WORKPLACE SPIRITUALITY, HAPPINESS AND SOCIAL SUSTAINABILITY: AN INTEGRATIVE MEDIATED MODEL

Ms Rupinder Kaur[1*], Dr. Vandana Madaan[2], Dr. Sultan Singh[3]

[1*]Research Scholar, MM Institute of Management, Maharishi Markandeshwar (Deemed to be University), Mullana- Ambala, Haryana, India, Email id-rupinderghotra96@gmail.com
[2]Associate Professor, MM Institute of Management, Maharishi Markandeshwar (Deemed to be University),Mullana- Ambala, Haryana, India, Email id-vandana.madaan@mmumullana.org
[3]Professor, MM Institute of Management, Maharishi Markandeshwar (Deemed to be University),Mullana- Ambala, Haryana, India, Email id-profsultansingh@gmail.com

*Corresponding Author: Ms Rupinder Kaur
*Research Scholar, MM Institute of Management, Maharishi Markandeshwar (Deemed to be University), Mullana- Ambala, Haryana, India, Email id-rupinderghotra96@gmail.com

Abstract
In recent times, a new and promising construct, *i.e.,* workplace spirituality has attracted the attention of organizational research. Spirituality at workplace is a structure of organisational ethics witnessed into the culture that enhances the workers experience of transcendence by means of work process; facilitate their sense of connection with others in a manner that furnish the feelings of fulfillment as well as happiness. Creating wholesome organization is a big challenge in this competitive world. One of the fundamental aspects of any organization is happiness of its employees. The employment practices that promote workplace happiness are crucial for cultivating a sustainable manpower. In today's dynamic environment, the role of sustainable manpower, which is a crucial asset for the survival of health sector, can't be neglected. Despite all this, research linking these variables with employees' well-being is a domain that has not received much attention. The current study is aimed to find out the relationship between spirituality, happiness and social sustainability at workplace among the employees of healthcare sector. This study is exploratory-cum-descriptive in nature. A sample of 329 doctors and staff nurses of multi-specialty hospitals in Haryana was taken using multistage sampling and snowball sampling. A structured questionnaire has been designed to collect the data, and identify what makes people happy at the workplace and motivate them to do work with full dedication. Smart-PLS 4.0 was used for processing and analyzing the data. The findings indicate a significant mediating effect of workplace happiness in the relation between workplace spirituality and social sustainability. The study highlights the significance of applying spirituality at work to enhance the level of happiness among the doctors and nurses and also offer valuable knowledge about the relation between workplace spirituality, workplace happiness, and social sustainability in health sector.

Keywords: Happiness at workplace, Healthcare, Social sustainability, Workplace spirituality

Introduction
Social sustainability is much highlighted phenomenon of organization in the literature, despite its significance has only been recognized in recent past in the developing economies. Social sustainability is the amiability of relation between the organization and workers on a relatively constant basis. Sustainability is a complicated term that includes meeting up our own requirement without impacting future generation's capacity to meet their own demands. It inspires businesses to make decisions

concerning long-term human, environmental and social impacts through the sustainable development (Samaie *et al.,* 2020). It is acknowledged that sustainable development strives to strike equilibrium between social well-being, environment integrity and economics (Mensah, 2019). Sustainability can be measured by using three pillars, *i.e.,* economy, environmental and social sustainability (Cohen, 2017). It is observed that social sustainability is not as simple as environment and economic sustainability, and cannot be assessed by using the same techniques as another two (Hussain *et al.,* 2018). Social sustainability is the survival plan for the organizations to build systems in which individuals have a desire to do work for a particular organization, the capability to perform duties properly, and the possibility to work towards improved health, work-life balance and lower stress (Davidescu *et al.,* 2020). It is an extensive strategy to recognize the impact of work on workers.

The healthcare sector is the most important sector of the economy and directly associated with the public welfare. It is labor intensive; but the quality and its flow of services are dependent on the quality of its workers' performance (Ullah, Z. *et al.,* 2020). The whole nation needs healthcare services despite its economical standings (Comber *et al.,* 2011). There is no different viewpoint that services in health sector are very sensitive and any kind of error can't be afforded as it could cost a human life (Amin *et al*., 2013; Swain *et al.,* 2018). The quality of healthcare services is the mirror image of the commitment and competence of its employees. This sector aims to promote, maintains, restore and improve the health indicator of a country. Nevertheless, healthcare industries remain in pressure for many reasons (Ullah *et al.,* 2017). The need for health care services is increasing day by day owing to rise in population and healthcare facilities, especially in growing economies (Khan *et al.,* 2017). In limited resource countries, the morbidity or disease rate is very high and health care facilities are not at all up to the mark (Evans *et al*., 2001). Healthcare sector is overloaded and serving so many patients beyond their potential (Ullah, Z. *et al*., 2020). Therefore, the seemingly effective intervention is growing and refining the social sustainability of healthcare sectors. Practitioners, researchers and administrators focused mainly on two aspects of sustainability such as environment sustainability and economic sustainability and giving very less attention to social sustainability (Rasmussen *et al*., 2017). Hence, it is essential to explore the social sustainable health sector models to achieve effectiveness and efficiency in healthcare services (Hussain *et al.,* 2019; Hovlid, 2019). Healthcare sector has many stakeholders like patients, pharmaceutical companies, government agencies and healthcare professionals. Healthcare workforce is the frontline stars and impacts the complete service quite profoundly (Ullah, Z., 2017).

Moreover, sustainability is a very broad term as the three pillars are also represented as planet, people and profit (Kaur & Kumar, 2022). This means that an organization can be sustainable only if it saves the natural resources, remain financially good and has healthy employees. A firm cannot be sustained in the absence of well-being of its workforce because they are an important part of the organization. As it is abundantly clear that the workers are useful to all categories of business as they are essential for sustainable enterprises. Some organizations dismiss workers happiness as ancillary or even irrelevant to success, whereas researches show that happiness is very important component of a successful firm (Richard Matthews, 2014). Happiness is a neglected corollary of sustainability. In fact, happiness contributes to the social sustainability.

Previously, happiness was solely dependent on one's family, friends, and connections. In the workplace, the primary focus was on achieving profits, increasing productivity, meeting demand, and increasing efficiency. However, a few decades ago, it was thought that success at workplace has major connection with employees' happiness. Happiness is defined as the collective admiration of the whole life in general and also creates positive energy. Less satisfaction and happiness at work continues to diffuse the workplace settings. The workers, who do well at work, are happier, healthier and have better social relationships (Vella-Broderick, 2012). Workplace happiness is an important predictor of the workers intention to quit. Despite this, happiness was rarely discussed. Happiness is very indefinite statement

that only the person may experience (Veenhoven, 2008). Happiness at workplace increases the workers retention, contribute to additional savings and enhance the satisfaction level of employees, which is also an origin of invaluable public relationships. A happy employee is more likely to participate in organization sustainable programs. All of these give the idea that happiness at workplace is a main feature of successful sustainable organization.

In this competitive world, organizations should lead from front to create ambience of happiness, ownership and engagement. Happiness encourages the productivity and creativity, which plays a significant role in sustainable growth. Happiness at the workplace isn't just about having a positive affective experience, but also having a sense of joy and pleasure, as it also means having a purpose or meaning in your work-life. In addition, a person is considered to be happy when he/she experiences positive emotions repeatedly. Working with a sense of spirituality and happiness at the workplace leads to increased affectivity in the organization, as it can cultivate patience, tolerance and serenity among the employees during difficult times (Rego *et al.*, 2011). Nowadays, majority of the people are becoming spiritual, not just in their personal lives but also in their professional lives as well (Neck and Milliman, 1994). It has been found that spirituality at the workplace can make people feel more connected to others and also act as a motivator to keep employees in the organization.

The employees, who are happy from inside, have better analytical abilities and better at handling the adversity. If employees feel that their work is have meaning, then they have a sense of community, practice human values at their workplace, and experience happiness at workplace, perform excellent and derive job satisfaction (Tosniwal, A. *et al.,* 2021). Thus, the current study aims to recommend a conceptual model consist of workplace spirituality, workplace happiness and social sustainability. However, there are limited studies on this subject, which limits its development, application and expansion. To fill these gaps, the study addressed the following research questions:

RQ1. What is the relationship between workplace spirituality, workplace happiness and social sustainability?

RQ2. Whether workplace happiness has a mediating effect on relation between spirituality at workplace as well as social sustainability?

The research paper is divided into five sections. The first part includes the introduction of the study, research gaps as well as research questions. Second section comprehensively reviews the relevant literature for the development of conceptual model as well as hypotheses. The third part comprises the research methodology while the analysis and data interpretation is covered in the fourth section. The last segment includes the conclusion, discussion of the study, implications as well as directions for the future researches.

Review of Literature
Workplace Spirituality
Maintaining a healthy and happy organization is a big challenge now-a-days for the leaders in this competitive environment. One important aspect of an organization is employees' well-being. Organizations are made up of a group of people and their spiritual needs must be met, otherwise people will become unhappy and the organization's spirituality will suffer (Krishnalumar *et al.*, 2002). According to Mousa and Alas, 2016 'Bringing employees together, and their hearts, minds, souls and bodies at one place is very essential for the success of the organization and of the individual.' Hence, the interest in the spirituality at workplace is growing rapidly.

The concept of 'workplace spirituality' has become a new buzzword in today's organizations (Mousa and Alas, 2016), and is very popular aspect among the organizations to achieve employee happiness. In spite of that, studies' linking this variable with the employees' well-being has not achieved much attention. The term 'workplace spirituality' is defined as the "recognition that the employees possess in

inner life that nourishes and is enriched by the purposeful work done in context of the community (Ashmos& Duchon, 2000). But it is important to note that there is a difference between workplace spirituality and religious belief. Spirituality concentrates on individual experiences from inner being, whereas religion includes formal structured institutional beliefs (Petchsawang, 2008). Spirituality is basically drawn from own experiences of practicing mindful meditation that doesn't include religious beliefs or practices. Instead, the practice is helpful in developing consciousness, wisdom, mindfulness and compassion. Ferguson, Milliman and Czaplewsi, (2003) originate a workplace spirituality scale, which depends on Ashmos and Duchon's scale and also defined workplace spirituality as an environment within which employees experience the meaningful work within a community as well as aligned with the organisational values.

Ashmos and Duchon highlighted that spirituality at work encompasses three dimensions, i.e.*,* meaningful work, inner life as well as sense of community. The first dimension includes meaningful work, *i.e.,* organizing the activities at the workplace that give meaning to the individual's life, whereas the second dimension involves understanding one's power and its utilization at work, and the third dimension includes the connection that employee has with other human beings at workplace. Based on study of Ashmos and Duchon, 2000 and other literature, a new dimension came up, *i.e.*, alignment with the organisational values (Milliman *et al.,* 2003). This basically refers to association between one's own values, and mission and vision of organization.

According to Donde *et al.* (2000), workers will find their work meaningful when they will have their individualistic goals in life. In this scenario, the integration of workplace spirituality encourages its employees to get a consistent perspective towards their organisation, society as well as family. Many times, workers' life, family as well as spiritual life are disconnected (Cavanagh, 1999). But, when the employees' professional life is linked to the spiritual life, then it will generate a dynamic force in the overall lives of workers. By possessing such powerful force in their life, employees can experience greater happiness, enjoyment, balance as well as meaningful work regardless of thousands of working hours. The connection between work lives as well as spiritual lives generates more satisfaction among individuals for their job. In consequence, organisations with a more creative and efficient workforce tend to derive more innovations (Gibbons, 2001).

Workplace Happiness
Happiness can be defined as the state of growing, prospering, or flourishing and leaving this world in good shape (Fredrickson *et al.,* 2005). According to Neshatdoost *et al.,* (2009) happiness stimulates a person's activity, enhances awareness, fosters creativity, promotes his social connections, and also contributes to health. In other words, happiness is a beneficial concept which cultivates stronger work relationships among workers within their work surroundings (Bagheri *et al.,* 2011). The researchers found that adjustment of environmental noise, humidity, brightness as well as temperature directly impacts employees' performance. Hence, it can be stated that one effective approach to enhance the workplace efficiency is to use the happy workforce (Bahadorinezhad, 2004). When the employees feel happy, they become motivated and engaged, which helps in increasing the productivity. By giving priority to employees' health, organizations may able to increase more productive, happy and positive environment for all the employees. But the relation between happiness and social sustainability often goes unnoticed, yet it plays an important part. In fact, happiness contributes to the social sustainability.

Social Sustainability
Social sustainability is basically a process for developing and maintaining the sustainable and successful place that will contribute to the well-being of the workers, by getting what employees require from the setting in which they reside as well as work. Social sustainability, as per Huq *et al.,* (2014) is

concerned with the human element of sustainability. According to Laguna (2014), social sustainability focuses on addressing the matters that are linked with the quality of life and directs decision makers to contemplate the potential social outcomes of their actions. Such type of decisions are taken into consideration that each and every individual has a chance to experience a complete existence with regards tophysical, intellectual, emotional as well as spiritual health (Silvis, 2012).

To conserve positive work attitude, ethics, workplace happiness, workforce productivity and creativity, organization's success and sustainability, the researchers have suggested that workplace spirituality is very important in stable work surroundings. The shifting from materialism to spirituality is important for the accomplishment of sustainable development (Dhiman & Marques, 2016). Chalofsky and Krishna (2009) stated that workplace spirituality adds to the moral stability of individuals by enhancing their spiritual needs. If the workers carry their spiritual features to the workplace, then they will able to be happy, satisfied, productive and intelligent, that will enhance their sustainability (Koh and Desa, 2011).

Workplace Spirituality and Workplace Happiness

Spirituality at workplace is crucial in considering the emotions at workplace (Shaheen &Ghayas, 2022) as workplace spirituality and emotions are interlinked together. Moreover, the lack of spirituality in the workplace can result in negative emotions. As a result, it is more effective to utilize the concept of spirituality at workplace rather than trying to eliminate the emotions from the work environment. The use of spirituality at workplace may foster positive emotions among employees. As a result, it will enhance happiness at the workplace. The following hypothesis is proposed for this purpose:

H1: Workplace spirituality has significant relationship with workplace happiness.

Workplace Happiness and Social Sustainability

Creating wholesome organization is a big challenge nowadays where the world is engulfed in rapid economic and social transformation and society asks for socially responsible behavior from the organizations (Tiwari *et al.,* 2021). One of the fundamental aspects of any organization is happiness of its employees. Previous researches have shown that if employees working in the organizations are healthy and happy, then their performance undoubtedly increases. The employment practices that promote workplace happiness are crucial tools for cultivating a sustainable workforce. Despite all these advances, the relationship between happiness and social sustainability often goes unnoticed; however, it plays an important part. In fact, happiness plays a crucial role in fostering social sustainability. The following hypothesis is proposed for this purpose:

H2: Workplace happiness has significant relationship with social sustainability.

Workplace Spirituality and Social Sustainability

At the workplace, spirituality involves achieving the consensus with oneself and others that subsequently fosters harmony among the community as well as environment. Spirituality is seen as the source of sustainability; hence, a workplace that integrates spirituality appears to be the source of sustainable workplace. Spirituality and sustainability are interlinked and there is no sustainability without spirituality (Dhiman and Marques, 2016). The following hypothesis is proposed for this purpose:

H3: Workplace spirituality has significant impact on social sustainability.

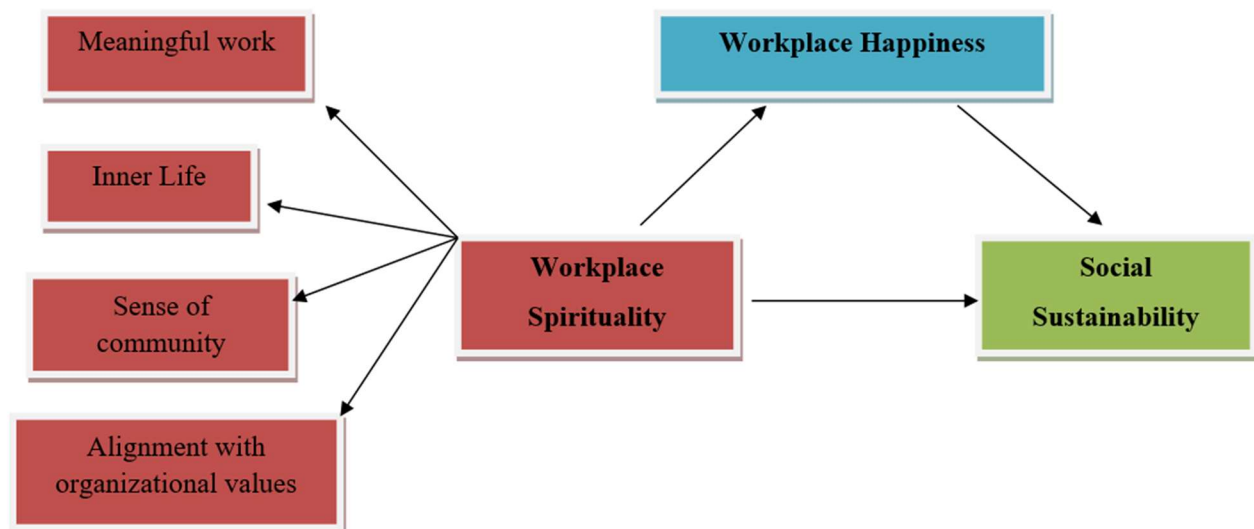## Workplace Spirituality, Workplace Happiness and Social Sustainability

Emotions cannot be eliminated from the work settings nor can their influence on outcomes be ignored. Hence, many people have started to believe that rather than trying to eliminate emotions, the managers

should try to look emotions unconventionally and utilize it for the enhancement of the organization. In addition to, workplace spirituality can lead to positive emotions such as happiness among employees. If the workers carry their spiritual features to the workplace, then they will able to be happy, satisfied, productive and intelligent, which will strengthen their sustainability (Koh *et al.,* 2011). The following hypothesis is proposed for this purpose:

H₄: Workplace happiness mediates the relationship between workplace spirituality and social sustainability.

Conceptual Model

Based on the literature and prepositions, the researcher proposes the following model that basically deals with three main concepts, *i.e.,* workplace spirituality, workplace happiness and social sustainability. The study covers the healthcare professionals, *viz,* doctors, nurses & allied, working in the selected multi-specialty hospitals in Haryana.

Research Objectives

1. To assess the relationship between workplace spirituality, workplace happiness and social sustainability.
2. To assess mediating effect of workplace happiness on relation between workplace spirituality and social sustainability.

Research Methodology

Sample and Data collection

The study's target population was healthcare workers, *viz,* doctors, nurses & allied of selected multi-speciality hospitals in Haryana. Primary data used in the study were collected through online and offline mode. The questionnaire consists of demographic questions as well as structured research questions. The sample size was determined using the G*Power software, as referenced by Faul *et al.,* (2009) at the setting of 0.80. The sample size of 68 was calculated by the software whereas the researchers collected 329 usable responses, significantly exceeding the required number of respondents.The multistage sampling was used for selecting the sample: firstly, a list of all the hospitals in Haryana was prepared, secondly, multi-specialty hospitals of Haryana were separated based on divisions and districts, thirdly, districts having highest number of multi-specialty hospitals were selected and then

data was collected with the help of snowball technique.

Measures

The questionnaire used in the study was adapted from the instruments used by previous researchers. Respondents were asked to evaluate each item on a five-point Likert scale ranging from "Strongly Disagree to Strongly Agree". Workplace spirituality has been assessed through four dimensions, *i.e.,* meaningful work (07 items), inner life (05 items) from Ashmos and Duchon's scale; whereas sense of community (07 items) and alignment of values (08 items) were assessed through the scale of Milliman *et al.,* (2003). Happiness at Work Scale (HAWS; Salas-Vallina and Alegre, 2018) was used in this study to measure happiness at work (09 items). This short measurement was developed from 31-items questionnaire in the research conducted by Salas-Vallina *et al.,* (2017a). The items reflected the three dimensions of job satisfaction, engagement and affective organizational commitment (3 items each). Social sustainability was assessed through the 9 items scale adapted from the research conducted by Khan *et al.,* (2014).

Data Analysis and Results

In the current study, structural model pathway was evaluated using the PLS-SEM method and analyzed with the statistical software Smart PLS 4. PLS-SEM is particularly significant, as referenced by Chin *et al.,*(2003) especially when handling limited sample size and for analyzing the correlation among newly incorporated variables (Dash *et al.,* 2021). The sample include 329 respondents, where 91.5% employees were in the age group upto 35 years, 66% respondents hold Bachelor degree, whereas 34% hold Master degree. Further, 49.5% were male and 50.5% were female. 73.6% of them were unmarried, while remaining 26.4% were married. The most of the respondents, *i.e.,* 93.6% have experience between 0-10 years, whereas 6.4% have experience above 10 years. Furthermore, 65% respondents were doctors and 35% were nurses. The demographic details of the respondents in healthcare sector are presented in Table 1.

Demographic variable	Categories	Frequency	Percentage
Age	Upto 35	301	91.5
	Above 35	28	8.5
Highest Qualification	Graduation	217	66.0
	Post Graduation	112	34.0
Gender	Male	163	49.5
	Female	166	50.5
Marital Status	Unmarried	242	73.6
	Married	87	26.4
Experience	0-10 years	308	93.6
	Above 10 years	21	6.4
Position in Hospital	Doctor	214	65
	Nurse	115	35
Total		329	

Table 1.
Demographic details (N=329)

Measurement Model Assessment

The measurement model assessment of all the constructs was evaluated according to the guidelines

provided by (Hair *et al.,* 2019 and 2022). As shown in Table no. 2, the factor loadings for first order constructs exceeded the permissible limit of 0.70 (Sarstedt *et al.,* 2017), except for seven items, that were retained because the threshold limit of AVE, were well above 0.50 as referenced by (Hair *et al.,*2022). The calculated results for Cronbach's Alpha Reliability, Composite Reliability as well as rhoA was fairly more than the acceptable limit of 0.70 as per Hair *et al.,* (2019), therefore confirming the reliability. The AVE values were found to be well above than the accepted value of 0.50 as per Hair *et al.,* (2022), therefore, confirming the convergent validity.

Construct	Items Code	Factor Loadings	Cronbach's alpha	rhoA	CR	AVE
Workplace Spirituality	MW1	0.726	0.845	0.848	0.883	0.519
	MW2	0.684				
	MW3	0.813				
	MW4	0.692				
	MW5	0.717				
	MW6	0.708				
	MW7	0.693				
	SC1	0.667	0.855	0.859	0.89	0.536
	SC2	0.759				
	SC3	0.790				
	SC4	0.701				
	SC5	0.677				
	SC6	0.733				
	SC7	0.790				
	AV1	0.777	0.916	0.917	0.932	0.631
	AV2	0.808				
	AV3	0.736				
	AV4	0.815				
	AV5	0.828				
	AV6	0.819				
	AV7	0.784				
	AV8	0.785				
	IL1	0.775	0.868	0.871	0.905	0.655
	IL2	0.857				
	IL3	0.799				
	IL4	0.825				
	IL5	0.789				
Workplace Happiness	ENG1	0.905	0.81	0.814	0.889	0.728
	ENG2	0.781				
	ENG3	0.868				
	JS1	0.893	0.841	0.845	0.904	0.76
	JS2	0.898				
	JS3	0.822				
	AOC1	0.842	0.849	0.851	0.909	0.769
	AOC2	0.891				
	AOC3	0.896				
Social Sustainability	SS1	0.732	0.88	0.881	0.903	0.51

SS2	0.737	
SS3	0.707	
SS4	0.667	
SS5	0.723	
SS6	0.703	
SS7	0.719	
SS8	0.746	
SS9	0.693	

Table 2. Measurement model results

The discriminant validity for the first order constructs was demonstrated using the HTMT ratio. According to Table no. 3, the HTMT ratios were well below the acceptable value of 0.85 as referenced by Henseler *et al.,* (2015), except two items that is valid as per Gold *et al.* (2001) that propose a threshold limit of 0.90, therefore establishing the discriminant validity of constructs.

	AOC	AV	ENG	IL	JS	MW	SC	SS	
AOC									
AV	0.504								
ENG	0.57	0.432							
IL	0.488	0.615	0.513						
JS	0.539	0.421	0.621	0.42					
MW	0.551	0.765	0.551	0.85	0.471				
SC	0.49	0.831	0.549	0.722	0.433	0.884			
SS	0.638	0.597	0.44	0.629	0.408	0.592	0.532		**Table 3.** Discriminant validity

Note (s): AOC= Affective organizational commitment, AV= Alignment of values, ENG= Engagement, IL= Inner Life, JS= Job Satisfaction, MW= Meaningful work, SC= Sense of community, SS= Social Sustainability

Structural Model Assessment

The structural model assessment was performed following the guidelines specified by (Hair *et al.,* 2019 and 2022).The inner Variance Inflation Factor (VIF) values were calculated to assess multicollinearity issues within the dataset. As VIF range of all the items were well below than the threshold value of 3.33 as per Hair *et al.,* (2019), therefore, no evidence of multicollinearity is seen as shown in Table 4.

	VIF (inner)
WH -> AOC	1.000
WH -> ENG	1.000
WH -> JS	1.000
WH -> SS	1.478
WS -> AV	1.000
WS -> IL	1.000
WS -> MW	1.000
WS -> SC	1.000

WS -> SS	1.478
WS -> WH	1.000
Table4. Structural model assessments	

Consequently, structural model was evaluated using R^2 i.e. coefficient of determination and Q^2 i.e. predictive relevance. In Table 5, the value of R^2 of WH is (0.323), which shows that, 32.3% variance in WH explained by WS. Likewise, R^2 of SS is (0.385) which explained 38.5% variance. Therefore, the coefficient of determination should be accepted in this study. The appropriate value of coefficient of determination (R^2) must be greater than 0 or 0.1 according to Chin (1998). Likewise, values of the predictive validity (Q^2) were also greater than zero as per Hair *et al.,* (2017), which shows that conceptual model is a good predictor. The SRMR (Standardized Root Mean Square Residual) values was used to assess the model fit, resulting in a value of 0.077, which is below the permissible limit of 0.08, as shown in Table 5 (Henseler *et al.,* 2016). Hence, it is considered as a good fit index.

Construct	R	ADJ R	Q	SRMR
WH	0.323	0.321	0.317	0.077
SS	0.385	0.381	0.310	
Table 5. Saturated model assessment				

In the present study, hypotheses were tested following the validation of measurement as well as structural model was assessed using the 10,000 bootstrapping methods in Smart-PLS 4.0. The first hypothesis aims to study the relation between workplace spirituality (WS) as well as workplace happiness (WH). The results indicate that t-value **(**9.402) is above than 1.96 and *p*-value (0.000) is below than 0.05. Hence, the hypothesis (H_1), *i.e.,* workplace spirituality has significant relationship with workplace spirituality, is accepted.

The second hypothesis is to examine the relationship of workplace happiness (WH) with social sustainability (SS). The results indicate that t-value **(**4.555) is above than 1.96 and *p*-value (0.000) is below than 0.05. Hence, the hypothesis (H_2), *i.e.,* workplace happiness has significant relationship with social sustainability, is accepted.

The third hypothesis is to analyze the impact of workplace spirituality (WS) on social sustainability (SS). The results indicate that t-value **(**5.95) is above than 1.96 and, *p*-value (0.000) is below than 0.05. Hence, the hypothesis (H_3), *i.e.,* workplace spirituality has significant impact on social sustainability, is accepted.

Relationship effect	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	t-statistics (|O/STDEV|)	P values	Accept/Reject
WS -> WH	0.569	0.565	0.06	9.402	0.000	Accepted
WH -> SS	0.313	0.312	0.069	4.555	0.000	Accepted
WS -> SS	0.386	0.384	0.065	5.95	0.000	Accepted
WS -> WH -> SS	0.178	0.177	0.048	3.689	0.000	Accepted
						Table 6. Results of Hypotheses construct

Mediation analysis

The mediating relationship in 10,000 subsamples of the model was examined through bootstrapping method. As presented in Table 6, mediation effect is calculated amongst WS, WH and SS. The specific indirect effect was determined to be significant as the t-value (3.689) is above than 1.96 and *p*-value (0.000) is below than 0.05. Hence the hypothesis, *i.e.,* workplace happiness (WH) mediates the relation between workplace spirituality (WS) as well as social sustainability (SS), is accepted.

Discussion and Conclusion

Caring for others is considered as a noble profession. For healthcare professionals, saving the lives derive a deep sense of pride, fulfillment and happiness. This study analyzed the relationship between workplace spirituality, workplace happiness and social sustainability. The finding of the research highlights a significant relationship between the workplace spirituality, workplace happiness, and social sustainability. Although, current research is part of a series of studies that aimed to illustrate the concept of spirituality at workplace (Milliman *et al.,* 2003; Rego & Cunha 2008; Vandenberghe, 2011; Pradhan *et al.,* 2017; Hussain & Hussain, 2020; Mónico&Margaça 2021; Iqbal *et al.,* 2021; Saeed *et al.,* 2022). The study findings indicate that spirituality in the workplace is related to workplace happiness. This is in agreement with the findings of the study of Shaheen &Ghayas (2022). Further, the study also suggested that spirituality is interlinked with social sustainability; spirituality in context of workplace involves achieving the consensus with oneself and others that subsequently fosters harmony among the community as well as environment. Spirituality is seen as the source of social sustainability; hence, a workplace that integrates spirituality appears to be the source of sustainable workplace. The study of Rezapouraghdam *et al.,* (2019) explored the role of workplace spirituality in enhancing social sustainability. Moreover, it is also found that happiness mediates the relation between workplace spirituality and social sustainability. Results of the study highlight the importance of workplace spirituality in the health sector. The present research indicates that the dimensions of spirituality at workplace not only enhance happiness, but also strengthen the social sustainability. Therefore, it is concluded that spirituality at workplace is essential to keep the healthcare workers happy and satisfied. To sustain the contentedness and happiness of medical professionals, the health sectors should promote spiritual practices such as yoga, mindfulness and gratitude exercises for healthcare employees. Hence, it is recommended that the health sector should take the essential steps to strengthen the emotional and psychological health of healthcare workers.

Implications of the findings

The findings of the present study will help the healthcare workers, *i.e.,* doctors and nurses to have happiness at their workplace. At the point, when there is an absence of fellow companions and social contact at the work environment, sentiments of void, separation, aloofness from others, and passionate hardship is probably going to appear. Enhancing the characteristics of practicing spirituality could be a good choice to increase their happiness at work. Workplace spirituality is measured by four dimensions and each dimension has its own benefits in the life of healthcare workers. Meaningful work dimension of workplace spirituality leads to higher job satisfaction and engagement, which is very crucial in the health sector where burnout rates are very high. When health workers find their work meaningful, then they feel more committed, motivated and engaged, which improves the patient care. The inner life focuses on the personal spiritual well-being and inner peace of individuals. Inner life practices such as mindfulness, meditation and self-reflection can help healthcare workers develop emotional resilience, which is very essential for managing the stress environment leading to better coping mechanisms and reduced emotional exhaustion. Another dimension i.e. sense of community fosters better collaboration

and teamwork. When healthcare workers experience a strong sense of belonging, then they are inclined to work cohesively, share knowledge and support one another. Alignment with organizational values can boost motivation and commitment. Health workers are more likely to go beyond their roles when they believe in the organization's mission and values, leading to higher levels of engagement and dedication. Promoting these elements can contribute to a sustainable and resilient healthcare system, which can lead to improved patient care, satisfaction and health outcomes. Further, HR practitioners may conduct workshops and training sessions on workplace spirituality for educating present as well as future business tycoons about the relationship between spirituality and work output. For creating a positive work environment within a hospital, which is crucial for enhancing happiness at work among healthcare professionals, they can recognize the importance of fostering positive relationships between doctors, nurses and the organization to facilitate a healthy work-life balance. To increase happiness at work effectively, hospitals should prioritize promoting spirituality and organizational support. The organization can offer individual counseling sessions aimed to foster increased happiness in the lives of those who require assistance. The study can contribute effectively to the holistic well-being of healthcare professionals by addressing their physical, emotional and spiritual needs at workplace. Organizations can also plan some casual exercises that make workplace additionally fascinating and cheerful, and creating feeling of work environment spirituality.

Limitations and future research directions
The present study, like other studies, is also not flawless. It did not address the gender differences, and restricted to doctors and nurses of healthcare sector of Haryana only. Thus, for the greater generalizability, it is suggested to replicate the study in other states or sectors of the Indian economy. Further, the upcoming researchers can explore the moderating role of the perceived alternative employment opportunities on the relation between workplace spirituality and workplace happiness. Other dependent variables, in addition to social sustainability, like job satisfaction and OCB can also be used in the future research studies. Furthermore, other dimensions of workplace spirituality, *i.e.,* mindfulness, compassion and transcendence, may also be studied to assess their impact on workplace happiness.

References
1. Afshari, H., Agnihotri, S., Searcy, C., & Jaber, M. Y. (2022). Social sustainability indicators: A comprehensive review with application in the energy sector. *Sustainable Production and Consumption*, *31*, 263-286.
2. Ahmed, R. R., Soomro, F. A., Channar, Z. A., Hashem E, A. R., Soomro, H. A., Pahi, M. H., & Md Salleh, N. Z. (2022). Relationship between different dimensions of workplace spirituality and psychological well-being: Measuring mediation analysis through conditional process modeling. *International Journal of Environmental Research and Public Health*, *19*(18), 11244.
3. Alahbabi, A. M. F. M., Anidah, R., & Al-Shami, S. A. (2021). A framework of servant leadership impact on job performance: The mediation role of employee happiness in UAE healthcare sector. *Academy of Strategic Management Journal*, *20*, 1-14.
4. Atan, A., Ozgit, H., &Silman, F. (2021). Happiness at work and motivation for a sustainable workforce: Evidence from female hotel employees. *Sustainability*, *13*(14), 7778.
5. Awada, N. I., & Ismail, F. (2019). Happiness in the workplace. *International Journal of Innovative Technology and Exploring Engineering*, *8*(9), 1496-1500.
6. Belwalkar, S., & Vohra, V. (2016). Workplace spirituality, job satisfaction and organizational citizenship behaviors: A theoretical model. *International Journal of Business and Management*, *11*(8), 256-262.

7. De Carlo, A., Dal Corso, L., Carluccio, F., Colledani, D., & Falco, A. (2020). Positive supervisor behaviors and employee performance: The serial mediation of workplace spirituality and work engagement. *Frontiers in Psychology*, *11*, 569847.

8. Gangwani, S., Alhalawany, R. M., & Sheikh, S. (2020). Determinants of employee workplace happiness in hospitality sector in Riyadh. *International Journal of Innovation, Creativity and Change*, *14*(12), 1209-1228.

9. Garcia Zamor, J.C. (2003). Work-place spirituality and organizational performance. *Public Administration Review*, *63*(3), 355-363.

10. Ghayas, M. M., Hussain, S., Khan, M. U., & Hussain, Z. (2023). Happiness as a mediator in the relationship between workplace spirituality and job satisfaction among nursing staff. *Journal of Social Sciences and Media Studies*, *7*(2), 54-61.

11. Grzeda, M. (2019). Tikkun Olam: Exploring a spiritual path to sustainability. *Journal of Management, Spirituality & Religion*, *16*(5), 413-427.

12. Indradevi, R. (2020). Workplace spirituality: Successful mantra for modern organization. *Journal of Critical Reviews*, *7*(6), 437-440.

13. Iqbal, Q., Ahmad, N. H., & Ahmad, B. (2021). Enhancing sustainable performance through job characteristics via workplace spirituality: A study on SMEs. *Journal of Science and Technology Policy Management*, *12*(3), 463-490.

14. Lewandowska, A., Ullah, Z., AlDhaen, F. S., AlDhaen, E., &Yakymchuk, A. (2023). Enhancing organizational social sustainability: exploring the effect of sustainable leadership and the moderating role of micro-level CSR. *Sustainability*, *15*(15), 11853.

15. Mahipalan, M., & Sheena, S. (2019). Workplace spirituality and subjective happiness among high school teachers: Gratitude as a moderator. *Explore*, *15*(2), 107-114.

16. Mendoza-Ocasal, D., Navarro, E., Ramírez, J., & García-Tirado, J. (2022). Subjective well-being and its correlation with happiness at work and quality of work life: An organizational vision. *Polish Journal of Management Studies*, *26*(1), 202-216.

17. Miller, D. W., &Ewest, T. (2013). The present state of workplace spirituality: A literature review considering context, theory, and measurement/assessment. *Journal of Religious &Theological Information*, *12*(1-2), 29-54.

18. Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, *16*(4), 426-447.

19. Mohd Zawawi, N. F., & Abd Wahab, S. (2019). Organizational sustainability: A redefinition? *Journal of Strategy and Management*, *12*(3), 397-408.

20. Rathee, R., &Rajain, P. (2020). Workplace spirituality: A comparative study of various models. *Jindal Journal of Business Research*, *9*(1), 27-40.

21. Robina-Ramírez, R., Medina-Merodio, J. A., Estriégana, R., & Jimenez-Naranjo, H. V. (2022). Money cannot buy happiness: improving governance in the banking sector through spirituality. *Corporate Governance: The International Journal of Business in Society*, *22*(3), 546-561.

22. Samul, J. (2019). Spiritual leadership: Meaning in the sustainable workplace. *Sustainability*, *12*(1), 267.

23. Srivastava, S., Mendiratta, A., Pankaj, P., Misra, R., &Mendiratta, R. (2022). Happiness at work through spiritual leadership: A self-determination perspective. *Employee Relations: The International Journal*, *44*(4), 972-992.

24. Sulphey, M. M. (2022). A meta-analytic literature study on the relationship between workplace spirituality and sustainability. *Journal of Religion and Health*, *61*(6), 4674-4695.

25. Upadhyay, R. K., Mishra, A. K., & Jain, V. (2019). Workplace spirituality and subjective happiness at higher educational institutions: An Indian perspective. *International Journal of Work Organization and Emotion*, *10*(4), 339-356.

26. Wulandari, N., Gantara, A. T., &Wijayanti, R. W. (2024). Aligning company's business goals, social responsibility and employee happiness in the banking industry. *Journal of Management Development*, *43*(2), 222-235.