

Employee Well-Being an Outcome of Workplace Sprituality: Mediating Role of Artificial & Emotional Intelligence with Job Satisfaction

Neha Arora, Geeta University
Priyanka Deswal, Geeta University

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Abstract

Purpose: Workplace spirituality (WPS) has gained increasing attention for its potential impact on organizational outcomes, particularly in the educational sector. This study aims to investigate the influence of WPS on Employee Well-Being (EWB), with Job Satisfaction (JS) and Artificial & Emotional Intelligence (AI & EI) as mediators, focusing on educational institutions in the Delhi NCR region. A quantitative approach was employed, collecting data from a sample of 604 employees. SEM was performed using SmartPLS 4.0 to analyze both direct and indirect relationships between the variables.

It was found that Workplace Spirituality significantly boosts Employee Well-Being, resulting in higher morale and reduced stress. It also positively impacts Job Satisfaction and AI & EI, which further enhance well-being. This leads to a motivated and emotionally resilient workforce, promoting a healthier work environment. Both Job Satisfaction and AI & EI play a key role in strengthening the link between Workplace Spirituality and Employee Well-Being.

The originality of this study lies in its unique exploration of the combined roles of WPS, AI & EI, and Employee Well-Being within an educational context, an area with limited prior research. The study adds value by using SmartPLS 4.0 to analyze the complex relationships between these factors, providing novel insights for improving employee well-being through workplace spirituality and emotional intelligence initiatives.

Keywords: Artificial Intelligence, Emotional Intelligence, Workplace Spirituality, Employee Wellbeing, Structural Equation Modeling

1. Introduction

Workplace spirituality has become an important topic for management researchers and professionals, leading to a need for a better understanding of how it affects employees and organizations. Early studies had trouble defining the key ideas of workplace spirituality, but as these ideas have become clearer, more attention has been given to how spirituality at work impacts employee well-being. Organizations have faced major changes in recent years, such as technological advancements, job cuts, and increased job specialization, which have led to a work environment where employees often feel a loss of self-esteem (Driver, 2005). Fry (2003) suggests that encouraging strong workplace spirituality can benefit both employees and organizations. According to Giacalone and Jurkiewicz (2003), businesses with a spiritual mindset tend to be more productive. Also, Mitroff and Denton (1999) discovered that workers who think their workplace is spiritual think their business makes more money than its rivals.

1.1 Integrating Workplace Spirituality for Holistic Employee Well-Being and Fulfillment

Spirituality at work has been seen as a useful way to improve the health and happiness of employees in work settings. Krishnakumar and Neck (2002) said that encouraging spirituality is good for both workers and businesses because it makes everyone healthier. Milliman et al. (1999) say that spirituality at work is good for both individual well-being and job success. An interesting study by Milliman et al. (2003) found a strong connection between spirituality in the workplace and better levels of organisational loyalty, intrinsic job satisfaction, and job engagement among workers.

By combining faith in the workplace with AI, emotional intelligence, and employee health, companies can make a complete plan for boosting productivity and creating a fulfilling place to work. Workplace spirituality, which is based on principles like ethics, compassion, and



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purpose, boosts emotional intelligence by helping people handle their feelings and make friends (Houghton, 2016; Sharma & Kumra, 2020). This understanding of emotions directly leads to better health and happiness among employees. Additionally, AI that is in line with spiritual principles can lower stress at work by removing boring tasks so that workers can focus on more important and satisfying tasks. When AI, EI, and workplace spirituality work together, they produce a balanced, moral, and productive organisational culture. This leads to happier employees, a healthier workforce, and overall success for the company (Krishnakumar & Neck, 2002; Yin, 2022). This method emphasises how important workplace spirituality is for making sure that technological progress puts human-centred ideals first, which is good for both individuals and the organisation as a whole.

1.2 Nurturing Educator Well-being: The Impact of Job Satisfaction, Spirituality, AI, and Emotional Intelligence :

When studying human attitudes and behaviours, satisfaction with work is one of the most important things to look at (Abdullah, 2011). With the rise of the idea of job satisfaction, people want to know how their level of happiness or discontent changes over time and how that affects their work. People who are satisfied with their jobs are also likely to feel good emotions like well-being, joy, excitement, happiness, fulfilment, and many more. One of the main points of this study is to look at how job happiness changes over time.

Spirituality at work has been shown to make people happier with their jobs (Bodia & Ali, 2012). Spirituality in the workplace has been shown to improve the health and happiness of workers. Krishnakumar and Neck (2002) said that it is best for businesses as a whole to encourage faith among employees for their own health and happiness. The review of the literature shows that workplace spirituality programs have a big positive effect on the personal well-being and job success of employees (Milliman et al., 1999), as well as their job satisfaction (Fry, 2005). For schools, teachers' happiness is the most important factor because happy teachers are more productive, creative, and likely to have better relationships with other people (De Neve, Diener, Tay, & Xuereb., 2013). When it comes to university teachers, those with high subjective well-being are more likely to feel good, which encourages people to do well at work and keeps them working until they reach their goals. A 2011 study by Peterson, Luthans, Avolio, Walumbwa, and Zhang found that workers who are happy are positive, hopeful, strong, and have a lot of self-efficacy. When people say they are subjectively well-being, they give more time and money to their neighbourhoods. Based on Harter, Schmidt, and Hayes (2002), workers spent a big part of their lives at work, so employers should promote employee health and happiness at work.

It is now necessary to use AI in human resource management (HRM), especially since the COVID-19 plague has caused so many problems (Mer, 2023). Describe how AI-powered solutions that use data mining, predictive analytics, and machine learning have simplified HRM tasks, making them more efficient and saving money. While Jia (2023) pointed out that implementing AI can be hard, Kawakami (2023) said that the biggest problems are making sure that "worker well-being" is clearly defined and dealing with technology issues. Stress how important it is to create wellbeing tools that are centred on workers and are driven by data, while also taking into account the social impacts and organisational culture.

Emotional intelligence has a big impact on keeping employees, which has been studied a lot. AI has a big impact on how well employees do their jobs. Relationship management, social awareness, self-awareness, and self-management are the four parts of emotional intelligence in the workplace (Emotional intelligence, 2019; Kumar, 2014). There is a strong link between these factors and how well they work in the job (Edward, 2020).

The goal of this study is to fill in that gap by suggesting a framework in which faith in the workplace is the independent variable and employee well-being is the dependent variable. Job satisfaction, AI, and EI will act as mediators. The study uses this approach to look into how AI, EI, and spirituality in the workplace can affect the health and happiness of workers by making them more emotionally aware, smarter, and happier with their jobs. The focus on educational institutions adds a new dimension since the health and happiness of school employees is important for both their happiness and the success of the school. This study adds to what has already been written by looking at how AI, EI, and faith in the workplace

affect the health and happiness of education workers. The results should help educational institutions learn more about how to create an emotionally rich workplace that will make employees happier at work and better for their health.

2. Literature Review / Hypothesis Formulation of the Study

2.1 WPS to AI & EI:

Together, WPS and AI help to make the workplace relevant. AI-powered tools can improve and speed up work, and faith ensures that these new technologies align with human ideals. It helps employees make moral decisions and provides them a sense of purpose (Yin, 2022). It is reasonable to assume that a person with a higher degree of spirituality would be more conscious of both their own emotional needs and those of others (Houghton, 2016; Sharma and Kumra, 2020). The growth of emotional intelligence is one benefit that employees will experience from being able to demonstrate their spirituality at work, according to the "spiritual freedom" concept (Krishnakumar and Neck, 2002).

H1: Workplace spirituality positively influences emotional intelligence (EI), and artificial intelligence (AI).

2.2 WPS to Job Satisfaction:

The degree to which workers incorporate their spiritual beliefs into their work is correlated with higher levels of professional dedication and personal fulfilment (Reave, 2005). "Several research have shown a favourable relationship between employees' dedication and workplace spirituality (Bodia & Ali, 2012; Chawla & Guda, 2010; Hong, 2012; Markow & Klenke, 2005; Marschke, Preziosi & Harrington, 2011). Job happiness is positively impacted by workplace spirituality, according to research (Altaf & Awan, 2011; Bodia & Ali, 2012; Chawla & Guda, 2010; Clark et al. 2007; Robert, Young & Kelly, 2006; Deswal, 2024). Additional connections between spirituality and employee attitudes have been brought to light by other academics. Interestingly, Chand and Koul (2012) proposed that as spiritually orientated people are more likely to be upbeat and feel greater significance in their work, spirituality can help employees deal with organisational stress.

H2: Workplace spirituality positively influences Job Satisfaction.

2.3 AI & EI to Employee Well Being:

According to Kundi, Sardar, and Badar (2021), there is a negative relationship between EI and stress. This means that people who are more emotionally intelligent are less stressed. Wadhera and Bano (2020) argue that the psychological aspect of occupational stress is often overlooked. Cunningham (2014) highlights the under-researched role of spirituality in managing work stress, viewing it as a significant oversight. Automation and AI can help workers in some ways, but the history of using technology at work and research on sociotechnical systems show that they have more complicated and uneven impacts on workers' health and happiness. These impacts include both positive and negative influences on worker stress, job satisfaction, and overall health.

H3: Artificial intelligence and emotional intelligence are positively influence overall well-being

2.4 Job Satisfaction to Employee Well Being:

Workplace spirituality positively influences both personal well-being and JP (Milliman et al., 1999). Encouraging spirituality and permitting its open expression in the workplace enables employees to feel whole and genuine in their roles (Burack, 1999), with this sense of completeness contributing to their overall welfare. According to Kökalan (2019), job satisfaction is how an employee feels about their job generally. It shows how emotionally connected they are to their work, such as emotions like happiness and a good mood. This connection enhances well-being and is significantly influenced by HRM policies (Rai & Verma, 2023). According to Hendri (2019), job satisfaction directly impacts employee performance, with higher satisfaction levels leading to improved individual and organizational outcomes. Hameli et al. (2024) say that workplaces that care about their employees' health and happiness are more inclined to have happy workers. Some of the things that are often linked to greater job happiness are positive emotions, a positive mindset, and intrinsic

motivation (Hendri, 2019; Mu et al., 2023).

H4: Job Satisfaction has a positive and significant impact on Employee well-being.

2.5 WPS to Employee Well Being by JS as Mediation

Gull and Doh (2004) found that employees who derive meaning from their work tend to act more responsibly, ethically, collaboratively, and creatively. Similarly, Belwalkar et al. (2018) found a link between some aspects of faith at work and higher JS. According to Badri et al. (2023), spiritual traits and actions naturally push workers to reach their goals. Additionally, positive spiritual expression has a positive effect on mental wellness and health by encouraging healthy ways of coping, staying true to beliefs, and providing support. Employees who encounter workplace spirituality and spiritual well-being value their roles and organisations highly, resulting to greater job satisfaction (Binu Raj et al., 2023). Companies that care about their workers' health and happiness see fewer absences and better job satisfaction and success (Rubel et al., 2021; Hameli & Bela, 202). Binu Raj et al.'s (2023) mediation study shows that the link between WPS and JS is partly mediated by the health and happiness of employees. The hypothesis that is being put forward in this answer is:

H5: Job Satisfaction mediates the effect of Workplace Spirituality on Employee well-being.

2.6 WPS to Employee Well-Being by AI & EI as Mediation

WPS significantly enhances employee well-being, and its effects can be mediated by both AI and EI. AI technologies help optimize workflows, reduce repetitive tasks, and improve efficiency, thereby decreasing stress and increasing employees' sense of achievement (Rozman, 2023; Kaur, 2024). When integrated with WPS, which brings purpose and meaning to work, AI's advantages align with human values, fostering a balanced and fulfilling workplace. Emotional intelligence complements this by helping employees effectively manage their emotions and relationships, contributing to psychological well-being (Sundari, 2024). The combination of WPS with AI and EI offers a holistic approach to well-being, where employees feel valued, productive, and emotionally supported in their roles (Gao, 2024). This synergy enhances overall well-being, increasing job satisfaction and organizational commitment.

H6: Workplace spirituality has a positive effect on employee well-being, with artificial intelligence and emotional intelligence serving as mediating variables.

2.7 Direct effect of WPS on Employee Well Being

While some studies suggest a connection between workplace spirituality and employee well-being, there is limited empirical evidence to fully establish this link. Workplace spirituality has been shown to foster creativity, innovation, empowerment, shared vision and purpose, as well as strengthen team and community building (Lips-Wiersma & Mills, 2002). "Employee well-being benefits not just employees, but also organizations and communities. Harter, Schmidt, and Hayes (2002) emphasize that since employees spend a significant part of their lives at work, employers should promote well-being in the workplace. They further explain that workplaces serve as foundational environments where employees form friendships, learn values, and contribute to society (Fairholm, 1996). Promoting well-being at work results in a healthier, happier workforce (Cooper & Robertson, 2001). Employee well-being plays a central role in understanding various factors that influence the quality of work life". Warr (2002) highlights the importance of individuals' feelings about their own lives, suggesting that perceptions of personal well-being directly impact workplace satisfaction. In simpler terms, an employee's own view of their well-being at work shapes their overall sense of well-being. Currie (2001) stresses the importance of both physical and mental health, recommending a stress-free and safe work environment to support employee well-being, while Bakke (2005) links well-being to the quality of the workplace environment.

H7: Workplace spirituality has a positive and significant impact on employee well-being.

Novelty of the Study:

This study presents a novel exploration of the relationship between WPS and Employee Well-Being within the education sector, incorporating modern mediators such as AI, EI and

Job Satisfaction. While previous research has highlighted the positive effects of WPS on job satisfaction and performance in various industries (Hassan et al., 2016; Bella et al., 2021), the role of AI and EI as mediators in this relationship remains underexplored. This study fills this gap by investigating how AI and EI, alongside JS, influence the WPS-EWB relationship, offering a fresh perspective on integrating spirituality and technology to enhance employee well-being in educational institutions.

Conceptual Framework:

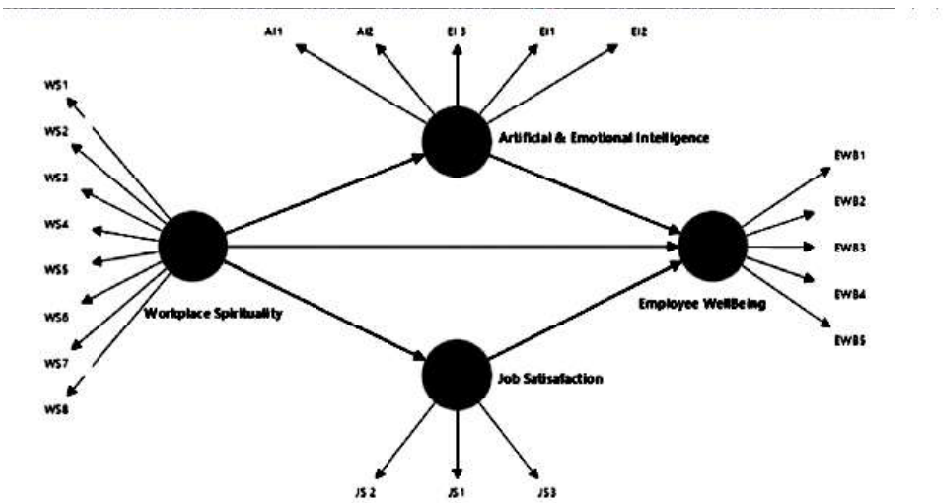


Figure 1.
conceptual framework

Source: SmartPLS 4.0

3. Research Methodology and Data Analysis

With AI & EI and job satisfaction as the middle variable, the study uses a quantitative research design to provide a comprehensive picture of how WSP impacts employee well-being. However, this strategy uses insight to identify certain basic causes and quantitative data to determine the levels of correlations.

Objectives of the study:

- To examine the mediating role of AI & EI in the relationship between Workplace Spirituality and Employee Well-Being.
- To assess how Job Satisfaction mediates the connection between Workplace Spirituality and Employee well being.
- To explore the direct impact of Workplace Spirituality on the well-being of employees.
- Population and Samples

A total of 700 educators from colleges and institutions in the Delhi NCR region of India are selected for the study using a random sampling method. The researcher is particularly interested in how cultural or economic factors influence educators' attitudes towards workplace spirituality in this region.

Measurements and Testing Research Variables

The independent variable is Workplace Spirituality include alignment with organizational values, meaningful work, and a sense of community. The dependent variable is employee well-being, while the mediators are job satisfaction, AI & EI. The study aims to examine how WPS influences these mediators, which subsequently impact employee well-being.

Tools and Techniques

The information is being gathered using a standardised questionnaire. A meticulously constructed Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly

agree," was used to gauge college staff members' opinions regarding faith in the workplace. Questionnaire: The Instrument: Each section of the questionnaire is adapted to fit the specific context of this study, drawing from previous research. To measure Workplace Spirituality (WPS), an eight-item scale based on Milliman (2003a, 2003b) is used. Artificial Intelligence (AI) is assessed with a two-item scale adapted from W. Holmes and M. Bialik, while Emotional Intelligence (EI) is measured using a three-item scale based on Salovey & Mayer (1990) and Mayer et al. (2000).

Construct	Item	Description
Employee well-Being (EWB) Diener, 1984	EWB1	I've been feeling positive about the future
	EWB2	I've been dealing with challenges well
	EWB3	I've been able to energise my own mind about things
	EWB4	I've been feeling attached to colluges
	EWB5	I've been feeling calm and motivated
Artificial intelligence (AI) W. Holmes, M. Bialik Emotional Intelligence (EI)Salovey& Mayer, 1990, Mayer et al., 2000 Workplace Spirituality (WPS) Milliman, 2003a, Milliman, 2003b [11]	AI1	AI tools and applications improve the quality of education.
	AI2	AI applications help teachers by automating administrative tasks.
	EI1	I am aware of my emotions as I experience them.
	EI2	I can control my emotions when needed.
	EI3	I remain calm even in stressful situations.
	WPS1	I feel comfortable expressing my personal spirituality or beliefs at work.
	WPS2	My personal values align with the values of my organization.
	WPS3	I feel a sense of community with my coworkers.
	WPS4	My work gives me a sense of purpose.
	WPS5	The overall spiritual environment of my workplace is positive (e.g., sense of peace, mindfulness, and respect).
	WPS6	My organization recognizes and appreciates my contributions.
Job Satisfaction (JS) Adamas, (1995)	WPS7	I feel a sense of fulfillment and satisfaction from my work.
	WPS8	My workplace is open to diverse spiritual beliefs and practices.
	JS1	I am satisfied with the way my Supervisor handles the team.
	JS2	I am satisfied with the remuneration paid to me.
	JS3	I am satisfied with my working hours at my present job-

Table 1.
Scale for Measuring

Data Collection:
Questionnaires were sent to educators from various educational institutions in Delhi NCR to get first-hand information. Data collection for this study took over 4-5 months in 2023, with respondents being educators from various institutes. The time spent at individual institutes varied, with some institutes requiring the better part of a day to gather responses, while others extended over several days due to scheduling constraints and the availability of respondents.

Statistical Tools:
The study uses a quantitative research design and has a flexible data collection timeframe. To investigate possible links between variables, correlation analysis is performed. Using variance-based PLS-SEM, which is appropriate for analysing complicated multivariate data, SmartPLS 4 software (Ringle, 2015) is used to apply structural equation modelling (SEM) to test the study hypotheses. Formative predictor factors, such as the appeal of universities in emerging economies, are included in the analysis (Cheah, 2019; Sarstedt, 2019).

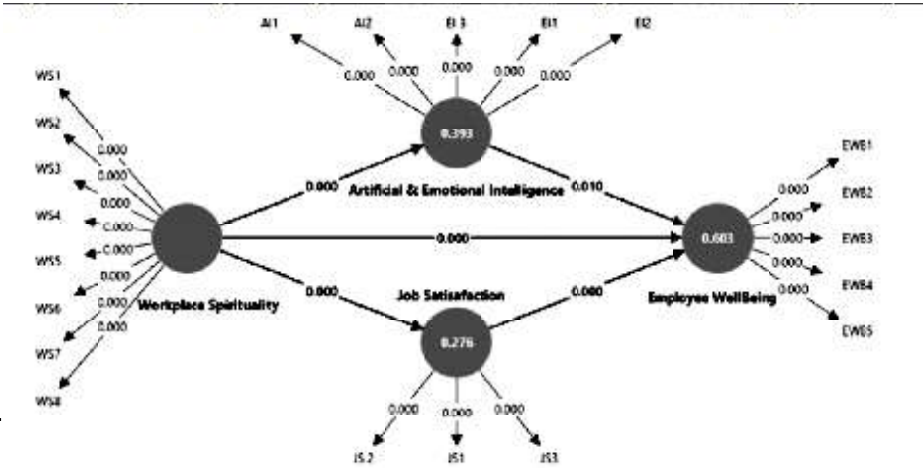
4. Data Analysis and Result:
To get information, the administration gave hard copies of questionnaires to 700 randomly chosen teachers and staff members. The return rate was 86.29%, with 604 questionnaires being sent back. Table 2 shows the Qualities, Categories, Frequency, and Percentage (%) of the different people who answered.

Items	Qualities	Categories	Frequency	Percentage (%)
1	Designation	Teaching Assistant	330	54.64
		Lecturer	50	8.28
		Assistant Professor	55	9.11
		Associate Professor	150	24.83
		Professor	19	3.15
2	Length of service in the same institution	Less than 03 yrs.	238	39.40
		03–06 yrs.	195	32.28
		06–09 yrs.	133	22.02
		09–11 yrs.	35	5.80
		> 11 yrs.	03	0.50
3	The number of institutions worked for	Less than 2 institutes	246	40.73
		2 - 4 institutes	278	46.03
		5 – 7 institutes	78	12.91
		8 – 10 institutes	02	0.33
		> 10 institutes	0	0
4	Age	22–32	374	61.92
		33–44	190	31.46
		44–54	40	6.62
		> 54	0	0
5	Sex	Male	160	26.49
		Female	444	73.51
6	Qualification	Post Graduate	325	53.81
		Ph.D	260	43.05
		Post Doc	19	3.15
7	Monthly Remuneration	Less than 25000	120	19.87
		25000-45000	255	42.22
		45001-65000	168	27.81
		>65001	61	10.10
8	Marital status	Married	309	51.16
		Unmarried	295	48.84

Table 2.
Demographic Data

The demographic data reveals that the majority of respondents are Teaching Assistants (about 55%), with most having less than six years of service in their institutions. A large proportion have worked in 2-4 institutions (46%), and most are aged 22-32 (62%). The sample is predominantly female (73%) and highly qualified, with 54% holding postgraduate degrees and 43% having PhDs. In terms of salary, most participants earn between 25,000-45,000 (42%). Marital status is almost evenly divided, with 51% married and 49% unmarried.

Figure 2.
PLS-SEM Model



Source: SmartPLS 4.0

Table 3.
Descriptive data for the
things in the construction

	Mean	Standard deviation	Excess kurtosis	Skewness	VIF
AI1	3.575	0.551	0.804	-0.594	1.767
AI2	3.677	0.625	0.999	-0.408	1.566
EI 3	3.705	0.673	1.061	-0.287	1.832
EI1	3.669	0.658	0.594	-0.186	1.840
EI2	3.674	0.657	0.624	-0.204	2.073
EWB1	3.791	0.527	3.091	-1.129	1.933
EWB2	3.896	0.779	0.547	-0.469	1.849
EWB3	3.868	0.725	1.402	-0.656	2.058
EWB4	3.825	0.709	2.440	-0.909	2.063
EWB5	3.828	0.681	2.889	-1.031	2.389
JS 2	3.704	0.712	0.372	-0.079	1.498
JS1	3.725	0.570	2.717	-0.999	1.525
JS3	3.674	0.644	0.640	-0.166	1.588
WS1	3.829	0.511	4.566	-1.216	1.951
WS2	4.038	0.761	0.423	-0.493	2.100
WS3	3.917	0.625	2.891	-0.796	1.985
WS4	3.944	0.654	2.357	-0.727	2.085
WS5	3.947	0.644	2.325	-0.660	1.947
WS6	3.904	0.691	2.100	-0.776	2.322
WS7	3.897	0.680	1.758	-0.660	2.167
WS8	3.889	0.648	2.703	-0.804	2.166 ^a

Source: Author's work.

Table 3, shows the descriptive statistics for the constructs, the results show generally positive responses across all variables, with AI2 and EI3 having moderate agreement and some variability. Employee well-being (EWB5) and job satisfaction (JS1) both have higher means, indicating strong positive perceptions, particularly for well-being, which also shows low variability. Workplace spirituality (WS2) reflects the highest mean (4.038), suggesting that respondents strongly agree on its importance. Skewness values indicate that the responses generally lean towards the higher end, and kurtosis values suggest more peaked distributions, meaning responses are concentrated around the mean.

The table 4, shows that all constructs demonstrate strong reliability, with CA values ranging from 0.759 - 0.911, indicating internal consistency. CR (rho_c) values are all above 0.86, showing good reliability, and AVE values are above 0.6, confirming adequate convergent validity for each construct.

	CA	CR (rho_a)	CR (rho_c)	AVE
Artificial & Emotional Intelligence	0.850	0.852	0.893	0.625
Employee Well-Being	0.879	0.879	0.912	0.674
Job Satisfaction	0.759	0.768	0.861	0.674
Workplace Spirituality	0.911	0.916	0.928	0.617

Table 4.
Cronbach Alpha,
Reliability and Average
Variance Extract Table

Author's work.

The result shows that each construct has good discriminant validity, meaning they are distinct from each other. The moderate correlations (ranging from 0.525 to 0.712) confirm that while related, these factors remain separate, particularly in an educational context.

Mediation Analysis:
For the mediation analysis, bootstrapping is applied in SmartPLS 4.0, providing the direct effects, indirect effects, and the mediator's influence. Bootstrapping estimates the significance of mediation paths by resampling the data multiple times.

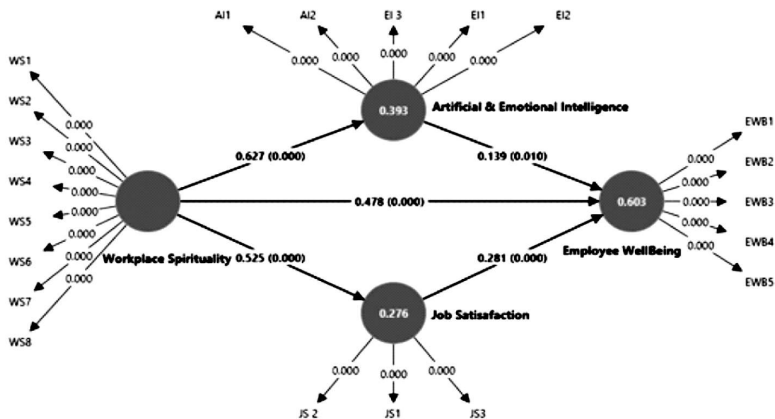


Figure 3.
PLS-SEM Model After
Bootstrapping

Source: SmartPLS 4.0

The direct effect of WPS on Employee Well-Being (see table 5) is 0.234 (T=5.868, p=0.000), which indicates a significant direct relationship between WPS and EWB. This supports Hypothesis

	Original sample	Sample mean	STDEV	T statistics	P values
WPS -> Employee WellBeing	0.234	0.234	0.040	5.868	0.000

Table 5.
Indirect Effect

Source: Author's work.

The indirect effect through JS is 0.147 (T=5.218, p=0.000) in table 5, indicating that JS partially mediates the nexus between WPS and EWB. This supports Hypothesis 5. Table 6 Specific indirect effect through Artificial and Emotional Intelligence is 0.087 (T=2.510, p=0.012), showing that AI & EI also act as a mediator between WPS and Employee Well-Being. This supports Hypothesis 6.

Table 6.
Specific Indirect Effect

	Original sample	Sample mean	STDEV	T statistics	P values
WPS -> Job Satisfaction -> Employee WellBeing	0.147	0.147	0.028	5.218	0.000
WPS -> AI & EI -> Employee WellBeing	0.087	0.087	0.035	2.510	0.012

Source: Author's work.

The total effect analysis reveals several significant relationships (see table 7). Artificial and Emotional Intelligence (AI & EI) have a total effect of 0.139 on Employee Well-Being (T=2.561, p=0.010), supporting the hypothesis that AI & EI significantly influence Employee Well-Being. Similarly, Job Satisfaction has a total effect of 0.281 on Employee Well-Being (T=6.041, p=0.000), suggesting that it plays a crucial role in enhancing Employee Well-Being. Workplace Spirituality (WPS) shows a strong effect on both AI & EI (0.627, T=14.824, p=0.000) and Job Satisfaction (0.525, T=10.925, p=0.000), indicating that WPS significantly impacts these variables. Furthermore, the total effect of WPS on Employee Well-Being is 0.712 (T=19.947, p=0.000), confirming that WPS has a direct and substantial influence on Employee Well-Being. These results validate all related hypotheses and underscore the importance of WPS, AI & EI, and Job Satisfaction in fostering Employee Well-Being.

Table 7.
Total Effect

	Original sample	Sample mean	STDEV	T statistics	P values
Artificial & Emotional Intelligence -> Employee WellBeing	0.139	0.139	0.054	2.561	0.010
Job Satisfaction -> Employee WellBeing	0.281	0.282	0.046	6.041	0.000
Workplace Spirituality -> Artificial & Emotional Intelligence	0.627	0.625	0.042	14.824	0.000
Workplace Spirituality -> Employee WellBeing	0.712	0.713	0.036	19.947	0.000
Workplace Spirituality -> Job Satisfaction	0.525	0.522	0.048	10.925	0.000

Source: Author's work.

5. Conclusion

The study reveals significant relationships between Workplace Spirituality, AI & EI, Job Satisfaction, and Employee Well-Being. This indicates that educational institutions that foster a spiritually enriched work environment tend to enhance the overall well-being and job satisfaction of educators. Integrating AI & EI into educational management and teaching practices further strengthens these positive outcomes by reducing administrative burdens, enhancing emotional resilience, and fostering better communication and collaboration among educators. This aligns with the literature by Yin (2022) and Krishnakumar & Neck (2002), which emphasizes that workplace spirituality fosters a meaningful environment, enhancing employees' emotional intelligence by increasing awareness of their own and others' emotions (Houghton, 2016; Sharma & Kumra, 2020). Moreover, WPS positively impacts job satisfaction, confirming previous findings that link spirituality to increased JS and organizational commitment (Reave, 2005; Altaf & Awan, 2011; Chand & Koul, 2012). The study also highlights that AI & EI significantly contribute to employee well-being means AI can handle routine tasks, reducing stress, while EI helps educators manage their emotions better, leading to a healthier and more positive work environment. This finding is

consistent with the research of Kundi et al. (2021), who observed that individuals with higher emotional intelligence experience lower levels of stress. Moreover, while AI and automation have brought certain advantages to the workplace, their impact on employee well-being can be both positive and negative, reflecting mixed outcomes as observed in socio-technical systems literature (Cunningham, 2014). The findings show that job satisfaction is an important mediator between workplace spirituality and employee well-being (Bodia & Ali, 2012; Chawla & Guda, 2010).

From a practical standpoint, the study suggests that organizations should adopt a people-centric approach to AI integration. This involves prioritizing ethical considerations, promoting emotional intelligence among employees, and fostering a workplace culture that supports spiritual values and community engagement. By doing so, organizations can maximize the benefits of AI while safeguarding employee wellbeing and maintaining a supportive work environment.

6. Limitation and Practical Implication of Study:

The study focused on the educational sector in Delhi NCR, is limited by its reliance on quantitative data, potentially overlooking deeper qualitative insights into workplace spirituality and emotional intelligence. The regional scope may restrict generalizability, and self-reported data could introduce bias. Additionally, the cross-sectional design limits understanding of long-term effects.

In terms of practical implications, the findings suggest that educational institutions can enhance employee well-being by promoting workplace spirituality and emotional intelligence. Integrating values-driven AI tools in educational settings could help improve both administrative efficiency and the emotional well-being of staff. Encouraging a spiritually enriched workplace can foster greater job satisfaction, reduce stress, and increase overall performance. HR practices in educational institutions should consider incorporating emotional intelligence training and fostering an environment that aligns with employees' spiritual values to enhance job commitment and well-being.

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