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ORGANIZATIONAL CULTURE, SPIRITUALITY, AND THEIR CONTRIBUTIONS TO EMPLOYEE HAPPINESS

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ABSTRACT

The purpose of this study is to explore the statutes of spiritual culture within organizations and examine its impact on employee well-being. Upon reviewing existing literature, it has become evident that employee well-being is a critical issue for organizations today. Consequently, this paper aims to conduct a pragmatic examination to assess the relationship between workplace spirituality and various forms of employee well-being. One key source of insight into the impact of spirituality on mental and emotional health is the *Mahabharata*, particularly through the teachings of the *Bhagavad Gita*. If we closely study the *Bhagavad Gita*, we see that characters like Arjuna experience doubts, crises, and emotional turmoil, which are central to the human experience. The *Mahabharata* provides a comprehensive depiction of human emotions, particularly during times of struggle and conflict, emotions that we often face in our own daily lives. In the *Bhagavad Gita*, we find guidance on resolving emotional conflicts, accepting difficult situations, and maintaining resilience—concepts that align closely with modern mental health practices. The teachings encourage mindfulness, acceptance, and seeking support in times of loss and sorrow, which resonate with contemporary therapeutic approaches aimed at improving mental health. These teachings directly impact employee well-being by promoting emotional regulation, resilience, and better coping strategies for dealing with workplace challenges.

INTRODUCTION

In India, the majority of the population is Hindu, and this is deeply rooted in the country's history and culture. Hinduism, also known as *Sanatana Dharma*, is often translated as the "eternal path" or the "ancient way of right living." It encompasses a holistic view of life that covers all aspects of human existence, from life satisfaction to spiritual well-being. The spiritual culture in Hinduism is based on a belief system that venerates numerous deities, each contributing to human well-being in their own way. Brahma, the god of creation, is believed to create the world with the intention of promoting well-being. Vishnu, the preserver, safeguards the universe and ensures that it is protected from negative forces, thereby supporting the well-being of all living beings. Devi, the Goddess, fights to restore *dharma* (righteousness) and balance in the world, promoting moral and spiritual well-being. Saraswati, the Goddess of knowledge and learning, is seen as the embodiment of wisdom, which is crucial for personal and societal growth. Krishna, the god of empathy, love, and compassion, encourages individuals to cultivate love and selflessness, further reinforcing the importance of emotional and spiritual well-being. When you deeply study these deities, you see that each one plays a significant role in promoting individual and collective well-being.

In the great epics of Hinduism, the *Ramayana* and the *Mahabharata*, the pursuit of righteousness and spirituality is a central theme, which also reflects the idea of well-being. These stories, especially through the characters and their actions, promote values that are integral to living a fulfilled and meaningful life. In the *Mahabharata*, Arjuna is portrayed as an outstanding warrior who experiences a form of happiness and fulfillment through the actualization of his potential in archery. His inner struggle and ultimate realization of his dharma (duty) illustrate how spiritual purpose and self-actualization contribute to personal well-being. Both epics emphasize the importance of living according to one's principles and values, and they provide guidance on balancing material pursuits with spiritual and moral growth.

In the context of modern society, particularly with rapid industrial growth, there has been a noticeable shift towards integrating spirituality in workplace settings. Spirituality at work is being recognized as an important factor in addressing human resource challenges. It is increasingly understood as a way to connect employees with a higher purpose, promote a sense of transcendence, and foster a more meaningful connection to their work. The concept of workplace spirituality is being linked to various positive outcomes such as increased employee commitment, job satisfaction, and work-life balance. By focusing on the well-being of employees,

organizations are not only improving productivity but also enhancing overall employee satisfaction and mental health. Spirituality, in this context, is seen as a way to cultivate a deeper sense of purpose, connection, and well-being among workers, leading to a more engaged and harmonious workforce.

Furthermore, as organizations evolve, the concept of workplace spirituality has gained increasing attention in Human Resource Management (HRM). Spirituality in the workplace is now recognized for its potential to address human resource challenges and improve overall organizational well-being. Workplace spirituality is seen as promoting a higher sense of purpose, connectedness, and excellence, which positively impacts employee experience and performance. This research aims to bridge the conceptual and empirical gaps in understanding the relationship between workplace spirituality and psychological well-being. Specifically, the study will explore how workplace spirituality influences emotional, social, and spiritual well-being, providing a more holistic approach to employee health and fulfillment.

Keywords

- Psychological Well-being
- Workplace Spirituality
- Emotional Well-being
- Social Well-being
- Spiritual Well-being

Objective:
The primary aim of this study is to explore the relationship between the following variables:

- **Spirituality at the workplace and Psychological Well-being**
- **Spirituality at the workplace and Emotional Well-being**
- **Workplace Spirituality and Social Well-being**
- **Spirituality at the workplace and Spiritual Well-being**

Methodology:
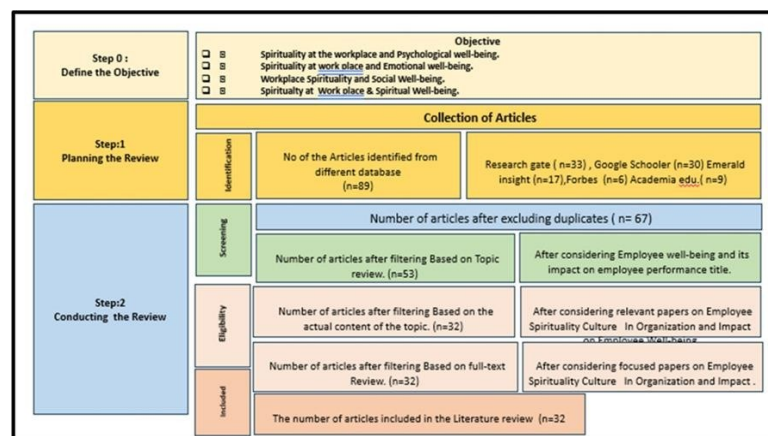
Literature Review: **Spirituality at the Workplace and Psychological Well-being**

This article focuses on the different levels of workplace spirituality among individuals, specifically examining how men and women may attribute different meanings to their work environment. Due to gender differences and the influence of gender socialization, men and women often build their social identities in distinct ways. These differences lead to varied attitudes and beliefs about work and spirituality. The author aims to clarify the relationship between workplace spirituality and gender, exploring how gender influences the perception and experience of spiritual practices in the workplace. This analysis helps to better understand the role of workplace spirituality in shaping the well-being of employees from diverse gender backgrounds.

This series of studies examines the relationship between workplace spirituality and various aspects of employee performance, well-being, and stress, offering insights into how spirituality impacts both individual and organizational outcomes.

One study focused on the relationship between workplace spirituality and employee performance, using an online survey method with 352 respondents from the IT industry. The results indicated a positive relationship between workplace spirituality and employee performance, high self-esteem, and job satisfaction. However, the study did not analyze demographic variables and was based solely on the employee's individual perception of workplace spirituality, rather than an organizational perspective, which limits the generalizability of the findings [1].

Another study assessed the impact of workplace spirituality on subjective stress and psychological well-being, with a focus on secondary school teachers. The data, collected from 322 teachers using structured questionnaires and analyzed through partial least squares structural equation modeling, showed a positive relationship between spirituality and psychological well-being. Interestingly, the study found an inverse relationship between job stress and subjective stress, suggesting that stress mediates the relationship between workplace spirituality and well-being. However, the research focused only on secondary school teachers, and it would have been beneficial to explore other sectors like IT, manufacturing, and finance to gain a broader understanding [2].

A third paper aimed to determine the effect of workplace spirituality on employee performance, considering organizational citizenship behavior (OCB) as a mediator. Data from 761 respondents were analyzed through correlation, regression, and moderation analysis. The results found that workplace spirituality positively influenced employee performance, and OCB was positively linked to both workplace spirituality and employee performance. However, the focus on OCB may not fully capture the impact of workplace spirituality on well-being, as behavior can vary significantly across individuals and situations [3].

Another study examined the relationship between workplace spirituality, mental health, and employee engagement, focusing on IT professionals in India. Data collected from 344 participants using structural equation modeling showed that workplace spirituality, organizational justice, and employee engagement were positively related to mental health. However, the authors noted that while employee engagement is important, other factors such as leadership style, organizational culture, and policies also significantly affect employee engagement, limiting the study's ability to isolate workplace spirituality as the sole factor influencing mental health [4].

A study on the relationship between workplace spirituality and psychological well-being was conducted among 120 mental health professionals in Lahore. The findings revealed a significant positive association between workplace spirituality, self-esteem, and psychological well-being. However, the sample size was small and primarily female-dominated, which may affect the generalizability of the results. A larger, more diverse sample could provide more robust findings [5]. Research on workplace spirituality as a mediator between organizational justice, ethical climate, and workplace behavior was conducted with 641 Indian hotel employees. The results showed that organizational justice negatively related to unusual workplace behavior when employees perceived a lack of fairness. While the study provided valuable insights, its cross-sectional nature and focus on a specific geographical area (India) mean that the findings may not be easily generalized to other contexts or countries [6].

A study on spiritual leadership and workplace spirituality among 902 regional water company employees found that spiritual leadership positively influenced workplace spirituality and organizational commitment. The research demonstrated that a strong relationship exists between spiritual leadership and workplace spirituality, which enhances organizational commitment. However, the data was limited to employees from one company, and the results may not apply to other industries or organizations [7]. Lastly, a study exploring how employee spirituality influences job performance through innate motivation and job manufacturing was conducted with

306 participants from various occupations in South Korea. The findings showed that employee spirituality positively affected job performance, with natural motivation and job manufacturing fully mediating the relationship. While the study highlighted meaningful work as a key aspect of workplace spirituality, it did not consider variables such as interconnection with human beings and nature, which could influence the relationship between spirituality, motivation, and job performance [8].

Spirituality at the Workplace and Emotional Well-being:

Certainly! Here's a cohesive version of the paragraph you provided, without breaking it into steps:

The author focuses on workplace spirituality and its impact on **employee knowledge-sharing behavior** and **engagement**, emphasizing the mediating effect of **trust** between workplace spirituality and knowledge-sharing behavior. The study reveals that while **employees may feel uncomfortable sharing their information**, trust plays a crucial role in bridging this gap. The data from 196 respondents were collected from six private companies, and the analysis, which included Common Method Bias and **Confirmatory Factor Analysis (CFA)**, demonstrated that workplace spirituality has a significant positive impact on **knowledge-sharing behavior** and **work engagement**, with trust significantly mediating these effects. However, some limitations were noted, such as the study's focus on a **homogeneous sample** (same group of employees), limited representation of female employees, and a relatively small sample size, which makes the findings difficult to generalize. Additionally, the lack of **in-depth interviews** may have led to different results had they been conducted.

In another study, the author explores **spirituality in accounting firms** through the **Buddhist perspective of interbeing**, focusing on an Indonesian accounting firm. Data were collected through interviews and observations of employees' feelings, thoughts, actions, and experiences. The findings indicate that **leadership plays a significant role** in cultivating spirituality, which leads to increased **auditor commitment**, **happiness**, and **performance**, ultimately contributing to **client satisfaction**. However, this study is limited by its focus on only one firm, and the results may differ in other contexts, particularly in **multinational accounting firms**, reducing the generalizability of the findings. A third study investigated the link between **religious participation** and **occupational distress**, revealing that higher levels of **spiritual well-being** were protective against **depression** and other distress symptoms. Conducted with 895 respondents through an online survey, the study found that spiritual well-being helped reduce **depressive symptoms** and **occupational distress**. However, the sample was mostly comprised of **white, married, middle-aged North Carolina United Methodist clergy**, limiting the findings' applicability to other groups. The **subjective well-being measure** used, which focused on **closeness to God**, may not fully capture other dimensions of spiritual well-being.

A study focusing on **occupational health psychology** examined how **workplace spirituality** could help reduce **burnout**, **anxiety**, **depression**, and **work-related stress**. It was found that workplace spirituality improves **career management**, **self-esteem**, and **ethical behavior**, while enhancing **psychological and social wealth**, with **gratitude** playing a key role in **workplace happiness**. The **mediating effect** of psychological and social wealth between gratitude and workplace happiness was also significant. In another study conducted in the **banking sector of Pakistan**, the relationship between **organizational learning culture (OLC)**, **perceived organizational support (POS)**, and **workplace spirituality** was examined. The study, based on data from 300 respondents, found that both **OLC** and **POS** positively influenced workplace spirituality, which enhanced employees' **job satisfaction** and **well-being**. However, the study's **cross-sectional design** limits its ability to

establish causal relationships, and the **gender bias** in the sample may also affect the findings. Additionally, the study was limited by its focus on **knowledge-sharing behavior** as a mediating variable.

Another study focused on the **relationship between self-efficacy** and workplace spirituality in the context of **knowledge-sharing intention** among **teachers in Ernakulam District**. It was found that **self-efficacy** had a positive relationship with **workplace spirituality**, and **knowledge-sharing behavior** moderated this relationship. However, the study did not account for demographic variables such as **gender** or **age**, which limits its broader applicability to different populations. A study examining **workplace bullying** and its impact on **stress** and **psychological strain** in the healthcare sector revealed that **workplace spirituality** can moderate the negative effects of bullying on **work performance**. Data from 410 respondents were analyzed through **Structural Equation Modeling (SEM)**, showing that workplace bullying increases stress and reduces job satisfaction, while workplace spirituality helped alleviate these adverse effects. However, the study did not develop new measurement items for **cyberbullying**, which may have led to limitations in measuring the severity of the problem. Finally, a study explored the role of **leader humility** and its impact on **workplace spirituality** and ethical behavior in organizations. Using a **time-lagged survey** across three months from 286 respondents in **Pakistan's telecom, education, and industrial sectors**, the study found that **leader humility** increased employees' perception of workplace spirituality and positively influenced their emotions and behavior. However, the study did not focus on the **positive effects** of **humble leadership**, and further exploration is needed into its **long-term impact** on employee outcomes.

Work place Spirituality and Social Well-being.
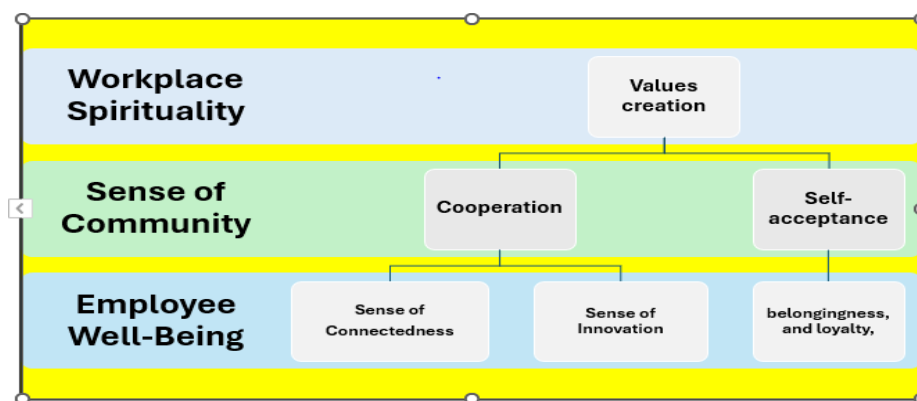
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There are four elements of workplace spirituality those are namely meaningful work, inner life, organizational values and sense of community. This study is conducted by employees working in various organizations in Oman and data was collected from 117 respondents from the managerial level through an online survey and it was tested SmartPLS3 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 did 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 goals. 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 projects. 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 analyzes 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 respondents by convenience sampling method and data was analyzed through confirmatory factor analysis 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 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 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-sectionally through a survey from 38 Australian human resources personnel and a structural approach was 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 organization'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 lead to different results in team spirituality because it's an important factor affecting employee satisfaction and leading to retention of employees. [20]

This study focuses on detecting the various dimensions of workplace spirituality and tries to find out 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 used, and the study was carried out in two phases in the 1st phase is confirmatory factor analysis and 2nd 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, befit selfishness towards the employers, in context to those who have changed more than three times. The data 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.

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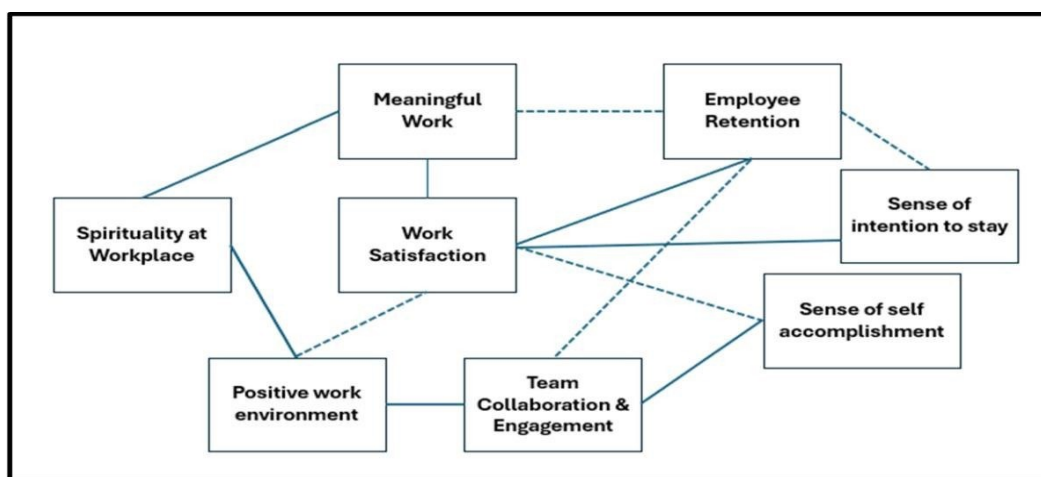
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This paper mainly focuses on examining the effect of employee feel and workplace spirituality on the purpose of staying with an organization that mediates through work-family conflict and develops the theory of workplace spirituality and results by examining the theoretical framework through the crystalline lens of Self-the autonomy theory of motivation. The study was conducted with 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 officers, it was tested through statistical experimental tools, 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 weakens the communication between them, while reviewing this paper, it has been observed that the sample size was so limited and it cannot 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 healthcare 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, so 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 are 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 respondents 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 results 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, environment, and nature of their work, the result cannot 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. A 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 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 the most significant factor. 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 healthcare sector have 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 significant predictor of prompted incivility and workplace spirituality moderated association with Machiavellianism, mental illness, and self-love instigated incivility in supervisors and colleagues.

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.

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