



CAN SPIRITUALITY CUSHION THE DIGITAL BLOW? AI, EMPLOYEE WELL-BEING, AND THE MEDIATING POWER OF WORKPLACE SPIRITUALITY

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Abstract

This study examines the influence of Artificial Intelligence (AI) on Employee Well-Being (EWB). Additionally, it investigates how Workplace Spirituality (WPS) mediates the relationship between these two variables among IT firms in Chandigarh. As AI becomes increasingly important and influential in the workplace, especially in the IT industry, but also throughout all industries, employees are concerned about their job security and how the rise of automated technologies is changing their work environment. Employees in an environment where AI play an important role in daily operations are concerned that the more they depend on machines to perform their day-to-day tasks, the less they will be in contact with their peers and managers, and the longer they will have to work alone, without human interaction. This study connects the two constructs of AI and well-being through the concept of workplace spirituality. The results show that WPS can play a key role in providing a buffer against the negative impact of AI on employee well-being. This study used a descriptive methodology. A computerised questionnaire was designed using a structured format, and data were collected using a five-point Likert scale. Data for the conceptual model were collected and analyzed using Smart PLS 4.0 (Partial Least Squares Structural Equation Modelling). The results showed strong and valid measurement models for convergent and construct validity, reliability, and discriminant validity. The results demonstrate the importance of WPS in linking AI to EWB. Although results from this study indicate AI has a large negative effect on an employee's EWB

Keywords: Artificial Intelligence, Employee Well-being, Workplace Spirituality, Job Security, Organizational Efficiency

1. Introduction

As companies increasingly incorporate artificial intelligence into their day-to-day operations, the nature of the work their employees do is evolving at a unprecedented pace. Because of the widespread use of AI in areas such as recruitment, customer service, product development, and HR, it is not just about doing things faster and cheaper than before; it is also about enhancing an individual worker's ability to be productive and creative (Bughin et al., 2018; Jarrahi, 2018). As numerous AI technologies continue to advance rapidly, workers may

be subjected to additional psychological and physical strain. Workers have become more anxious about being replaced by AI, the capacity of AI to track their performance in real time, and how increased reliance on technology will diminish the sense of humanity they associate with their own work (Soffia et al., 2024; Sadeghi, 2024; Brynjolfsson & McAfee, 2014). Employees have indicated that although AI may reduce the amount of time spent on routine tasks, it can also create uncertainty, anxiety, and a decreased perception of autonomy, all of which negatively impact employee well-being (Tursunbayeva et al., 2020; Ajunwa et al., 2017). Therefore, developing a deeper understanding of the contextual and psychological variables that buffer or amplify the impacts of AI on the workforce is vital. Employee well-being is the concept of the overall effect of the physical, psychological, social, and emotional dimensions of the work of employees. It is the sum of the effects of the experiences of employees at work and away from work (Giacalone & Jurkiewicz, 2003; Pawar, 2009; Grant et al., 2007; Sonnentag, 2015). In addition, when employees are feeling well, it results in job satisfaction. This, in turn, can help with innovation and overall performance, as shown by Sonnentag (2015). However, there are also some new workplace stresses related to AI. One of these is "technostress", which is a stressor related to technology use, and if not managed, it might result in reduced psychological health (Tarafdar et al., 2015). The level at which AI increases productivity or efficiency depends on how these factors interact in relation to the employee. Moreover, workplace spirituality is defined by three factors: meaningfulness of work, feeling of community, and organisational values (Milliman et al., 2003; Petchsawang & Duchon, 2009). Research has also proven that employees in a spiritually enriched workplace environment experience lower stress, higher job engagement, and greater hardiness compared to those in a non-spiritually enriched workplace environment (Giacalone & Jurkiewicz, 2003; Pawar, 2009; Garg, 2017).

Although in recent times there has been an increase in the volume of research on the interface between AI and employee well-being, there has been very little research conducted on the role of spiritual working environment in mediating the interface between AI and well-being. Most of the published research has taken only a direct approach in examining the interface between AI and well-being, positively or negatively, without considering the role of values, purposes, and connection, which are all significant factors that can potentially mediate or moderate well-being. Workplace spirituality can potentially provide a significant psychosocial buffer for employees to find meaning in their jobs and achieve well-being in the face of technological dynamism. Dey, (2024); Ghobbeh & Atrian, (2024). Studies on spirituality in the working environment have employed two theories, which the research in this paper is based on. These two theories are the JD-R Model, as described by Bakker & Demerouti, (2007), and the SDT, as described by Ryan & Deci, (2000). According to JD-R, AI can be seen as a resource or demand depending on whether it offers autonomy and efficiency or pressures and limits human interaction. Workplace spirituality is viewed as a resource that supports employee well-being during challenging or 'demanding' times. Workplace spirituality, according to SDT, is also related to the satisfaction of employees' intrinsic needs for autonomy, relatedness, and competence, which are essential factors of psychological and motivational well-being. This research proposes a mediation model in which Artificial Intelligence (AI) is the independent variable, employee well-being is the dependent variable, and workplace

spirituality is the mediating variable. This study seeks to investigate the mediating role of workplace spirituality in the relationship between artificial intelligence and employees' well-being in IT companies. The swift adoption of AI technology in response to the COVID-19 pandemic and the focus on a holistic experience of employee development make the subject of this research both pertinent and necessary. This research adds to the theoretical body of knowledge by expanding the scope of AI-employee well-being research to include workplace spirituality, and its implications are significant to organisations that invest in a values-driven, human-centred culture in the digital transformation journey.

2. Statement of the Problem

The rapid and extensive implementation of artificial intelligence in many sectors has drastically changed the concept of work. Naturally, AI delivers a multitude of advantages, like efficiency and higher productivity. However, numerous studies have indicated that it also causes new psychological problems for workers, such as stress over job loss, lack of freedom, continuous monitoring, and less interaction with colleagues (Ajunwa et al., 2017; Sadeghi, 2024; Brynjolfsson & McAfee, 2014). These factors threaten to reduce the welfare of workers to a great extent, especially in highly technological areas such as the IT sector, where the use of AI is most common. While the research on AI and work is increasing, most of these works focus on the immediate effect of AI on employee results without considering the role of mediator variables, especially those coming from organisational culture and human values, which is still largely unexplored. Workplace spirituality is one of these potential psychosocial resources that include meaningful work, a sense of community, and alignment with organisational values. It could be used to alleviate the negative influence of AI on employee well-being. Nonetheless, academic inquiry related to this mediating process is still very limited. In this context, this research intends to find out if and through what means workplace spirituality changes the effect of AI on the well-being of employees working in IT companies in Chandigarh, India. Besides, the article tries to help organisations that want to deal with the human side of digital transformation by offering them data-driven guidance.

3. Objectives of the Study

The objectives of the study are:

- Investigate the impact of artificial intelligence on employee well-being in IT firms.
- Examine the effect of artificial intelligence on workplace spirituality.
- Discover how workplace spirituality correlates with employee well-being.
- Investigate how workplace spirituality might mediate between artificial intelligence and employee well-being.

4. Research Methodology

This study used a descriptive research method and a convenience sampling technique. The study's participants were employees in information technology companies located in the Chandigarh district.

A structured electronic questionnaire was distributed to 150 employees, and 100 valid responses were received. The study used a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to capture each participant's perception of each item. The conceptual research model includes one independent variable linked to artificial intelligence, one dependent variable linked to employee well-being, and one mediating variable linked to workplace spirituality. Four items for artificial intelligence were adapted from Pan et al. (2020), two items

from Sadeghi (2024), one item from Jarrahi (2018), and one item from Lichtenthaler (2020). Three items for workplace spirituality were adapted from Milliman et al. (2003), three items from Petchsawang & Duchon (2009), and three items from Ashmos & Duchon (2000). Three items for employee well-being were adapted from Grant et al. (2007), two items from Ryan & Deci (2000), two items from Sonnentag (2015), and two items from Diener & Seligman (2004). Smart PLS Version 4.0 is used for analysis. The two-step SEM method described by Anderson and Gerbing (1988) was employed, incorporating both the measurement model and the structural model. The PLS-SEM technique was used to assess the measurement models for reliability, convergent validity, and discriminant validity.

4.1 Tools Used for Data Collection

- Structured electronic questionnaire (five-point Likert Scale)
- Partial Least Squares Structural Equation Modelling (PLS-SEM) via Smart PLS 4.0
- Percentage analysis and reliability tests (Cronbach's alpha, Composite Reliability, AVE)
- Discriminant Validity assessment using the Fornell-Larcker Criterion

4.2 Limitations of the Study

- The study focused on data collected from a single location (Chandigarh) and industry (IT sector); therefore, the results may not apply to other regions or industries.
- Use of a cross-sectional research design makes it difficult to infer a long-term or causal relationship.
- Constructs like spirituality and well-being were measured by self-reporting that made them prone to response biases like social desirability.

4.3 Scope of the Study

This research explores conceptually and empirically the potential of workplace spirituality as a mediating resource in the AI-employee well-being relationship within IT firms. Results are useful for HR professionals and organisational leadership aiming at human-centred, values-driven digital workplaces. Besides, it contributes to the theoretical writings by showing how two theories (the JD-R model and self-determination theory) can be combined to explain the relationship between AI and well-being. It is anticipated that future research will apply these results to other industries, cultural settings, and geographical locations using longitudinal research designs. The incorporation of moderating variables (i.e., AI and employee well-being) in the empirical analysis of the research topic may provide a more comprehensive understanding of the research topic.

5. Review of Literature

5.1 Artificial Intelligence at Work

The rapid development of Artificial Intelligence (AI) technology has changed the fundamental processes through which businesses perform all types of work. Some examples are process automation, data-driven decision-making, and overall productivity, which are all ways that organisations have begun to leverage AI (Kaplan and Haenlein, 2019). The increasing popularity of AI has resulted in growing concern for many organisations about how it will ultimately affect employment, accountability of humans, and the professional relationships of individuals (Jarrahi, 2018; Vrontis et al., 2021). Brynjolfsson and McAfee (2014) express

concern that AI may be displacing large numbers of job functions, creating insecurity and anxiety for a significant proportion of the workforce. Ajunwa et al. (2017) raised a cautionary note about 'algorithmic management' and AI-driven surveillance, highlighting the detrimental impact on employees' trust and autonomy. Interactions with technologically advanced systems have also been associated with declines in psychological welfare and reduced workforce participation (Sadeghi, 2024; Tursunbayeva et al., 2020).

5.2 Employee Well-Being and Mental Health

Emerging research suggests that workers may suffer a decline in mental wellness due to a lack of human-to-human interaction in AI-driven work environments (Soffia et al., 2024). In contrast, increased structure and supportive leadership within technology-driven environments are associated with greater employee resilience and satisfaction (Tursunbayeva et al., 2020).

5.3 Workplace Spirituality

Workplace spirituality can be simply defined as an employer-sponsored context that provides opportunities for employees' meaningful work, community, and connection with personal and organisational values (Ashmos & Duchon, 2000). Key dimensions of workplace spirituality include meaningful work, a sense of community, and connection to organisational values (Milliman et al., 2003; Giacalone & Jurkiewicz, 2003). Research has found that workplace spirituality supports the establishment of a framework of trust (and trust), empathy (and compassion), and psychological safety through the creation of an environment conducive to these dimensions (Garg, 2017). Moreover, employees who work in culturally rich professional settings, where their spiritual worth is appreciated and honoured, show greater levels of job satisfaction and creativity than those who do not work in the same kind of environment (Petchsawang & Duchon, 2009; Pawar, 2009). Therefore, by providing an employee with an ethical and spiritual guide for navigating through ambiguous and uncertain situations at work, workplace spirituality can assist employees when faced with a new source of ambiguity and uncertainty in today's workforce (i.e., the use of artificial intelligence) (Ghobbeh & Atrian, 2024; Dey, 2024).

5.4 Mediating Effects of Workplace Spirituality

While most of the literature has examined the direct effects that the integration of artificial intelligence (AI) has upon employee outcome variables (Choudhury et al., 2020; Ortega et al., 2022), a limited number of studies have examined the mediating effects of workplace spirituality. Using the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), workplace spirituality has been viewed as a resource for protecting employees against the negative consequences of AI, such as stress and depersonalization, and for facilitating positive outcomes, such as motivation and well-being. Moreover, Self Determination Theory (Ryan & Deci, 2000) suggests that environments with intrinsic value (like spiritual workplaces) offer possibilities for positive psychological health even in highly demanding situations. If this is true, then spiritually engaged organizational cultures may lessen the negative impacts of artificial intelligence (AI) and promote positive outcomes like adaptability, engagement, and sustained well-being.

6. Research Gap

The majority of the literature identifies many positive potential uses of AI in business operations (Brynjolfsson & McAfee, 2014; Kaplan & Haenlein, 2019); however, the impact of

AI on worker well-being and satisfaction has been studied less. Research indicates that AI may abuse an individual's autonomy or security (Ajunwa et al., 2017; Sadeghi, 2024), and while existing research has not taken an integrated holistic person-centred strategy for counteracting the negative impact of AI, future studies will need to do so. Workplace spirituality can promote both psychological safety and resiliency; however, workplace spirituality has not been well studied in relation to the impact of AI (Ashmos & Duchon, 2000; Milliman et al., 2003). Additionally, existing scholarly work on the effects of AI at work typically does not rely on integrated theoretical frameworks (such as JD-R or SDT). Therefore, this study will address these research gaps and create an integrated framework for AI, employee well-being and workplace spirituality using a logical mediation model. Studies show that AI has the potential to negatively impact employee job security and autonomy (Ajunwa et al., 2017; Sadeghi, 2024); however, current research lacks integrated, holistic, person-centred strategies to counteract the negative effects of AI. Studies show that AI has the potential to negatively impact employee job security and autonomy (Ajunwa et al., 2017; Sadeghi, 2024); however, current research lacks integrated, holistic, person-centred strategies to counteract the negative effects of AI.

7. Conceptual Background and Hypothesis Development

7.1 The Role of AI in the Conceptual Framework

Artificial intelligence serves as the independent variable in this study. AI has provided increased opportunities for efficiency and productivity while simultaneously creating additional stressors for employees. Employee well-being is the dependent variable, representing how demands and resources interact within an employee's work context. Workplace spirituality serves as the mediating variable — acting as a resource that increases motivation, buffers against stress, and fulfils psychological needs. This role also reduces the negative impact that AI can have on employee well-being. This theoretical integration provides a coordinated framework to examine how organisations can create AI-integrated yet human-centred work environments.

7.2 Artificial Intelligence and Employee Well-Being

The contemporary workspace is transitioning in ways that specifically influence decision-making, task behaviours, and work processes through artificial intelligence. Artificial intelligence can improve employee well-being through automating repetitive tasks, increasing efficiency, and supporting to manage balance between work and personal life (Huang & Rust, 2021). (Huang & Rust, 2021). AI-enabled solutions allow workers to spend less time on exhausting tasks and more time on strategic and creative work, ultimately improving their psychological well-being and job satisfaction (Tarafdar et al., 2015). On the other hand, a misuse of AI can create increased anxiety and burnout through heightened stress, job insecurity, and intensified monitoring (Lichtenthaler, 2020).

H1: Artificial Intelligence has a significant impact on Employee Well-Being.

7.3. Workplace Spirituality and Employee Well-Being

Workers who value their work as meaningful and congruent with their intrinsic values tend to experience greater well-being. Workplace spirituality provides emotional resilience, job satisfaction and a decrease in stress (Kolodinsky et al., 2008) through a sense of community and purpose. Spiritual workplaces support mindfulness, ethical behaviour and compassion,

which leads to psychological health and a supportive workplace (Pawar, 2009). Pechsavang and Duchan's (2012) Theoretical Foundation: Positive Psychology Framework (Seligman, 2002) emphasises meaning and connectedness, both elements of spirituality, as essential components of overall well-being. Workplace spirituality is a function of the level of connectedness, purpose and the degree to which the employee's organizational values match those of the organization (Ashmos and Duchon, 2000). When we talk about AI as a human-centric process that permits employees to engage in more meaningful work, builds a collaborative work context, and provides autonomy, the result adds to people's spiritual experience at work (Pan et al. 2013). AI tools can replace mindless tasks with more purpose-orientated tasks and provide employees a way to engage in deeper aspects of work (Milliman et al. 2013).

H2: Artificial Intelligence has a significant impact on Workplace Spirituality

7.4 Workplace Spirituality and Employee Well-Being

Employees who consider their job important and compatible with their own personal values have high levels of well-being. Workplace spirituality provides employees with emotional resilience, job satisfaction and less stress through the creation of community and meaning (Kolodinsky et al., 2008). Spirituality in the workplace provides the conditions for employees to practise mindfulness, act ethically, and demonstrate compassion. All these conditions facilitate the maintenance of psychological health as well as a supportive work environment (Pawar, 2009). The Positive Psychology Framework (Seligman, 2002) defines connectedness and meaning, two of spirituality's aspects, as key components to achieving overall well-being. Workplace spirituality represents the extent to which employees can find meaning in their work and their connectedness with the organisation, or how well their values as individuals fit with the values of the organisation (Ashmos & Duchon, 2000). By implementing AI as a human-centred process to allow employees to perform more purposeful work, create a collaborative working environment and provide greater employee autonomy, AI contributes to the spiritual experience of employees in the workplace (Pan et al., 2020). AI may help to replace meaningless tasks with more purposeful tasks, thereby allowing employees to engage fully with their responsibilities (Milliman et al., 2003).

H3: Workplace Spirituality has a significant effect on Employee Well-Being.

7.5 Workplace spirituality mediates the relationship between artificial intelligence and employee well-being.

The relationship between AI and employee well-being may operate indirectly through workplace spirituality. When AI is employed in a way that makes work more purposeful, autonomous, and ethically grounded, it may enhance workplace spirituality, which in turn supports employees' emotional and mental health (Milliman et al., 2003). Conversely, if AI leads to dehumanisation or professional displacement, it may undermine workplace spiritual health and, consequently, employee well-being (Lichtenthaler, 2020).

H4: Workplace Spirituality mediates the relationship between Artificial Intelligence and Employee Well-Being.

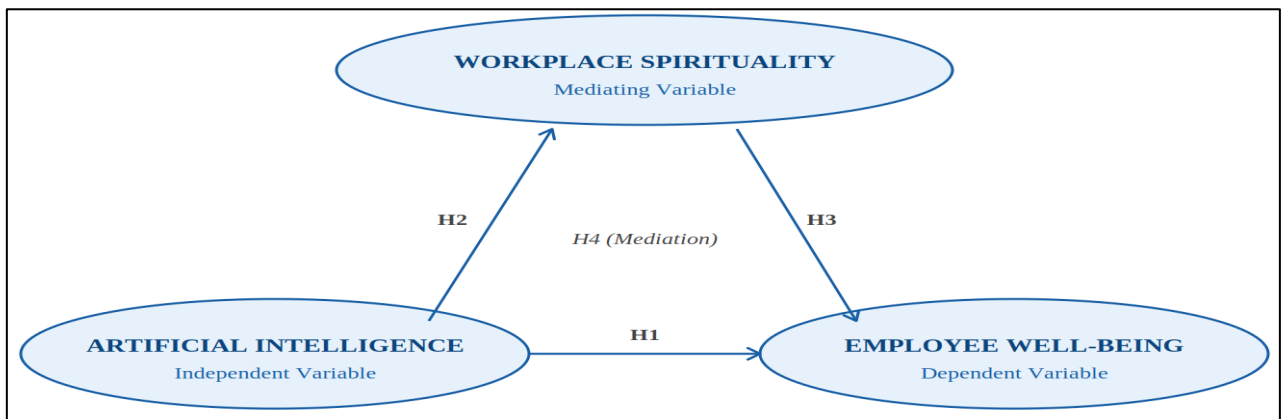


Figure 1: Conceptual Framework

Independent Variable → Mediating Variable → Dependent Variable
 Artificial Intelligence → Workplace Spirituality → Employee Well-Being

8. Data Analysis and Interpretation

8.1 Reliability Analysis

As Hair et al. (2020) indicate, the outer loadings must meet a minimum acceptable level of 0.60; one item (Artificial Intelligence, or AI 1; value = 0.585) falls short of this benchmark and is therefore deleted. After the deletion of this item, the remaining composite reliabilities were all greater than 0.65, thus meeting the reliability threshold established by Hair et al. (2020). A total of 67.3% of the variance related to the dependent variable was explained through this data.

8.2 Convergent Validity

In order to check the convergent validity, Smart PLS is used for evaluating the outer loadings, Average Variance Extracted, and Composite Reliability. Reaffirmation of convergent validity occurs when Average Variance Extracted is greater than 0.50, average factor loading of single-item measures is greater than 0.60, and Composite Reliability is greater than 0.70 as suggested by Hair et al. (2020). The results are shown in Table 2.

Table 1: Outer Loadings, Reliability Analysis, and Average Variance Extracted (AVE)

Variable	Items	Factor Loadings	Cronbach Alpha	Composite Reliability	AVE
Artificial Intelligence	AI2	0.685	0.861	0.891	0.507
	AI3	0.680			
	AI4	0.601			
	AI5	0.647			
	AI6	0.763			

Variable	Items	Factor Loadings	Cronbach Alpha	Composite Reliability	AVE
	AI7	0.772			
	AI8	0.758			
	AI9	0.770			
Employee Well-Being	EWB1	0.645	0.867	0.896	0.520
	EWB2	0.711			
	EWB3	0.779			
	EWB4	0.738			
	EWB5	0.649			
	EWB6	0.793			
	EWB7	0.686			
	EWB8	0.753			
Workplace Spirituality	WPS1	0.602	0.875	0.900	0.501
	WPS2	0.730			
	WPS3	0.640			
	WPS4	0.734			
	WPS5	0.695			
	WPS6	0.706			
	WPS7	0.752			
	WPS8	0.729			
	WPS9	0.767			

8.3 Discriminant Validity

The Fornell-Larcker Criterion (FLC) was applied to assess discriminant validity. According to Fornell and Larcker (1981), the square root of the AVE for each latent construct should exceed its correlations with any other latent constructs. The results of this analysis are presented in Table 2.8.4 Reaching Fit for the Structural Research Model.

Table 2: Discriminant Validity Test (Fornell-Larcker Criterion)

Construct	AI	EWB	WPS
AI	0.712		
EWB	0.700	0.721	

Construct	AI	EWB	WPS
WPS	0.724	0.802	0.708

8.4 Fitting the Structural Research Model

Following the completion of the measurement models and development of the structural model, the next step of the study was to test the hypotheses that were presented in this research. To evaluate the model fit with the data, several statistical indices (i.e., VIF, F^2 , R^2 , and T-values) were assessed for their multicollinearity level.

8.5 R^2 (Coefficient of Determination)

An evaluation of the performance of the conceptual model in terms of variance is done by evaluating the results of the R^2 value. According to Cohen (1988), a coefficient of determination of more than 0.26, or 26%, is an indication of an adequate explanation of variance. The results are as shown in Table 3.

Table 3: R^2 Values

Construct	R Square
Employee Well-Being (EWB)	0.673
Workplace Spirituality (WPS)	0.524

8.6 F^2 (Effect Size)

The F^2 value is used to determine the effect size, showing the proportion of variance in the dependent variable attributable to a particular independent variable. According to Hair et al. (2020), effect size is classified as small for an F^2 of 0.02 to 0.15, medium for an F^2 of 0.15 to 0.35, and large for an F^2 greater than 0.35. The results are as shown in Table 4.

Table 4: F^2 Results (Effect Size)

Path	F^2	Effect Size
AI → EWB	0.091	Small
AI → WPS	1.102	Large
WPS → EWB	0.561	Medium

8.7 Multicollinearity (Inner VIF)

According to Hair et al. (2020), VIF values below 5 indicate an absence of multicollinearity. In this study, all VIF values were below this threshold, confirming that multicollinearity was not a concern. The results are presented in Table 5.

Table 5: Multicollinearity (Inner VIF)

Path	VIF
AI → EWB	2.102
AI → WPS	1.000
WPS → EWB	2.102

8.8 Hypothesis Testing Results

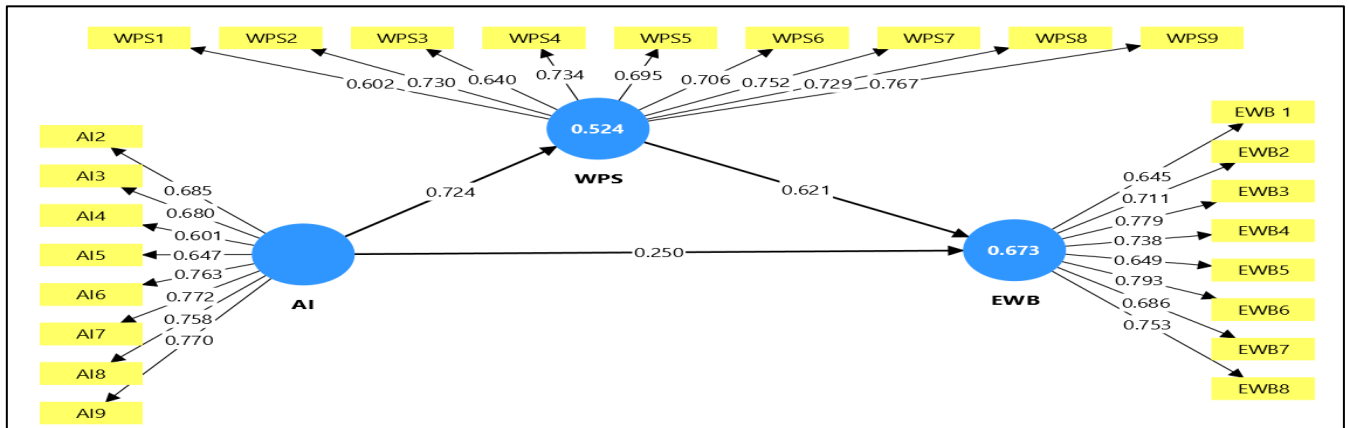


Figure 2-The PLS path model generated in Smart PLS 4.0

The study tested its hypotheses using t-values and p-values generated by the Partial Least Squares (PLS) method. A path is considered significant at the 95% confidence level if the t-value exceeds 1.96. The results are presented in Table 6.

Table 6: Hypothesis Testing Results

Hypothesis	Path	T-Value	P-Value	Result
H1	AI → EWB	10.611	0.000	Supported
H2	AI → WPS	11.193	0.000	Supported
H3	WPS → EWB	5.459	0.000	Supported
H4	AI → WPS → EWB	4.907	0.000	Supported

9. Findings

The research findings of the current study offered full support for all of the hypotheses, thus validating that artificial intelligence has a significant impact on both employee well-being and workplace spirituality. Artificial Intelligence was found to have a large impact on Workplace Spirituality ($F^2 = 1.102$), thus validating that the implementation of Artificial Intelligence significantly impacts the way employees perceive a sense of meaning, community, and value alignment. Furthermore, workplace spirituality was found to have a medium impact on employee well-being ($F^2 = 0.561$), thus validating its significance as a psychological resource. The structural model explained 67.3% of the variance in employee well-being ($R^2 = 0.673$) and 52.4% of the variance in workplace spirituality ($R^2 = 0.524$), thus validating its explanatory power. More importantly, the current study found that workplace spirituality fully mediated

the relationship between artificial intelligence and employee well-being ($t = 4.907, p = 0.000$), thus validating its critical buffering function in the artificial intelligence-employee well-being relationship. The convergent validity of the research model was also supported, as the AVE values were found to be above 0.50, with composite reliability found to be above 0.87. Discriminant validity was established through the Fornell-Larcker criterion. All VIF values remained below 5, confirming the absence of multicollinearity and the overall robustness of the structural model. No multicollinearity was detected, with all VIF values below the threshold of 5, confirming the robustness of the structural model.

10. Suggestions

Based on the findings, HR practitioners and organisations are encouraged to use a human-centric approach in the design and integration of AI systems, which does not replace meaningful work. It is encouraged that organisations use a well-being assessment to track the psychological effects of the integration of AI systems, which might result in technostress and disengagement. In addition, training programmes be designed to enhance the digital literacy skills of employees in the use of AI systems, which might help employees work confidently without feelings of anxiety and a lack of purpose. Finally, it is encouraged that organisations design an ethical governance structure in relation to the integration of AI systems, which might help eliminate the feeling of being controlled by technology, creating a supportive work environment.

11. Conclusion

The study concludes that artificial intelligence (AI) has a major impact on workers' health and happiness, and trust at work is a key factor in balancing this impact. AI will help to operate business more efficiently, reduce labour hours, and enhance job performance. However, to get the most benefit from AI, employees should have meaning, purpose, and alignment with the values of their respective organisations. All these workplaces are an important part of spirituality. The study uses the job demand-resource model and self-determination theory to emphasise that AI should be used in a way that promotes psychological development, independence, and connection. Encouragement of trust at work enhances workers' ability to adapt to AI's changes, thereby improving their health. Therefore, companies should not see the addition of AI as merely an improvement in technology; They should see it as a shift that puts people first and values the moral, spiritual and social aspects of work.

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