserves deeper attention from scholars, leaders, and human resource professionals alike.

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