

**SPIRITUALITY CULTURE IN ORGANIZATION AND IMPACT ON EMPLOYEE WELL-BEING**

**Dr Shivaji D Mundhe** Director Yashaswi's IIMS Chinchwad

**Mr. Ashish A. Waghe** Sr. Manager Kayani Maxion Wheels Pvt. Ltd. Research Scholar Yashaswi's IIMS Chinchwad

**Introduction**

In India, the majority of the population is Hindu, based on our history of Hinduism. Hinduism is also known as Sanatana Dharma "It means an ancient way of right living; if we talk about right living, it covers all Factors from human life satisfaction to well-being; the Spiritual culture is based on Hinduism because it's based on a belief system there so many leading idols, those are believed on spirituality and always focuses on well-being. Bharam: The god creation of the world lives things with the intention of well-being. Vishnu: God preserves and protects the universe from bad things, supporting well-being—Devi: Goddess that fights to restore the dharma. The Saraswati is the goodness of learning, and Krishna is the God of empathy, sympathy, and love. If you deeply study, you will see all the above idols given a significant contribution towards well-being.

Let's compare old stories, which are interpreted in Ramayana and Mahabharata. They also support well-being because they focus more on spirituality, directly affected by Well-being. In Mahabharat, Arjuna Is described as an outstanding warrior. He enjoyed the pride of a hedonic state as a state of happiness through actualizing his potential in archery.

Looking at the current state of rapid industrial growth, we will observe that spirituality is increasing drastically in human resources management. To solve human resource challenges, spirituality at work is about a higher purpose of connectedness and transcendence. The present research article addresses the concept of workplace spirituality and employee commitment, job satisfaction, work-life balance, and Employee Well-being.

**Abstract :**

The purpose of this study is to present Statutes of spiritual culture in the organization and its impact on employee well-being while reviewing the prevailing literature, it has observed that employee well-being is an essential issue for the organization, so it has been decided that through this paper to carry out the pragmatic examination to assess the employee experience of workplace spirituality has a positive relationship with multiple forms of employee well- being.

**The Mahabharata and Its Influence on Mental Health**

If we deeply study the Bhagwat Gita, we will observe that the opponents, such as Arjuna, experience doubts and crises. We will observe the value of identifying and resolving emotions as Yudhisthira did after conflict; it also examines how to deal with loss and sorrow. The Mahabharata provides us with a complete description of human emotions, which are reflatting during struggles and challenges, and we are doing daily experience those we face every day. The Bhagwat Gita gives us guidelines about acceptance, resiliency, and getting support during difficult situations, consistent with our current concept of mental health, which directly affects employee well-being. The Bhagwat Gita highlights living mindfully in the present moment, which will help to manage tension and anxiety and help boost mental health through contemporary therapeutic approaches. If we look at the current trends of the organization, the concept of spirituality is increasing exponentially in the HRM field; considering the current human resource challenges, it helps the organization and human resources. Spirituality at work means extreme purpose, connectedness, and excellence; the present research article addresses the conceptual and experimental gap using the conceptual and exponential gap in the concept of workplace spirituality and the relationship between workplace spirituality and Psychological well-being. Workplace Spirituality, Emotional Well-being, Emotional Well-being, Social Well-being & Spiritual Well-being

**Keywords:**

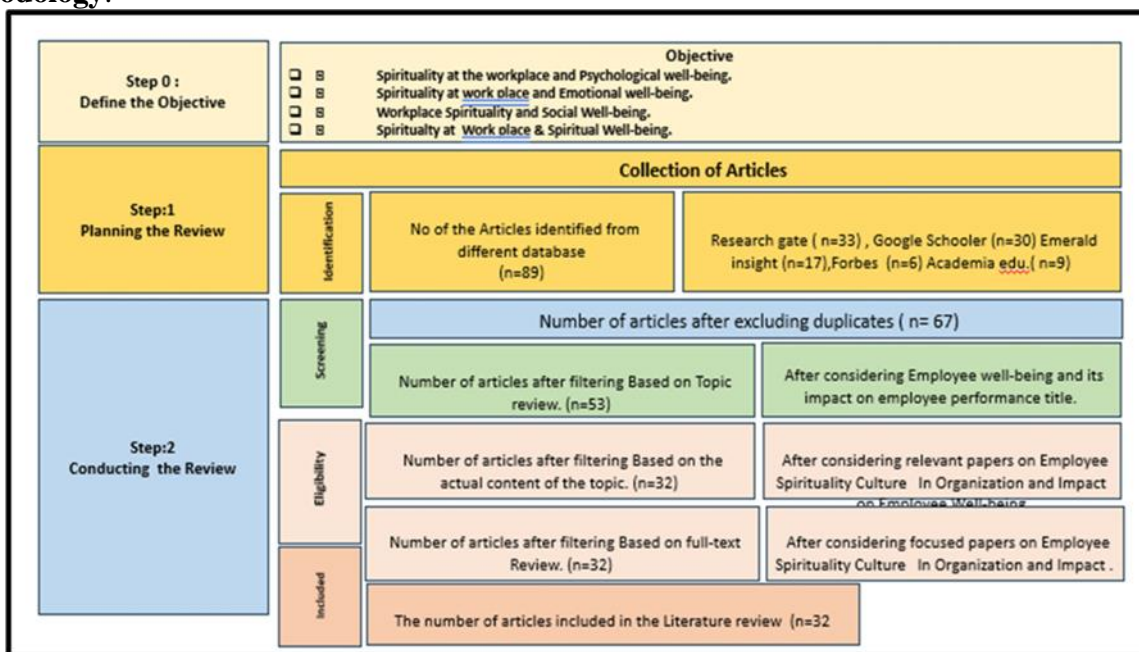
Psychological well-being, Workplace Spirituality, Emotional Well-being, Social Well- being & Spiritual Well-being.

**Objective :**

**To find out the relation between :**

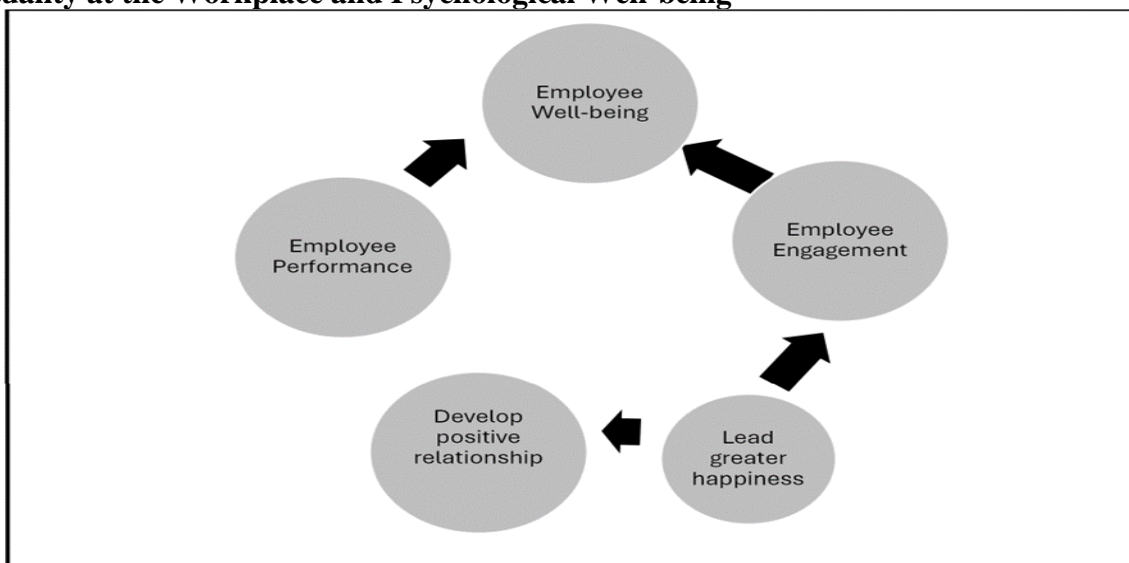
- Spirituality at the workplace and Psychological well-being.
- Spirituality at the workplace and Emotional well-being.
- Workplace Spirituality and Social Well-being.
- Spirituality at Workplace & Spiritual Well-being.

**Methodology:**



**Literature Review**

**Spirituality at the Workplace and Psychological Well-being**



This article focuses on different levels of workplace spirituality among individuals because Men and women give different meanings to their work environment because they differ in Gender; gender socialization makes them build their social identities differently, leading to varied attitudes and beliefs. The Author focuses on clarifying the relationship between Spiritual workplaces

having a positive relationship with employee performance and Gender moderates the relationship between workplace spirituality and employee performance. The online survey method was used in the IT industry, and 352 respondents participated. The questionnaire was designed in two parts: workplace spirituality and employee performance, and the data was analyzed through Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA). A regression analysis was conducted, and it was observed that workplace spirituality is positively related to employee performance, high self-esteem, and job satisfaction. ***While reviewing this literature, it is observed that this study did not analyze the demographic variables of the employees; it was based on the employee's perception regarding workplace spirituality at an individual level, not an organizational level.[1]***

The Author studies the impact of workplace spirituality and subjective stress, assesses the impact of psychological well-being, and addresses the mediating role of stress in the spirituality-well-being relationship. The data was collected from 322 secondary teachers and through structured questionnaires; partial least squares structural equations modeling was used for data analysis. The result indicated a positive relationship between spirituality and psychological well-being. Still, there is an inverse relationship between job and subjective stress, significantly mediating between spirituality and well-being. ***The Author collected data from secondary school teachers related to specific areas. If he focused on other areas like IT, manufacturing, and finance, he focused on subjective stress and psychological well-being because subjective stress measured as perceived stress is a state measure and, as such, is expected to fluctuate over time, in contrast to personality measures, which are distinguished in part by their stability over time which is not applicable all universe[2]***

This paper intends to address the ideal workplace by focusing on determining the effect of workplace spirituality on employees' performance because the organization tends to affect employees' spiritual or mental wellness negatively, mediating the role of organizational citizenship behavior and facilitating the nature of employee emotional intelligence. The data was collected in two rounds, in e and online, from 761 respondents, and it was analyzed through four hypotheses using statistical data packages through correlation, regression med, nation, and moderation analysis. It was found that workplace spirituality is positively linked to employee performance, and organizational citizenship behavior is also positively linked to workplace spirituality and employee performance. ***The Author is focused more on organizational citizenship behavior, so it's not helpful to give the correct impact of workplace spirituality on employee well-being and performance because the behavior may differ to individuals and is subjective to that particular situation.[3]***

Workplace spirituality is a renowned research topic and is gaining importance among industry professionals and academicians; it is a sense of community, meaningful work, and organizational values; this paper focuses on investigating the relationship between workplace spirituality, mental health, and employee engagement considered a mediator, this paper examines the mediating the role of employee engagement in the relationship between organizational justice and mental health. The data was collected from 344 IT professionals working in India, and structural equation modeling was used to evaluate the data. It has been observed that workplace spirituality and organizational justice significantly and positively predict employee engagement, which is significantly related to employee mental health. ***The authors try to establish the relationship between workplace spirituality and employee engagement, but that is not only one factor affecting employee engagement because there are so many factors affecting employee engagement, such as leadership style, organization culture, and policies[4]***

This research paper explores the relationship between workplace spirituality esteem and psychological well-being and examines the predictors of psychological well-being in mental health professionals. The data was collected from 120 mental health professionals, including every 30 psychiatrists, psychologists, and nurses from various hospitals and clinics in Lahore, and a purposive sampling technique was used. Data was analyzed through the regression analysis method, and it has been observed that there are significant positive associations between

workplace spirituality, self-esteem, and psychological well-being. *The result of the present study showed some significant relationship variables, but the sample size was not adequate; if the sample size is more significant, it will be more homogeneity, which may lead to better predictive workplace spirituality, and the data was primarily collected from female like nurses, psychiatrists, psychologists dominated by females*[5]

Workplace spirituality as a mediator between organizational justice /ethical climate and workplace unexpected behavior and organizational citizenship behavior. The data was collected from 641 Indian employees in various economy and luxury hotels. Of that, 73.8% were male, and 26.2% were female. The study shows that organizational justice negatively relates to unusual workplace behavior when an employee perceives a lack of fair-mindedness. *The data was collected from a particular geographical area in India, and the result needs to be generalized. This study is sectional. The researcher can carry out further longitudinal research. The study is conducted in India with an Indian subject, and Indians are connected to several spiritual traditions that might affect them* [6].

Organizational spirituality significantly impacts the formation of work attitudes, such as satisfaction, participation, and commitment; there is a strong relationship between spiritual leadership and spirituality in the workplace. This study investigates the relationship between Spiritual leadership, workplace spirituality, organizational commitment, and individual spirituality. The data was collected from 902 regional water company employees who were working, and 200 samples were collected for the survey; the data was analyzed through Partial Least square, R-square, and the result shows that the company level of commitment is enhanced by spiritual leadership and has a favorable impact on workplace spirituality and spirituality in the workplace improve the organizational commitment. *The data was collected in one geographical area from one company employee only. The result can not be generalized, applies to the whole universe, and may differ from leadership style.*[7]

The focus is to examine how the employee's spirituality influences job performance and its link through innate motivation and job manufacturing. The data was collected from 306 in South Korea from various occupations, working in several organizations through personal contact to get diverse research samples. The snowball sampling method was used. The data was analyzed through Reliability, Validity, and Common Method Bias Testing. The study's findings show that the relationship between employees' spirituality and job performance is fully mediated by natural motivation and job manufacturing and positively affects employees. *This study refers to meaningful work as a crucial aspect of workplace spirituality. Still, the scale they adopted did not include this variable, e.g., interconnection with human beings and interconnection with nature, and the boundary condition that affects the casual path of employee spirituality, motivation, and job performance.*[8]

### Spirituality at the workplace and Emotional well-being



The Author focuses on workplace spirituality and employee knowledge-sharing behavior and engagement, and meeting the effect of trust between workplace spirituality and knowledge-sharing behavior; employees are not that comfortable sharing the information which they have the

data from 196 respondents to analyze the mediating effect of trust between workplace spirituality and positive outcomes, the data was collected from six private companies from 196 respondent, and data was collected the data was analyzed through Common Method Bias, Confirmatory Factor Analyses (CFA), and the analysis shows that workplace spirituality substantially significant impact of knowledge sharing behavior and work engagement and significantly meditate by the trust. ***While reviewing this research, it has been observed that this research only focused on the same group of employees, had little information on female employees, and the sample size was not so small, which can not be a general opinion; no in-depth interview was conducted, which may give a different result.***[9]

In this study, the Author attempts to explore the meaning and implication of spirituality in accounting firms by using the Buddhist perspective of interbeing; this study is an interpretive case study of an Indonesian accounting firm that collected the data from individual feelings, thoughts, actions and experiences of the firm employees, data was collected through interview and observation method, It has been observed that leadership plays a significant role in cultivating the spirituality, it helps to increase the auditor commitment, happiness, and performance and resulted into client satisfaction, it has also been observed that spirituality in the workplace by the only provoke conditional happiness it is helping to leads the organizational commitment and career prospects. ***This study is limited to one firm, and he has yet to focus on another multinational accounting firm, so it may give different results. These findings can not apply to another area.*** [10]

This study focuses on bidirectional and longitudinal links between professional stress and miserable indicators. The higher levels of religious participation are associated with lower-level miserable indicators. In the study of the independent association of religious participation with depressive symptoms, the data was collected from 895 respondents through an online survey. The data was collected two times and analyzed through the structural modeling method. It was shown that the longitudinal effect of spiritual well-being on miserable symptoms as well as depressive symptoms on occupational distress was also found that higher levels of spiritual well-being were protective against increased depression, and it is independent of social support. ***White, married, and middle-aged North Carolina United Methodist clergy primarily conducted the study. The sample is homogeneous, which may limit the findings, and subjective well-being measure is limited to closeness to God and not implication to measure the possible aspects of spiritual well-being.***[11]

These topics investigate the connection between occupational health psychology and spirituality and understand how to develop a spirituality-based program in the workplace; it helps to reduce burnout, anxiety, depression, and work-related stress, and at the same time, it indirectly helps to enhance the career management, maintain self-esteem and improve the ethical behavior, it is also found that employee well-being is a function of workplace spirituality, empathic concern, and organizational policies, the gratitude is a sufficient and necessary condition for workplace happiness there is the significant mediating effect of psychological and social wealth in the relationship between gratitude and workplace happiness[12]

The relationship among the organizational learning culture, perceived organizational support, knowledge-sharing behavior, and workplace spirituality, the study was conducted in the baking sector of Pakistan, and data was collected through a questionnaire survey from 300 respondents and used a cross-sectional survey technique, and data was analyzed through regression method. It has been observed that OLC and POS have a positive impact on workplace spirituality. It is a significant phenomenon in organizational culture because it enhances the employees' job satisfaction and well- being. ***This study approach is cross-sectional and should be a longitudinal research design; there may be gender bias, and this study is based on only knowledge-sharing behavior as a mediating variable.***[13]

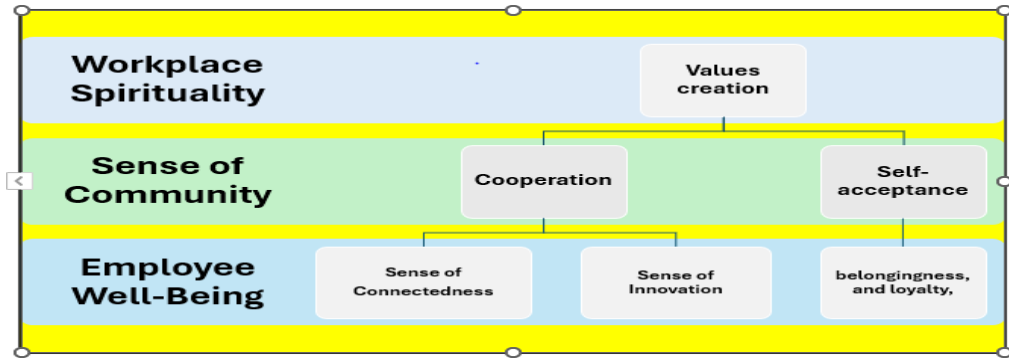
The study attempts to understand the facilitating role of knowledge-sharing intention on the

relationship between Self -efficiency and workplace spirituality; this helps in increasing workplace spirituality; sharing knowledge improves the development of both employees and the organization, and the inclination of sharing knowledge depends upon several factors and one of the significant FactorFactor is workplace spirituality. This study was conducted among the teachers of government schools in Ernakulam district. Cronbach's alpha and reliability measurement scale was used in this study. It has been observed that there is a significant positive relationship between self-efficacy and workplace spirituality, and the knowledge-sharing variable was found to have a moderating effect on this relationship. ***The Author did not consider the influence of demographic variables such as Gender, age, and sample size, which does not give a border picture of society.[14]***

The Author focuses on studying the combined impact of both traditional bullying and cyberbullying, especially in the workplace, and examines the occurrence of face-to-face cyberbullying in the workplace of the healthcare profession and its impact on work outcomes such as stress and psychological strain and workplace spirituality as a moderator, which can use as anti-bullying policy in the organization and its help to reduce adverse health impact on the employees. The cross-sectional technique was used, and data was collected from 410 males and females through an online survey; the data was analyzed (SEM). It has been observed that Workplace bullying in the health sector negatively affects performance outcomes, increases work stress and psychological stress, and reduces job satisfaction and workplace spirituality. Work is moderate between workplace bullying and work performance, and workplace spirituality plays a significant role in handling bullying behavior. ***The data collection for this study was the scale and criteria used to measure duplication of bullying, i.e., bullying and not matching with the cyber act. He did not focus on the development of a new measurement item scale, especially for cyberbullying, and he just only focused on the harmful act and did not focus on measuring how severe the problem was.[15]***

The mediational model explains why and how leaders of ethics behave with empathy and gratitude and ethical behavior; when leaders have a high level of humbleness, it indicates an increase in the perception of workplace spirituality within the organization environment, the data was collected time-lagged survey method at three-time intervals of each month from the employees and their colleagues, data was collected from 286 nine organizations in Pakistan telecom, education, and industrial sectors, the data was analyzed through the SEM approach, and it resulted that the leader's humanity predicts the employer's ethical behavior, empathy gra, attitude, and workplace spirituality mediates the time-lagged effect and indicates that leaders have significant implication for his followers' positive emotions and behavior through an involving workplace spirituality. ***The present study intellectualized and measured leader humility and perception of workplace spirituality, and it has not focused on the positive effects that humble leadership.[16]***

**Workplace Spirituality and Social Well-being.**



There are four elements of workplace spirituality those are namely meaningful work, inner life organizational values and sense of community. This study is conducted by employees working in

various organizations in Oman and data was collected from 117 respondents from the managerial level

through an online survey and it was tested Smart PLS 3 software, and it has been observed that the above dimension of workplace spirituality on the organizational commitment of employees and meaningful work has a significant impact on organizational commitment and a sense of community and organizational values have not had a significant effect on organizational commitment. ***The survey was conducted only on the managerial level of employees. The Author not focus on another level of employee, then it will give a broader view of workplace spirituality and employee well-being.[17]***

Workplace spirituality is a joint movement about meaningful work, and it covers both personal and comprehensive social consideration and social projects are alternative organizational models that strive to create value by concurrently pursuing social, economic, and environmental goal. Workplace spirituality and social projects are conversations that have value creation orientation for Self and others. The Author focuses on the main conceptualizations and essential aspects of workplace spirituality and followed by an outline of projects and its connection to spirituality and mutual characteristics between workplace spirituality and social the project was considered, and it was observed that the modern initiatives imply that today's workforce want to instill meaning in organizational life beyond solely pursuing an income

and supportive context of workplace spirituality that aligned the need for value creation with spirituality drive within the organization. ***There is not that much focus on social enterprises in different perspectives and cultures establish workplace spirituality because it is most relevant to discover spirituality in social enterprise.[18]***

This research paper examines and analyses the relationship between spiritual leadership and workplace spirituality, and spirituality at the workplace toward self-wholeness and realize the meaning in work that is meaningful work. The study conducted by ASN from 5 agencies under Bengkulu city government, namely the Education Office and Civil Registration services , health services, Tourism office, and youth sports service and collected the data from 150 respondent by convivence sampling method and data was analyzed through confirmatory FactorFactor and it has been observed that the effect of spiritual leadership on meaningful work by mediating

self-wholeness. ***This study population cannot represent all behaviors of employees and the the method used is cross-sectional, which is based on behavior and conditions, and it may change from time to time, which may affect the result, and this research only focuses on the relationship that occurs on the four variables only, and it may be possible that other factors can we contribute to the spiritual relationship. [19]***

The Author tries to investigate how team spirituality influences workplace and job satisfaction through measurement of team spirituality and its interconnection with trust, meaningful work, perception of community and organization values. The data was collected cross-sectional a survey from 38 Australian human resources personnel and a structural approach were used for the data analysis and it shows that there is a positive relationship between all the dimensions of spirituality in the workplace and job satisfaction, and there is a significant correlation between community and shared organizational' s values and partial feeling of spiritual interconnection between individuals within the workplace. ***The sample was minimal, and the results indicate that there is need to collect more samples, which may different results in team spirituality because its important FactorFactor affecting employee satisfaction and leading to retention of employee.[20]***

This study focuses on detecting the various dimensions of workplace spirituality and tries to find out to whether these dimensions act as interpreters in innovative work behavior and study the moderating role played by the sense of God in between Workplace Spirituality and Innovative work behavior. The qualitative and quantitative approaches were, and study carried out in two phases in

1<sup>st</sup> phase is confirmatory factor analysis and 2<sup>nd</sup> phase exploratory factor analysis, data was collected from bank employees from public, private, and foreign and structural approach was used for data analysis, it has been evident that Workplace spirituality has seven -Factors construct and impact on Innovation work behavior, and it also indicates the significantly increase innovation, work behavior, and sense of God moderate the relationship between

WPS and IWB. *The Author only collected the data from the employee perspective but did not consider The employer perspective, because considering the current increasing globalization and there is significant concern about whether Indian employers can employ workplace spiritual needs.[21]*

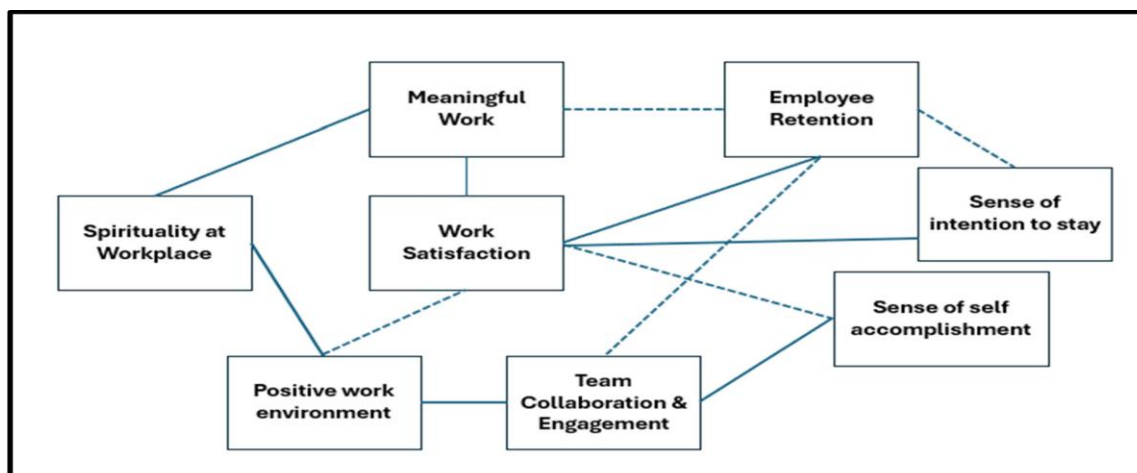
The Author focuses on investigating the multidimensional perspective of workplace spirituality. He also examines the moderated mediation model where workplace spirituality impacted life satisfaction by organizational commitment toned down by employees' religious attachment. The data was collected from South Korean employees and tested using the hierarchical regression analysis. It has been observed that three subdimensions of workplace spirituality – meaning of work, membership, and inner life are positively correlated to organizational commitment, and they also mediate the relationship between inner life and organizational commitment, which impacts life satisfaction. *The Author only focuses on workplace spirituality; he does not focus on organizational policy implementation, opportunities, or resources the organization provides because it also needs inner life satisfaction.[22]*

This paper mainly focuses on putting forward the views and reviewing the extensive literature on how workplace spirituality affects employee loyalty towards the organization in an Indian organization framework that incorporates relative qualities and how workplace spirituality impacts employee engagement and loyalty, especially in an Idealistic workforce. It has been observed that workplace spirituality is crucial for managers to realize the elements that would motivate and inspire their employees, and from the ethical point of view, integrating spirituality in the workplace is the most significant factor. The organization with traits associated with a spiritual group is more significant. *Does the Author need to focus the deep spiritual practices on a higher level of pulling together? Does a feeling of spiritual community encourage a more general sense of unity toward competition? And the effect the sense of spiritual community has on the variety of opinions within the organization.[23]*

The relationship between the dimensions of workplace spirituality is meaningful work, a sense of community, alignment with organizational values, and employee loyalty, which is the intention to stay, benefit selfishness towards the employers, in context to those who have changed more than three times. The was collected from 308 employees working in the private sector through a purposive sampling method, and structural equation modeling was used for data analysis. It has been evident that the above three dimensions are impacted by outcome variables and organizational values strongly correlated with employee loyalty, and employee experience of workplace spirituality has a significant positive impact on employee loyalty towards the organization. *The sample size could be more impressive. The Author focuses only on workplace spirituality factors, but there are other factors, such as motivation, teamwork, and a sense of Self – accomplishment also significantly impacted employee loyalty toward the organization.[24]*



Spirituality at Workplace & Spiritual Well-being.



This paper mainly focuses on examining the effect of employee feel and workplace spirituality on the purpose of staying with an organization that mediates through work-family conflict and develops the theory of workplace spirituality and results by examining the theoretical framework through the crystalline lens of Self -the autonomy theory of motivation. The study was conducted Three hundred fifty teachers from the higher educational sector of India used a purposive sampling method and a structural modeling technique for data analysis. It is observed that experience of workplace spirituality and work-family conflict plays a significant role in expecting intention to stay with the organization, and work-family conflict and workplace spirituality play a significant role in meaningful work and a sense of community. ***The Author did not focus on existing organizational policies towards the work families and covered the area of managers*** facilitating connectedness, which may give a different result.[25]

This study tries to focus on the study conceptualizing meaningful work in the context of Human Resource Department and provide the associations with HRD and practices about workplace spirituality. This study is based on various literature reviews on various topics such as meaningful work, the meaning of work, workplace spirituality, and the existing work in HRD journals to find out the existing statutes of meaningful work. It has been observed that meaningful work is positively significant. It has been discovered that there is a need to increase the boundary of meaningful work. ***This literature review mainly focuses on meaningful work. They need to focus on concepts rather than on practical evidence. It may give different results.***[26]

This study focuses on the impact of workplace spirituality on employees' work performance and organizational citizenship behavior with three dimensions: meaningful work, group, and affiliation with organizational values. The data was collected from the manufacturing industry at Pakistan in Lahore and 328 respondents participated in the survey. A convenient sampling method and data were analyzed through the structural modeling method, and it has been observed that there is a positive correlation between Workplace spirituality and Organizational citizenship behavior and work performance, and Organizational citizenship behavior has a positive relationship with work performance. ***The study is a limited geographical area with Lahore, and the geographical area is one of the significant factors that may affect workplace spirituality*** because it depends upon amenities and living standards. [27]

This research proposes to test the link between the influence of workplace spirituality and job satisfaction and work performance with workplace unusual behavior, the data was collected from the questionnaire with accidental sampling techniques from 198 respondents from Surabaya government officer, it was tested through statistical experimental tolls, and the result shows that there was a significantly negative impact on workplace spirituality and workplace unusual behavior on performance and also the negative impact of workplace unusual behavior on the work performance and work passion weakness the communication between them, ***while review this***

*paper, it has been observed that the sample size was so limited and it can not represent the whole universe.[28]*

It is about exploring the relationship between the dimension of workplace spirituality and the Hiring -firing rate in the healthcare sector in Istanbul. The data was collected from 350 respondents, and multiple regression was used for data analysis. It has been indicated that workplace spirituality has a significant negative association with turnover, and managers from the health care sector have to focus more on satisfying the employees' spiritual needs. **This study is** focused on a limited geographical area. This study provides the most negligible generalizability result; similar studies must be conducted in another part of the country for better results.[29]

This study explores the effect of workplace spirituality and its four dimensions that are meaningful at work, excellence mindfulness, and sympathy over the discrimination in the ASEAN region also investigating the role of Gender in the relationship of workplace spirituality, the data was collected Self-managed questionnaires from the employees from the service sector of Singapore, Malaysia and Myanmar, and the data was tested through innovative PLS software, and it has been found that there is a significant negative impact of workplace spirituality on discrimination and four dimensions -meaningful at work excellence, mindfulness, and empathy have significantly negative impact on discrimination with the change of Gender, and there is no moderating effect of gender over the connection of mindfulness and discrimination. **There several limitations observed during the review of this research, first, they considered only workplace spirituality on discrimination, and they have not focused on outcomes such as work stress, organizational citizenship behavior and organizational commitment[30]**

This study has investigated the linkage between Dark Triad Personality, which refers to the triangle of negative personality life that is self-love, Machiavellianism, and mental illness and its initiated incivility to supervisor and colleagues at the workplace and examined the curbing effect of workplace spirituality on this relationship, the data was collected from 338 respondent from various academic institutes in India, and data was tested through SPSS Amos Version 24 and descriptive statistics were used, and it has been observed that Machiavellianism appeared as the most significant predictor of prompted incivility and workplace spirituality moderated association with Machiavellianism, mental illness, and self-love instigated incivility to supervisors and colleagues, **the Author focuses only on the Dark Triad personality** factor, but he did not focus on workplace culture and climate because it gives distinguished result that will contribute more.[31]

This research focused on the effect of the loving, kindness meditation on mindfulness, subjective well-being and spirituality and the relationship between mindfulness, spirituality, and subjective well-being, the data was collected from 98 flight attendants from Xiamen Airlines in China, and they were randomly assigned into two groups: one new LKM training group and a second waiting control group and was tested through SMS ( State Mindfulness Scale) and SAIL (Spiritual Attitude and Involvement List) scales used for testing the reliability and validity, it has been observed that LKM can help improve subjective well-being and spirituality, and The inspiring effect of the LKM( Loving, Kindness, meditation ) on mindfulness, spirituality, subjective well-being, and psychological factors. **The data was tested on one airline employee only, and due to this, the working conditions env, environment, and nature of their work, the result can not be generalized, and they have yet to study the subdimension of subjective well-being.[32]**

### **Findings & Conclusion**

This study's literature pertains to all variables necessary to analyze Spirituality Culture. In Organization and Impact on Employee Well-being It has been found that workplace spirituality is positively related to employee performance high self-esteem, and job satisfaction positive relationship between spirituality and psychological well-being, but there is an inverse relationship in between job stress and subjective stress was found to be a significant mediator in the relationship

and spirituality and well-being Spirituality is positively linked to employee performance and organizational citizenship behavior is also positively linked to workplace spirituality and employee performance. workplace spirituality and organizational justice significantly and positively predict to employee engagement has significant positive associations with workplace spirituality and self-esteem with psychological well-being, organizational justice negatively relates to workplace unusual behavior, when employees perceive their lack of fair-mindedness in the organization. Company level of commitment is enhanced by spiritual leadership and has a favorable impact on the workplace spirituality. workplace spirituality has a substantially significant impact on knowledge-sharing behavior and work engagement and significantly mediate by trust spirituality in the workplace be the only provoke conditional happiness, helping to lead the organizational commitment and career prospects

of spiritual well-being on miserable symptoms as well as depressive symptoms on occupational distress and also found that higher levels of spiritual well-being were protective against increased depressive, and it is independent of social support. spiritual leadership on meaningful work by mediating self-wholeness. Indicate that it significantly increased innovative work behavior and sense of God moderate the relationship between WPS and IWB spirituality in the workplace is most significant FactorFactor. The organization with traits associated with a spiritual group is more significant. workplace spirituality has a significant negative association with turnover and managers from the the healthcare sector has to be more focused on satisfying the spiritual needs of the employee's workplace spirituality on discrimination and four dimensions -meaningful Machiavellianism appeared as the most a significant predictor of prompted incivility and workplace spirituality moderated association with Machiavellianism mental illness and self-love instigated incivility in supervisors and colleague

#### Limitations and scope for further research

This study is based only on the incorporation of a straightforward methodology to review the past literature on workplace spirituality culture and try to investigate how it's impacted employee well-being and organizational performance and some of the paper studies explain the variable not at the fundamental level and the scope for further research.

#### References :

Sr.No	Reference
1	Bharadwaj, S. H. U. B. H. A. N. G. I., and T. Jamal. "In search of spiritual workplaces: An empirical evidence of workplace spirituality and employee performance in the Indian IT industry." <i>International Journal of Scientific C Technology Research</i> 9.3 (2020): 1116-1124.
2	Mahipalan, Manju, and Sheena S. "Workplace spirituality, psychological well- being and the mediating role of subjective stress: A case of secondary school teachers in India." <i>International Journal of Ethics and Systems</i> 35.4 (2019): 725- 739.
3	Lalatendu Kesari Jena (Xavier School of Human Resource Management, Xavier University Bhubaneswar, Bhubaneswar, Odisha, India) <i>International Journal of Organizational Analysis</i> ISSN: 1934-8835Article publication date: 1 March 2021
4	Sharma, Praveen Kumar, and Rajeev Kumar. "Relationship between workplace spirituality, organizational justice, and mental health: the mediation role of employee engagement." <i>Journal of Advances in Management Research</i> 17.5 (2020): 627-650.
5	Awan, Samina, and Aisha Sitwat. "Workplace Spirituality, Self-esteem, and Psychological Well-being Among Mental Health Professionals." <i>Pakistan Journal of Psychological Research</i> 29.1 (2014).

6	Nwanzu, Chiyem Lucky, and Sunday Samson Babalola. "Effect of workplace spirituality on perceived organizational support and job performance among university administrative employees." <i>Contemporary Management Research</i> 17.2 (2021): 127-155.
7	Astakoni, I. Made Purba et al. "Spiritual Leadership, Workplace Spirituality, and Organizational Commitment; Individual Spirituality as Moderating Variable." <i>ITALIENISCH</i> 12.2 (2022): 620-631.
8	Moon, Tae-Won, et al. "Does employees' spirituality enhance job performance? The mediating roles of intrinsic motivation and job crafting." <i>Current Psychology</i> 39.5 (2020): 1618-1634.
9	Khan, J. et al. "Does workplace spirituality influence knowledge-sharing behavior and work engagement? Trust as a mediator." <i>Management Science Letters</i> 12.1 (2022): 51-66.
10	Efferin, Sujoko, and Christopher Christian Hutomo. "Spirituality, happiness and auditors' commitment: an interbeing perspective." <i>Accounting, Auditing C Accountability Journal</i> 34.4 (2021): 701-730.
11	Milstein, Glen, Celia F. Hybels, and Rae Jean Proeschold-Bell. "A prospective study of clergy spiritual well-being, depressive symptoms, and occupational distress." <i>Psychology of Religion and Spirituality</i> 12.4 (2020): 409.
12	Spirituality in the workplace Francesco Chirico <sup>1*</sup> , Daniela Acquadro Maran <sup>2</sup> and Manoj Sharma <sup>3</sup> , 2023
13	Islam, Talat, Muhammad Khalid Khan, and Momina Asad. "Workplace spirituality in South Asian context: The role of learning culture, organizational support and knowledge sharing." <i>South Asian Studies</i> 34.1 (2020).
14	Nair, Rohini S., and V. Sivakumar. "Knowledge Sharing: Will it Enhance the Link between Self-Efficacy and Workplace Spirituality." <i>International Journal of Management and Humanities (IJMH)</i> 4.9 (2020): 1-13.
15	Iftikhar, Mehwish, et al. "Traditional bullying and cyber bullying: Prevalence, effects and workplace spirituality as an anti-bullying policy." <i>International Journal of Management (IJM)</i> 11.11 (2020).
16	Naseer, Saima, et al. "Understanding how leaders' humility promotes followers' emotions and ethical behaviors: Workplace spirituality as a mediator." <i>The Journal of Positive Psychology</i> 15.3 (2020): 407-419.
17	Hisam, Mohammed Wamique. "Impact of workplace spirituality on organizational commitment—a study in an emerging economy." <i>Turkish Journal of Computer and Mathematics Education (TURCOMAT)</i> 12.4 (2021): 984-1000.
18	Gjorevska, Natasha. "Workplace spirituality and social enterprise: A review and research agenda." <i>Vezetéstudomány/Budapest Management Review</i> 52.5 (2021): 2-13.
19	Widodo, Slamet, and Gerry Suryosukmono. "Spiritual leadership, workplace spirituality and their effects on meaningful work: Self-transcendence as mediator role." <i>Management Science Letters</i> 11.7 (2021): 2115-2126.
20	Pont, Suzanne T. "Job satisfaction and spirituality in the workplace: a case study in resilience." <i>Crisis, Stress, and Human Resilience: An International Journal</i> 4.2 (2022): 109-119.
21	Saxena, Anubhuti, and Asha Prasad. "Exploring the influence of dimensions of workplace spirituality on innovative work behavior: role of sense of God." <i>International Journal of Ethics and Systems</i> 39.2 (2023): 183-212.

22	Jeon, Ki Seok, and Byoung Kwon Choi. "Workplace spirituality, organizational commitment and life satisfaction: the moderating role of religious affiliation." <i>Journal of Organizational Change Management</i> 34.5 (2021): 1125-1143.
23	Kumari, Anita, and Unnati Ubnare. "Workplace Spirituality, Employee Engagement, and Employee Loyalty: A Conceptual Study on their Interconnection." <i>ComFin Research</i> 11.2 (2023): 5-12.
24	Aboobaker, Nimitha, Manoj Edward, and Zakkariya KA. "Workplace spirituality and employee loyalty: an empirical investigation among millennials in India." <i>Journal of Asia Business Studies</i> 14.2 (2020): 211-225.
25	Aboobaker, Nimitha, Manoj Edward, and K. A. Zakkariya. "Workplace spirituality, work-family conflict and intention to stay: An intrinsic motivational perspective among teachers." <i>Journal of Applied Research in Higher Education</i> 12.4 (2020): 787-801.
26	You, Jieun et al. "Conceptualizing meaningful work and its implications for HRD." <i>European journal of training and development</i> 45.1 (2021): 36-52.
27	Ullah, Zia, Naveed Ahmad, and Rehana Naheed. "The missing link of organizational citizenship behavior between workplace spirituality and job performance." <i>Journal of Xi'an University of Architecture &amp; Technology, XII</i> (2020).
28	Eliyana, Anis, and A. Sridadi. "Workplace spirituality and job satisfaction toward job performance: The mediation role of workplace deviant behavior and workplace passion." <i>Management Science Letters</i> 10.11 (2020): 2507-2520.
29	Ghayas, Muhammad Muzammil, and Sana Arz Bhutto. "Workplace spirituality and turnover intention in the healthcare sector of Istanbul." <i>Reviews of Management Sciences</i> 2.1 (2020): 34-42.
30	Iqbal, Qaisar, and Noor Hazlina Ahmad. "Workplace spirituality and nepotism-favouritism in selected ASEAN countries: the role of gender as moderator." <i>Journal of Asia Business Studies</i> 14.1 (2020): 31-49.
31	Lata, Madhu, and Richa Chaudhary. "Dark Triad and instigated incivility: The moderating role of workplace spirituality." <i>Personality and Individual Differences</i> 166 (2020): 110090.
32	Liu, Chao, et al. "The effect of loving-kindness meditation on flight attendants' spirituality, mindfulness and subjective well-being." <i>Healthcare</i> . Vol. 8. No. 2. MDPI, 2020.