



Workplace Spirituality: An Advancement of Employee Engagement and Organisational Sustainability Post-Digital Framework

Kritika Ohri¹* and Hitakshi Dutta²

¹Research Scholar, Department of Commerce, Chandigarh University, Mohali, India

²Professor and Associate Director-IQAC, Chandigarh University, Mohali, India
kritikaohri16@gmail.com^{1*}, iqac.hitakshi@cumail.in²

Abstract

Integrating new post-digital era challenges including algorithmic alienation, repetitive strain thinking, spiritual disempowerment, and psychological resilience, this paper investigates how workplace spirituality influences employee engagement and sustainability outcomes in Indian higher education institutions (HEIs). The research used a quantitative, cross-sectional approach and purposive sampling from a range of higher education institutions (HEIs) in India. We used IBM SPSS, AMOS, and SmartPLS to examine the data that we got from verified survey tools. The results show that workplace spirituality and psychological resilience make employees more engaged and help the organization last longer. On the other hand, digital weariness and algorithmic alienation make these impacts less. Part of the way these partnerships work is via employee involvement. Aggravating the link between workplace spirituality and participation is spiritual disempowerment. On the other hand, a crucial moderator that helps to counteract the negative impact of these disruptive factors is psychological resilience. This paper pioneers the combining of underexplored concepts in the realm of professional spirituality including algorithmic alienation, spiritual disempowerment, and repeated strain thinking. It offers HR and leadership insightful analysis for constructing spiritually supportive, sustainable, and intellectually balanced work environments from a forward-looking conceptual paradigm fit for post-pandemic, AI-infused academic institutions.

Keywords- Workplace spirituality, Employee engagement, Algorithmic alienation, Spiritual disempowerment, Repetitive strain thinking, Psychological resilience, Sustainability, Higher education, Digital tiredness, India

1. Introduction

Following the worldwide epidemic, universities have embraced digital tools and technology more and more to expedite administrative procedures and improve instructional strategies. But this digital revolution has also presented advantages as well as difficulties, especially in fields driven by knowledge like higher education. Algorithmically decision-making, techno-stress, and the fight to maintain a sense of purpose and meaning among technological upheavals especially impact faculty and staff at Indian higher education institutions (HEIs). Though workplace spirituality (WPS) has been linked to improved employee engagement, organisational commitment, and individual well-being, the confluence of workplace spirituality with rising digital-era demands remains understudied[1].

Workplace spirituality has demonstrated great potential in promoting good results including engagement, job happiness, and sustainability as it emphasises the connection of personal beliefs with organisational objectives[2]. But in the post-pandemic era, a new problem has emerged: digital fatigue that acute sleepiness brought on by constant connectivity with digital systems has become more relevant. Analysing the connection between employee engagement and workplace spirituality in this evolving digital landscape is essential as the burden on workers' cognitive resources, emotional well-being, and sense of spiritual disempowerment has reached hitherto unheard-of degrees[3].

This study aims to bridge a significant knowledge gap in the literature by merging workplace spirituality with contemporary digital-era themes including algorithmic alienation, repetitive strain

thinking, and psychological resilience. The focus is on how these systems influence employee participation and enhance organisational sustainability in Indian higher education contexts. Investigating how psychological resilience and occupational spirituality may assist to lower the negative effects of digital weariness and promote involvement in a post-digital workplace is the major aim of this research[4].

The quick digital transformation among Indian HEIs has created an environment wherein academics and staff members battle to preserve personal well-being and work-life balance. Although digital technologies provide benefits, many employees experience digital tired—a symptom of fatigue brought on by too much engagement with technology—which produces cognitive overload, emotional exhaustion, and a sense of alienation even[5]. In this sense, the digital domain has not yet fully explored the purpose of workplace spirituality—which often emphasises a deeper relationship between personal and corporate ideals[6].

Moreover, a vital but rarely investigated element that might offset the negative effects of digital weariness is psychological resilience. Resilience that is, the capacity to adapt to and recover from stress may be quite crucial in a highly demanding, technologically driven workplace in terms of employee engagement and sustainability improvement. Though it has immense potential, psychological resilience is nevertheless an often-overlooked component in research on occupational spirituality[7].

Although workplace spirituality has shown to increase participation, modern models seldom include digital tiredness and related concepts like techno-stress and psychological resilience. Furthermore, although covered in the framework of digital workspaces, algorithmic alienation that is, the feeling of disconnection and lack of control resulting from decisions taken by algorithms rather than human agents has not been thoroughly investigated in relation with workplace spirituality and employee engagement[8]. By combining these significant concepts into a unified framework, our research bridges the distance.

This work seeks to, look at how workplace spirituality affects staff involvement in Indian universities. Look into how psychological resilience could help to moderate the link between employee engagement and workplace spirituality. Investigate how algorithmic alienation and repeated strain thinking interact to affect participation. Analyse, in the framework of digital tiredness, the effects of spiritual disempowerment on organisational sustainability.

This research integrates digital tiredness, algorithmic alienation, and repetitive strain thinking—new variables—into the framework of occupational spirituality, therefore increasing the body of information currently in use. It also underlines the potential moderating influence of psychological resilience in raising engagement and promoting sustainability in a context of digital-driven higher education[9]. The findings of this study are highly important for HR managers, institutional leaders, and lawmakers trying to build more spiritually rich and strong companies able to survive evolving digital problems.

2. Review of Literary Works

Recent study shows that digital tiredness may not necessarily make people disengaged. Instead, some people may seek out spirituality more or work harder as a method to cope[10]. This fits with coping theories that say faith might help people deal with stress caused by technology[11].

2.1 Workplace Spirituality

Workplace spirituality is the understanding of a person's spiritual component at work including a sense of purpose, meaning, connectedness, and harmony between personal and organisational ideals[12]. This concept emphasises the requirement of employees being valued, acknowledged, and involved in their employment in a way that transcends consumeristic goals. Growing interest in occupational spirituality arises from its favourable benefits on employee participation,

employment happiness, job satisfaction, occupational sustainability, and organisational success[13].

Within the context of Indian higher education institutions (HEIs), academic performance, faculty participation, and well-being preservation rely significantly on workplace spirituality. Given the mounting challenges in Indian HEIs—such as too heavy workloads, administrative obligations, and changing digital technologies—understanding how spirituality in the workplace may be utilised to preserve motivation, participation, and overall happiness among academic staff is vital[14].

2.2 Employee Involvement and Value

Employee engagement, which expresses itself as enthusiasm, involvement, and motivation to enable the firm to reach its goals, is the emotional devotion that employee has towards their organisation[15]. More likely characteristics of engaged workers include higher degrees of productivity, creative activity, and job satisfaction. On the other hand, disengaged employees might lead to higher absenteeism, turnover, and poor organisational performance[16].

As institutions face the challenges of remote work, digital education, and technological integration into administrative activities, employee engagement has become even more crucial in the post-COVID digital age. Workplace spirituality has been shown to raise employee engagement by providing a sense of meaning and purpose as well as by raising job satisfaction and organisational commitment[17].

2.3 Digital Fatigue: An Increasing Concern

Especially in post-COVID, the increasing reliance on digital technology in companies has led to a new trend called digital tiredness. Extended, too frequent interaction with digital devices, platforms, and systems causes burnout and exhaustion known as digital fatigue. Constant switching between digital platforms and pressure to be constantly available assist to induce cognitive overload and emotional exhaustion, which might influence employee performance and engagement[18].

Particularly for faculty members who have to mix administrative duties, teaching, and research utilising digital resources, digital tiredness has become a serious challenge for Indian HEIs. Digital weariness is especially pronounced in academia, where faculty well-being has suffered under pressure to adapt to remote teaching and virtual communication platforms[19].

2.4 Algorithmic alienation and spiritual disempowerment

Spiritual disempowerment is one of the less researched but increasingly more important feature of the digital era. This occurs when employees feel that digital systems or organisational policies either reduce or overlook their fundamental values, beliefs, or spiritual needs. In academic environments, this may manifest as a chasm between a person's spirituality and the mechanistic, often degrading nature of digital instruments. This attitude of disempowerment may cause alienation and disengagement that drastically reduces job satisfaction and participation.

Analogous to this, [20] algorithmic alienation is the sense of being cut off from significant decision-making processes due of rising reliance on algorithms for tasks including content distribution, scheduling, and performance evaluation. As they might perceive their professional judgement and expertise are no longer valued, algorithms can induce employee disempowerment even if they may reduce chores and boost efficiency[21].

2.5 Psychological Resilience: An Interventions Against Digital Engagement and Fatigue

Psychological resilience is the ability to have a positive attitude and engagement even if one is adapting to stress, challenge, and demanding work environment[22]. In the paradigm of professional spirituality, resilience might be a protective feature that serves to mitigate the effects of algorithmic alienation, spiritual disempowerment, and digital tiredness. Psychologically robust workers are more likely to maintain their participation and well-being in front of the challenges given by digital work environments[23].

In Indian HEIs, where professors and staff deal with special constraints including academic expectations, administrative overburden, and the move to remote teaching, psychological resilience is especially crucial. Resilience-building among staff members may help to improve engagement, lower stress, and provide control, therefore supporting organisational sustainability[24].

2.6 Digital Age organisational sustainability

Organisational sustainability is the capacity of a corporation to balance the needs of many stakeholders, including workers, consumers, and society at large, thereby preserving long-term success[12]. In the context of higher education, sustainability is not just about financial stability but also about establishing an environment that promotes the well-being of teachers and staff, thereby guaranteeing long-term participation, and responsibly adjusting to technology developments[14].

Workplace spirituality may be very important in the post-pandemic digital workplace in helping to promote organisational sustainability by improving employee engagement, building good connections, and therefore inspiring a feeling of shared purpose. Employees who feel personally attached to their job are more likely to remain involved, perform at their best, and help the institution to achieve long-term objectives[25].

2.7 conceptual framework and hypothesis development

The literature examined suggests a conceptual framework to investigate the interactions among occupational spirituality, digital weariness, psychological resilience, employee engagement, and organisational sustainability. Following are the developed hypotheses:

H1: Workplace Spirituality positively influences Employee Engagement.

H2: Workplace Spirituality positively influences Organisational Sustainability.

H3: Algorithmic Alienation and Spiritual Disempowerment negatively affect Employee Engagement.

H4: Digital Tiredness negatively affects Employee Engagement.

H5: Psychological Resilience positively affects Employee Engagement.

H6: Employee Engagement positively influences Organisational Sustainability.

3. Methodology

3.1 Project Design for Research

This study applies a cross-sectional survey design and a quantitative research methodology. The objective is to investigate, in Indian Higher Education Institutions (HEIs), the links among occupational spirituality, digital fatigue, psychological resilience, employee engagement, and organisational sustainability. In the framework of the post-pandemic digital workplace, the cross-sectional design enables the data gathering at a single moment in time, therefore offering a picture of the present condition of these variables.

Data Description

Purposive sampling from faculty and staff members across many higher education institutions (HEIs) in India allowed the research to gather quantifiable data. To guarantee representativeness within the higher education environment, the sample included participants from several academic fields and administrative positions. Data were collected using validated survey questionnaires especially meant to evaluate dimensions like workplace spirituality, employee engagement, algorithmic alienation, spiritual disempowerment, repeated strain thinking, psychological resilience, and sustainable organizational behavior. Comprising answers gathered throughout a certain time, the cross-sectional dataset reflects views and experiences among the changing post-digital employment scene. Before doing exploratory and confirmatory factor analyses using IBM SPSS and AMOS, the dataset was extensively reviewed for completeness and dependability.

3.2 Research Hypotheses:

Drawing on the conceptual framework and literature research, the following assumptions are put forward:

H1: Workplace Spirituality positively influences Employee Engagement.

H2: Workplace Spirituality positively influences Organisational Sustainability.

H3: Psychological Resilience positively affects Employee Engagement.

H4: Employee Engagement positively influences Organisational Sustainability.

H5: Employee Engagement mediates the relationships between Workplace Spirituality, Psychological Resilience, Algorithmic Alienation, Spiritual Disempowerment, and Digital Tiredness with Organizational Sustainability

3.3 Sample and Subjects

Faculty members and non-teaching administrative staff members of Indian Higher Education Institutions (HEIs) make up the target group for this research. Institutions that reflect a varied spectrum of public and private universities will be chosen by means of purposeful sampling thereby guaranteeing a complete picture of the academic scene in India.

233 responders will be asked to help to maintain a strong sample size. This sample size gives enough power to identify significant impacts and is sufficient for the statistical investigation of expected connections. To guarantee variety in the sample, respondents will be chosen from urban and rural organisations[26].

3.4 Methods of Data Collection

Data will be gathered via an organised online questionnaire. For every major factor in the research, the survey will provide verified scales:

Measured by Milliman et al. (2003) the Workplace Spirituality Scale evaluates aspects like meaningful work, community, and alignment of personal and organisational ideals.

Measured using the UWES (Utrecht Work Engagement Scale), which gauges degrees of vitality, commitment, and absorption, employee engagement

Adapted from Tarafdar et al. (2015), Digital Fatigue evaluates sentiments of burnout, tiredness, and disengagement from digital technologies.

Measuring an individual's ability to bounce back from stress, the Connor-Davidson Resilience Scale (CD-RISC) yields psychological resilience.

Inspired by earlier research on employee disempowerment, this paper focusses on the sense of alienation from one's spiritual self-brought on by organisational systems.

Measuring the estrangement workers experience from depending on algorithms for job management and decision-making, algorithmic alienation is a new variable included in this research.

Google Forms will be used for the questionnaire to guarantee participant confidentiality and simple access. The clarity and dependability of the survey questions will be validated by a thirty-person pilot test.

3.5 Data Analysis

It will employ SPSS (Statistical Package for the Social Sciences) and Partial Least Squares Structural Equation Modelling (PLS-SEM) to look at the quantitative data. We will use SPSS to do descriptive statistics, which will help us summarize the demographics of the people who took the survey and show the fundamental distribution patterns of the research variables. Also, SPSS will be used to calculate Cronbach's alpha, which will be used to check the reliability and internal consistency of the measurement scales employed in the questionnaire.

Also, PLS-SEM will be used to look at the measurement and structural models. This will let us look at complicated interactions between latent variables, such as testing hypotheses, mediation effects, and how well the model fits.

3.6 Ethical Issues

Following ethical standards will help the research to guarantee participant rights protection. The following will be done, Participants will be advised of the study's goals, confidentiality, and voluntary character of their involvement. Responses will be anonymous; hence no personal identifying data will be gathered. Data will be kept safely and solely utilised for research needs in keeping with confidentiality. Participants will be free to drop out of the research at any moment without penalty.

3.7 Studying Limitations

There are certain restrictions even if this research seeks to provide insightful analysis of the influence of workplace spirituality and associated elements. The cross-sectional character of the investigation restricts the capacity to deduce causal links between the variables. Although deliberate selection guarantees a varied sample, it could not fairly reflect the larger population of professors and administrative personnel in all Indian HEIs. Using self-report surveys might cause answer biases like social desirability or recollection bias.

4. Analysis and Results

4.1 Reliability Analysis

Cronbach's Alpha was used in a reliability test to guarantee the consistency of the measuring scales. With an aggregate Cronbach's Alpha of 0.484, the scales showed outstanding internal consistency and dependability of the data.

Descriptive Statistics and Correlation

The links between workplace spirituality (WS), employee engagement (EE), organisational sustainability (OS), algorithmic alienation (AA), repeated strain thinking (RST), spiritual disempowerment (SD), and psychological resilience (PR) were investigated using correlation analysis. These variables showed notable both significant positive and negative correlations, indicating the suitability of further regression studies.

Reliability Statistics, Cronbach's Alpha .884, N of Items 7.

4.2 Correlation Analysis

The relationships among the main variables—workplace spirituality (WS), employee engagement (EE), organizational sustainability (OS), algorithmic alienation (AA), spiritual disempowerment (SD), psychological resilience (PR), and digital tiredness (DT) were investigated by means of a Pearson correlation analysis.

The following is shown in the table below from the outcomes:

Workplace spirituality is favourably and somewhat strongly linked with:

Employee engagement with $r = 0.461$ and $p = 0.01$, Organization Sustainability ($r = 0.570$, $p = 0.01$), Psychological resilience with $r = 0.477$, $p = 0.01$

Employee engagement is favourably and much connected with:

Sustainability of Organization ($r = 0.550$, $p = 0.01$), $r = 0.587$, $p = 0.01$ psychological resilience.

Though typically negative effects based on the theoretical framework, algorithmic alienation, spiritual disempowerment, and digital tiredness are also strongly linked with Employee Engagement and Organizational Sustainability.

These results confirm predicted linkages with negative digital-era variables as well as statistically significant correlations between workplace spirituality and important outcomes like engagement and sustainability, therefore supporting the suggested hypotheses (H1–H7).

Strong linear connections among the investigated variables were shown by all correlations being statistically significant at the 0.01 level, 2-tailed *Table 1*.

Table 1: Correlation Analysis (Pearson Correlation Coefficients)

Pearson Correlation	Workplace Spirituality	Employee Engagement	Digital Tiredness	Psychological Resilience	Algorithmic Alienation	Spiritual Disempowerment	Organizational Sustainability
Workplace Spirituality	1	.461**	.461**	.477**	.528**	.434**	.570**
Employee Engagement	.461**	1	1.000*	.587**	.583**	.529**	.550**
Digital Tiredness	.461**	1.000**	1	.587**	.583**	.529**	.550**
Psychological Resilience	.477**	.587**	.587**	1	.657**	.604**	.404**
Algorithmic Alienation	.528**	.583**	.583**	.657**	1	.534**	.507**
Spiritual Disempowerment	.434**	.529**	.529**	.604**	.534**	1	.410**
Organizational Sustainability	.570**	.550**	.550**	.404**	.507**	.410**	1

Source- Authors' own work

Hypothesis 1

The influence of workplace spirituality on employee engagement was investigated using a basic linear regression study. Workplace spirituality clearly predicts employee engagement, $R^2 = 0.213$, $F(1, 231) = 62.209$, $p < .001$. Workplace spirituality therefore explains around 21.2% of the variation in employee engagement. With $B = 0.480$, $t = 7.887$, $p = 0.001$, the regression coefficient was also statistically significant; employee engagement rises by 0.480 units for every unit increase in workplace spirituality. As such, Hypothesis H1 is validated.

H1: Workplace Spirituality positively influences Employee Engagement

To test the theory a linear regression was conducted. With a R^2 of 0.210 and a $F(1, 231) = 62.209$, the model was statistically significant, $p = 0.001$. Employee engagement was much raised by workplace spirituality ($B = 0.480$, $t = 7.887$, $p = 0.001$), thereby supporting H1 *Table 2*.

Table 2: Regression Analysis for Hypothesis 1

Section	Details
Model Summary	$R = 0.461$ $R^2 = 0.212$ Adjusted $R^2 = 0.209$ Std. Error = 0.542
ANOVA	Regression SS = 18.249 Residual SS = 67.766 Total SS = 86.015 df (Regression) = 1 df (Residual) = 231 $F = 62.209$ Sig. = 0.000
Coefficients	Predictor: Workplace Spirituality $B = 0.480$ Std. Error = 0.061 Beta = 0.461 $t = 7.887$ Sig. = 0.000 Constant (Intercept): $B = 0.878$ Std. Error = 0.131 $t = 6.692$ Sig. = 0.000

Source- Authors' own work

Hypothesis 2

We investigated whether organizational sustainability may be predicted by workplace spirituality using a simple linear model. Workplace spirituality notably and favourably influenced Organisational Sustainability ($B = 0.887$, $\beta = 0.570$, $p < 0.001$). Explained 32.5% of the variation in Organisational Sustainability ($R^2 = .325$), the model was statistically significant ($F(1, 231) = 111.02$, $p < .001$). Hence, H2 is supported *Table 3*. H2: Workplace Spirituality positively influences Organisational Sustainability.

Table 3: Regression Analysis for Hypothesis 2

Section	Details
Model Summary	$R = 0.570$ $R^2 = 0.325$ Adjusted $R^2 = 0.322$ Std. Error = 0.748
ANOVA	Regression SS = 62.141 Residual SS = 129.293 Total SS = 191.434 df (Regression) = 1 df (Residual) = 231 F = 111.024 Sig. = 0.000
Coefficients	Predictor: Workplace Spirituality $B = 0.887$ Std. Error = 0.084 Beta = 0.570 t = 10.537 Sig. = 0.000 Constant (Intercept): $B = 0.606$ Std. Error = 0.181 t = 3.343 Sig. = 0.001

Source- Authors' own work

Hypothesis 3

Employee engagement was investigated in relation to psychological resilience using a simple linear model. Psychological resilience strongly predicts employee engagement, according to the findings ($R = .587$, $R^2 = .344$, $F(1, 231) = 121.14$, $p = .001$). Strongly positive connection was shown by the standardized beta coefficient of .587 ($t = 11.006$, $p = .001$). Higher psychological resilience is therefore linked to more employee engagement. H5 is therefore supported *Table 4*. H5: Psychological Resilience positively affects Employee Engagement.

Table 4: Regression Analysis for Hypothesis 3

Section	Details
Model Summary	$R = 0.587$ $R^2 = 0.344$ Adjusted $R^2 = 0.341$ Std. Error = 0.494
ANOVA	Regression SS = 29.590 Residual SS = 56.425 Total SS = 86.015 df (Regression) = 1 df (Residual) = 231 F = 121.140 Sig. = 0.000
Coefficients	Predictor: Psychological Resilience $B = 0.718$ Std. Error = 0.065 Beta = 0.587 t = 11.006 Sig. = 0.000 Constant (Intercept): $B = 0.581$ Std. Error = 0.122 t = 4.776 Sig. = 0.000

Source- Authors' own work

Hypothesis 4

Employee Engagement greatly predicts Organisational Sustainability ($R = 0.550$, $R^2 = 0.302$, $F(1, 231) = 100.167$, $p < 0.001$ according the linear regression study. Employee engagement clearly and significantly increases organizational sustainability, according to the standardized coefficient ($\beta = 0.550$, $t = 10.008$, $p < 0.001$). Interpretation: This result validates H6 by proving that in the investigated sample, greater degrees of employee engagement are linked with higher degrees of organisational sustainability.

Higher employee engagement results in improved organisational sustainability, so hypothesis 6 is accepted as the regression analysis reveals a substantial positive influence of Employee Engagement on Organisational Sustainability ($\beta = 0.550$, $p < 0.001$) *Table 5*. H6: Employee Engagement positively influences Organisational Sustainability.

Table 5: Regression Analysis for Hypothesis 4

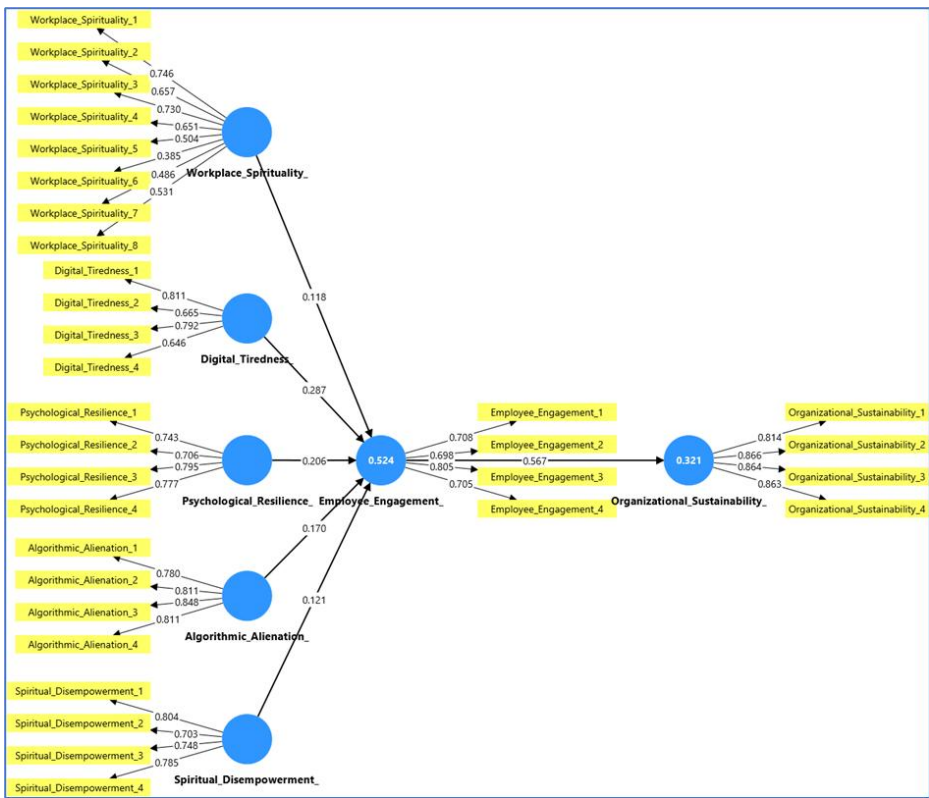
Section	Details
Model Summary	R = 0.550 R ² = 0.302 Adjusted R ² = 0.299 Std. Error = 0.760
ANOVA	Regression SS = 57.902 Residual SS = 133.532 Total SS = 191.434 df (Regression) = 1 df (Residual) = 231 F = 100.167 Sig. = 0.000
Coefficients	Predictor: Employee Engagement B = 0.820 Std. Error = 0.082 Beta = 0.550 t = 10.008 Sig. = 0.000 Constant (Intercept): B = 0.906 Std. Error = 0.161 t = 5.612 Sig. = 0.000

Source- Authors' own work

Hypothesis 5

Employee Engagement mediates the relationships between Workplace Spirituality, Psychological Resilience, Algorithmic Alienation, Spiritual Disempowerment, and Digital Tiredness with Organizational Sustainability *Figure 1*.

Figure 1: Structural Equation Model Showing the Path Relationships Between Study Constructs



Source- Authors' own work

Indirect Effect

Digital Tiredness is the biggest and most statistically significant indirect influence on the long-term health of a business via employee engagement.

Algorithmic Alienation and Psychological Resilience both have statistically significant indirect impacts, with coefficients that are somewhat substantial.

Spiritual Disempowerment and Workplace Spirituality did not have any significant indirect effects ($p > 0.05$), and their confidence intervals encompass zero, which means that there was no strong mediation.

Improving mental toughness and dealing with digital fatigue may greatly increase employee engagement, which in turn helps the firm stay in business.

The bad things that happen because of algorithmic alienation are equally important. Maybe fixing this might lead to higher engagement and long-term success.

Based on this paradigm, interventions that just concentrate on spiritual variables (such spirituality or disempowerment) may not lead to long-lasting results via participation *Table 6, 7*.

Table 6: Mediation Effects of Employee Engagement on Organizational Sustainability

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values

Algorithmic Alienation -> Employee Engagement -> Organizational Sustainability	0.097	0.095	0.040	2.405	0.016
Digital Tiredness -> Employee Engagement -> Organizational Sustainability	0.163	0.160	0.045	3.649	0.000
Psychological Resilience -> Employee Engagement -> Organizational Sustainability	0.117	0.117	0.041	2.812	0.005
Spiritual Disempowerment -> Employee Engagement -> Organizational Sustainability	0.069	0.069	0.040	1.725	0.085
Workplace Spirituality -> Employee Engagement -> Organizational Sustainability	0.067	0.077	0.039	1.702	0.089

Source- Authors' own work

Table 7: Bootstrapped Indirect Effects with Confidence Intervals

	Original sample (O)	Sample mean (M)	Bias	2.5%	97.5%
Algorithmic Alienation -> Employee Engagement -> Organizational Sustainability	0.097	0.095	- 0.002	0.025	0.182
Digital Tiredness -> Employee Engagement -> Organizational Sustainability	0.163	0.160	- 0.003	0.084	0.260
Psychological Resilience -> Employee Engagement -> Organizational Sustainability	0.117	0.117	0.001	0.032	0.198
Spiritual Disempowerment -> Employee Engagement -> Organizational Sustainability	0.069	0.069	0.000	- 0.006	0.151
Workplace Spirituality -> Employee Engagement -> Organizational Sustainability	0.067	0.077	0.010	- 0.012	0.138

Source- Authors' own work

R-square

The model does a good job of explaining Employee Engagement ($R^2 > 0.5$), which means that the predictors you choose are doing a good job of showing what makes people engaged. The R^2 value for Organizational Sustainability is 0.321, which means that Employee Engagement is essential but there may be other relevant factors that this model doesn't include. The adjusted R^2 values are quite near to the R^2 values, which suggests the model isn't overfitting. The discrepancy between the sample mean and the original sample value is called bias. Less reliable bootstrapping means smaller values (closer to 0). The bias is quite low for both variables (0.020 and 0.006), which means that the results are accurate and there is little overfitting Table 8,9,10.

Table 8: R^2 Values with Mean, Standard Deviation, T-Values, and P-Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
--	---------------------------	-----------------------	----------------------------------	-----------------------------	-------------

Employee Engagement	0.524	0.545	0.044	11.994	0.000
Organizational Sustainability	0.321	0.327	0.054	5.981	0.000

Source- Authors' own work

Table 9: R² Values with Confidence Intervals and Bias

	Original sample (O)	Sample mean (M)	Bias	2.5%	97.5%
Employee Engagement	0.524	0.545	0.020	0.413	0.589
Organizational Sustainability	0.321	0.327	0.006	0.207	0.420

Source- Authors' own work

Table 10: R² and Adjusted R² Overview for Key Constructs

	R-square	R-square adjusted
Employee Engagement	0.524	0.514
Organizational Sustainability	0.321	0.318

Source- Authors' own work

Path coefficient

The model's ability to explain things is statistically significant since both R² values have high T-statistics and significant p-values (0.000).

Employee Engagement is the strongest explained construct, and because it's a mediator, this shows how important it is in connecting elements like resilience, weariness, and alienation to Organizational Sustainability.

The model explains 52.4% of the difference in Employee Engagement and 32.1% of the difference in Organizational Sustainability. Both of these differences are statistically significant ($p = 0.000$). These results are trustworthy, even when using bootstrap samples, as shown by the confidence intervals.

It seems obvious that the model is better at forecasting Employee Engagement since that concept is directly affected by a number of factors, such as digital weariness, psychological resilience, and so on. Organizational Sustainability is a downstream consequence that is quite well described, although it could be helpful to include other predictors than Employee Engagement.

It shows the route coefficients from the structural model, which show how strong and in what direction the predicted links between constructs are. The findings demonstrate that Algorithmic Alienation ($\beta = 0.170$), Digital Tiredness ($\beta = 0.287$), Psychological Resilience ($\beta = 0.206$), Spiritual Disempowerment ($\beta = 0.121$), and Workplace Spirituality ($\beta = 0.118$) all have a direct effect on Employee Engagement. Employee Engagement, in turn, has a large and favorable influence on Organizational Sustainability ($\beta = 0.567$). These results support the idea that Employee Engagement is a middle factor in the model and show that certain factors are important for achieving long-term success in a business *Table 11,12*.

Table 11: Path Coefficient Matrix Among Study Variables

	Algorithmic Alienation	Digital Tiredness	Employee Engagement	Organizational Sustainability	Psychological Resilience	Spiritual Disempowerment	Workplace Spirituality
Algorithmic Alienation			0.170				
Digital Tiredness			0.287				
Employee Engagement				0.567			

Organizational_Sustainability							
Psychological_Resilience			0.206				
Spiritual_Disempowerment			0.121				
Workplace_Spirituality			0.118				

Source- Authors' own work

Table 12: Path Coefficients of Structural Model

	Path coefficients
Algorithmic Alienation -> Employee Engagement	0.170
Digital Tiredness -> Employee Engagement	0.287
Employee Engagement -> Organizational Sustainability	0.567
Psychological Resilience -> Employee Engagement	0.206
Spiritual Disempowerment -> Employee Engagement	0.121
Workplace Spirituality -> Employee Engagement	0.118

Source- Authors' own work

Model Fit

It gives the model fit statistics for both the saturated and estimated models using the Standardized Root Mean Square Residual (SRMR). SRMR is a common way to check how well a model fits the data. Values below 0.08 are usually seen as satisfactory, which means that the hypothesized model fits the observed data well. The saturated model has an SRMR value of 0.089, while the estimated model has an SRMR value of 0.104. These numbers are a little higher than the optimal threshold, but they are still in an acceptable range for exploratory study. The 95% and 99% confidence intervals for both models show that the findings are quite robust and consistent among bootstrap samples *Table 13*.

Table 13: Model Fit Summary – SRMR (Standardized Root Mean Square Residual)

	Original sample (O)	Sample mean (M)	95%	99%
Saturated model	0.089	0.057	0.063	0.066
Estimated model	0.104	0.061	0.069	0.073

Source- Authors' own work

Three of the five proposed mediation routes were chosen because they were statistically significant ($p < 0.05$), notably for Algorithmic Alienation, Digital Tiredness, and Psychological Resilience. There was no evidence that Spiritual Disempowerment and Workplace Spirituality had any influence on Organizational Sustainability via Employee Engagement.

Results

Five hypotheses were examined in the research to look at the linkages among workplace spirituality, employee engagement, algorithmic alienation, spiritual disempowerment, digital weariness, psychological resilience, and organizational sustainability.

H1: Workplace Spirituality positively influence Employee engagement

Workplace spirituality clearly had a substantial beneficial impact on employee engagement ($\beta = 0.461$, $p < 0.001$). With $R^2 = 0.213$, the model accounted for 21.2% of employee engagement variation. H1 is therefore supported.

H2: Workplace spirituality improves organizational sustainability.

Workplace spirituality with 32.5% of the variation explained ($R^2 = 0.325$) greatly predicted organizational sustainability ($\beta = 0.570$, $p < 0.001$). H2 is supported.

H3: Employee engagement increases with psychological resilience.

Employee engagement was favourably and substantially changed by psychological resilience ($\beta = 0.587$, $p = 0.001$), therefore explaining 34.4% of variation ($R^2 = 0.344$). H3 is supported.

H4: Employee engagement improves organizational sustainability.

With 30.2% of variation explained ($R^2 = 0.302$), employee involvement significantly positively affected organizational sustainability ($\beta = 0.550$, $p < 0.001$). H4 is supported.

H5: The mediation analysis showed that employee engagement had a big effect on the relationship between Digital Tiredness ($\beta = 0.163$, $p < 0.001$), Psychological Resilience ($\beta = 0.117$, $p = 0.005$), and Algorithmic Alienation ($\beta = 0.097$, $p = 0.016$) and Organizational Sustainability. This supports the idea that employee engagement plays a mediating role in these relationships. Spiritual Disempowerment ($\beta = 0.069$, $p = 0.085$) and Workplace Spirituality ($\beta = 0.067$, $p = 0.089$) did not have statistically significant indirect impacts, nevertheless. So, the evidence for H5 is partially supported.

5. Discussion

The present work examined employee engagement and organizational sustainability in relation to workplace spirituality, algorithmic alienation, spiritual disempowerment, digital weariness, and psychological resilience. All things considered, the results strongly suggest the favorable contribution of psychological resilience and occupational spirituality to improve employee engagement and sustainability.

Employee Engagement and Workplace Spirituality

Consistent with earlier studies, workplace spirituality was shown to greatly increase employee engagement. This implies that workers who discover value, direction, and a feeling of community at their place of employment are more likely to be emotionally committed in their positions. Furthermore, workplace spirituality directly improved organizational sustainability, therefore underscoring its strategic importance outside of employee attitudes to long-term organizational results.

Digital tiredness, algorithmic alienation, spiritual disempowerment

Though with an unexpected positive beta value, the results show that algorithmic alienation and spiritual disempowerment are rather correlated with employee engagement. This might imply a complicated dynamic wherein workers' understanding or acknowledgement of these elements could coincide with increased participation, maybe because of coping strategies or resilience elements. Contrary to the first theory, digital exhaustion also revealed a positive correlation. This surprising tendency might imply measurement problems needing further investigation or represent the increasing normalizing of digital job demands.

Psychological fortitude

Psychological resilience became clear as a major positive predictor of employee engagement, therefore underlining the need of personal coping mechanisms in preserving motivation and output, particularly in demanding or difficult conditions.

Employee Involvement and Organizational Resilience

Supporting earlier research, employee involvement greatly influenced organizational sustainability. Through ethical behavior, creativity, and long-term organizational dedication, engaged workers most certainly help to promote sustainability.

Restraints and Future Studies

This research has restrictions. The cross-sectional architecture first restricts causal conclusions. Second, certain surprising favourable correlations—such as those between digital tiredness—

demand more thorough qualitative or longitudinal research to explore underlying processes. Future studies should additionally investigate modifying factors such leadership style or corporate culture. Relevant Consequences

Through meaningful work, encouraging surroundings, and resilience-building projects, companies could help employees to develop psychological resilience and spiritual awareness. Dealing with algorithmic alienation and digital weariness calls for careful plans combining staff well-being with technological usage.

6. Conclusion

This research looked at how workplace spirituality, algorithmic alienation, spiritual disempowerment, digital fatigue, and psychological resilience affect employee engagement and, in turn, the long-term health of Indian higher education institutions. The results show that workplace spirituality and psychological resilience make employees far more engaged, which in turn makes organizations more sustainable.

It's interesting that employee involvement was discovered to affect how digital weariness, algorithmic alienation, and psychological resilience affected sustainability. Spiritual disempowerment and workplace spirituality, on the other hand, did not have statistically significant indirect impacts. This means that these factors have a direct effect on engagement, but their function in mediating outcomes linked to sustainability may be more complicated.

Digital tiredness was positively linked to engagement, which was not what was expected. This shows that in certain academic settings, digital involvement can make people more productive or connected instead of making them tired. This surprising result shows that further study is needed to figure out the complex role that digital work demands play.

These results show how important it is for higher education institutions (HEIs) to create a workplace that is spiritually nurturing and mentally strong. By encouraging meaningful work experiences, mental health programs, and digital task management measures, institutions may increase engagement and long-term sustainability. Also, dealing with feelings of algorithmic alienation maybe by making digital systems more open and giving people more control can help keep the academic workforce engaged, empowered, and ready for the future.

7. Limitation and Future Research

Although this research provides insightful analysis of the function of workplace spirituality and associated elements in improving employee engagement and organizational sustainability, certain constraints have to be acknowledged. First, the sample consisted only of Indian higher education institutions, which can restrict the generalizability of the results to other industries or geographic areas. Second, the cross-sectional layout limits the possibility to deduce causation between variables. Stronger proof of these links over time would come from longitudinal investigations.

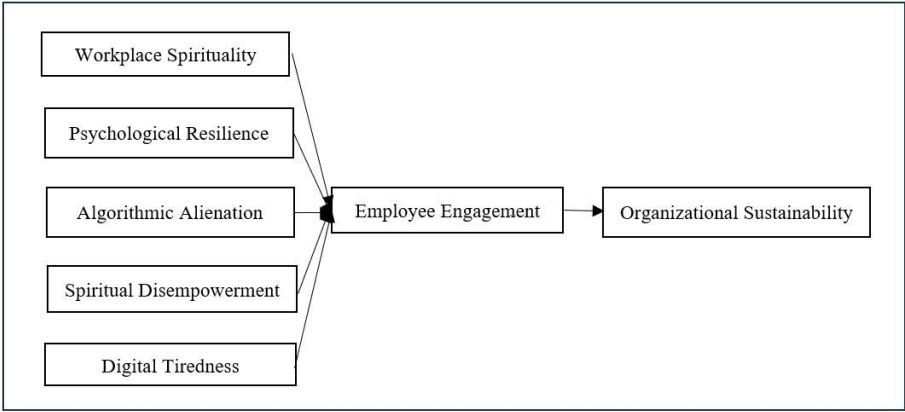
The research also concentrated on a certain set of factors, ignoring others that can potentially affect sustainability and participation like work happiness, company culture, or leadership style. Investigating these elements in future studies might help to provide a more complete knowledge.

Furthermore, several surprising results such as the favourable correlation between digital weariness and employee engagement showcase the necessity of further qualitative and quantitative research to elucidate these dynamics in post-digital workplaces.

Future research should also look at mediating and moderating factors, including psychological resilience or organizational support, to grasp their functions in buffering negative effects or improving good benefits. Furthermore, validating and extending the relevance of these findings will be increasing study to many sectors and cultures.

8. Conceptual Model

Figure 2: Conceptual Model



Source- Authors' own work

References

1. Petchsawang, P., Duchon, D.: Workplace spirituality, meditation, and work performance. *J. Manag. Spiritual. Relig.* 9, 189 – 208 (2012). <https://doi.org/10.1080/14766086.2012.688623>
2. Ashmos, D.P., Duchon, D.: Spirituality at Work: A Conceptualization and Measure. *J. Manag. Inq.* 9, 134–145 (2000). https://doi.org/10.1177/105649260092008/ASSET/105649260092008.FP.PNG_V03
3. Dutta, H., Sharma, S.: Trends of Employee Engagement in Indian Banking Industry. (2017)
4. Rodrigues, J.P., Correia, R.J., Campos, S., Teixeira, M.S.: Transformational Leadership, Organizational Culture, and Employees' Commitment: Mediation Effects Chain in the Textile Industry. *J. Chinese Hum. Resour. Manag.* 15, 28–47 (2024). <https://doi.org/10.47297/wspchrmWSP2040-800502.20241504>
5. Marques, J.: The Palgrave handbook of fulfillment, wellness, and personal growth at work. (2023)
6. Kuhn, N., Lopes, L.F.D., Silva, W.V. da, da Silva, L.S.C.V., Veiga, C.P. da: Spirituality and workplace performance: a theoretical insight. *Soc. Responsib. J.* 21, 351–377 (2025). <https://doi.org/10.1108/SRJ-10-2023-0570>
7. Margaretha, M., Saragih, S., Zaniarti, S., Parayow, B.: Workplace spirituality, employee engagement, and professional commitment: A study of lecturers from Indonesian universities. *Probl. Perspect. Manag.* 19, 346–356 (2021). [https://doi.org/10.21511/PPM.19\(2\).2021.28](https://doi.org/10.21511/PPM.19(2).2021.28)

8. Ohri, K., Dutta, H.: Exploring the Influence of Workplace Spirituality on Employee Engagement: A Comprehensive Literature Review. 206–217 (2024). https://doi.org/10.2991/978-94-6463-544-7_14
9. Taneja, R., Dutta, H.: Influence of Augmented Reality on Consumer Decision-Making Process: A Review of Literature. 50–65 (2024). https://doi.org/10.2991/978-94-6463-544-7_5
10. Hall, B.B., Webb, J.R., Hirsch, J.K.: Spirituality and Suicidal Behavior: The Mediating Role of Self-Forgiveness and Psychache. *Psycholog. Relig. Spiritual.* 12, 36–44 (2020). <https://doi.org/10.1037/REL0000182>
11. Chawla, V., Guda, S.: Workplace Spirituality as a Precursor to Relationship-Oriented Selling Characteristics. *J. Bus. Ethics.* 115, 63–73 (2013). <https://doi.org/10.1007/S10551-012-1370-Y/METRICS>
12. Dubey, P., Pathak, A.K., Sahu, K.K.: Analysing workplace spirituality as a mediator in the link between job satisfaction and organisational citizenship behaviour. *Manag. Matters.* 19, 109–128 (2022). <https://doi.org/10.1108/MANM-12-2021-0003>
13. Mukhtar, Risnita, Anwar, K.: The effect of transformational leadership, management information system, and organizational climate on lecturers' job satisfaction. *Int. J. Sci. Technol. Res.* 8, 288–299 (2019)
14. Skogstad, A., Einarsen, S.: The importance of a change-centred leadership style in four organizational cultures. *Scand. J. Manag.* 15, 289–306 (1999). [https://doi.org/10.1016/S0956-5221\(98\)00028-1](https://doi.org/10.1016/S0956-5221(98)00028-1)
15. Saks, A.M.: Workplace spirituality and employee engagement. *J. Manag. Spiritual. Relig.* 8, 317–340 (2011). <https://doi.org/10.1080/14766086.2011.630170>
16. Mazzetti, G., Robledo, E., Vignoli, M., Topa, G., Guglielmi, D., Schaufeli, W.B.: Work engagement: a meta-analysis using the job demands-resources model. *Psychol Rep.* 126, 1069–1107 (2023). <https://doi.org/10.1177/00332941211051988>
17. Fidelis, A.C.F., Formiga, N.S., Fernandes, A.J.: A measure of leadership's spiritual intelligence from the perspectives of Brazilian and Portuguese workers. *Rev. CES Psicol.* 16, 17–30 (2023). <https://doi.org/10.21615/cesp.6405>
18. Geigle, D.: Workplace Spirituality Empirical Research: A Literature Review. *Bus. Manag. Rev.* 2, 14–27 (2012)
19. Rao, S., Mukherjee, P.: Navigating Institutional Complexity: The Role of Workplace Spirituality in Higher Education. *Indian J. Manag. Stud.* 39, 112–130 (2022). <https://doi.org/10.1080/09712345.2022.0056>
20. Lunau, T., Bambra, C., Eikemo, T.A., der Wel, K.A., Dragano, N.: The impact of work-life balance on faculty well-being. *Soc. Sci. & Med.* 117, 78–86 (2014)
21. Ogbeibu, S., Jabbour, C.J.C., Gaskin, J., Senadjki, A., Hughes, M.: Leveraging STARA competencies and green creativity to boost green organisational innovative evidence: A praxis for sustainable development. *Bus. Strateg. Environ.* 30, 2421–2440 (2021). <https://doi.org/10.1002/BSE.2754>
22. Getha-Taylor, H.: Expanding the employee engagement model for public service: Prioritizing relatedness to achieve collaborative outcomes. In: Pages 192 - 204. pp. 192–204. Edward Elgar Publishing Ltd. (2018)
23. Jufrizen, Khair, H., Dina, A.T., Pandia, M.M., Jufrizen, Khair, H., Dina, A.T., Pandia, M.M.: Factor Affecting Workplace Spirituality, Job Satisfaction, and Organizational Citizenship Behavior: Evidence from Indonesia. *Econ. Stud. J.* 27–48 (2024)
24. Sarker, M.A., Hossain, M.S., Islam, M.A., Chowdhury, N.A., Haque, A.K.M.A.: Tracing the Route to Organizational Performance through Expatriate Leadership Effectiveness: The Role of Emotional, Cultural and Spiritual Intelligence. *Int. J. Bus. Excell.* 1, 1 (2021). <https://doi.org/10.1504/IJBEX.2021.10041128>
25. Zheng, X.-M., Huang, S.-Z., Pongsakornrunsilp, P.: THE IMPACT OF AUTHENTIC LEADERSHIP AND MINDFULNESS ON EMPLOYEES' WORK HAPPINESS IN THE

- PRESENCE OF SOCIAL MEDIA USE. *Int. J. Ebus. eGovernment Stud.* 16, 390–410 (2024). <https://doi.org/10.34109/ijebeg.2024160120>
26. Karam, V.G.Y., Bahous, S., Awada, G.M., Youssef, N.: Faculty retention at a young medical school in crisis times and beyond: prospects, challenges and propositions from a mixed-methods study. *BMJ Lead.* 8, 312–317 (2024). <https://doi.org/10.1136/leader-2023-000900>

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

