

Integrating Spiritual Values in Business Management: A Framework for Sustainable Organizational Change

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Abstract

This study explores the integration of spiritual values into business management as a strategic approach to supporting sustainable organizational change, ethical leadership, and employee well-being. While workplace spirituality has received increasing scholarly attention, there remains a lack of structured frameworks that translate spiritual values into actionable managerial practices. To address this gap, the research develops the Spiritual Values Integration Model (SVIM), a conceptual framework designed to guide organizations in embedding spiritual values into their change management processes.

The study adopts a qualitative research design combining a systematic literature review with comparative case-based analysis of organizations that have implemented value-driven management practices. The findings demonstrate that spiritual values - including integrity, compassion, purpose, authenticity, and social responsibility- strengthen organizational resilience, improve employee engagement, support ethical decision-making, and contribute to long-term performance sustainability. In addition, the results highlight several indirect economic benefits associated with spiritual-value-based management, including improved talent retention, enhanced innovation capacity, stronger stakeholder relationships, and reduced organizational resistance to change.

The proposed SVIM framework provides a structured seven-stage implementation pathway that aligns leadership commitment, organizational culture, and employee participation with strategic transformation processes. The study contributes to the literature on workplace spirituality and organizational change by offering a practical integration model applicable across diverse organizational contexts. The findings suggest that spiritual values can function not only as ethical principles but also as strategic resources supporting adaptive and resilient management systems.

Keywords: workplace spirituality, ethical leadership, organizational change, sustainable management, employee well-being