Workplace Spirituality: A Tool for Promoting Mindfulness and Enhanced Well-Being in Employees

Haris Fujiari[1], Siti Sumiati[2]

[1,2]*Department of Management, Faculty of Economics, Sultan Agung Islamic University, Semarang, Indonesia*

Abstract: A key component of a healthy organization is the mental well-being of its employees. Workplace spirituality and mindfulness are increasingly favored by organizations. Nonetheless, research on how these elements influence employee wellbeing remains insufficiently explored. The main goal of this study is to investigate how mindfulness and workplace spirituality jointly affect employee well-being. The findings indicate a significant relationship among the three studied variables. Additionally, both workplace spirituality and mindfulness were identified as important predictors of mental well-being. This study enhances existing literature by shedding light on the factors that influence employees' mental well-being and suggests ways to improve it within organizations.

Keywords: Workplace Spirituality, Mindfulness, Employee Well-being

1. Introduction

A survey conducted by Ernst & Young (EY) in 2023 with employee respondents in Indonesia revealed that an increasing number of employees are considering resigning from their jobs in the next 12 months, with the main reason being to find better employee well-being programs. Companies that prioritize employee well-being tend to have higher retention rates and can attract the best talent. Therefore, it is important for companies to recognize and implement programs that support employee well-being, not only to enhance performance but also to build a positive reputation as an ideal workplace.

Addressing the issue at the end of 2023, the Minister of State-Owned Enterprises (SOEs) Erick Thohir ensured that all SOEs could create a work environment that is productive, healthy, safe, comfortable, and happy for all members of the SOE Group. This was emphasized in a circular letter about the Employee Well-being Policy (EWP) in the SOE environment, addressed to all Boards of Commissioners, Directors, and SOE Employees. The SOE Minister's initiative through this circular regarding the implementation of well-being is a step expected to improve the quality of life and productivity in the workplace. Previously, the main focus of improving well-being was given to physical or material aspects, such as improving work facilities, physical health, and financial incentives. This approach has led to an understanding that overall employee well-being requires broader attention, not limited to material needs but also non-physical aspects such as mental health, job satisfaction, and spirituality in the workplace.

The importance of non-physical well-being underscores that a balance between physical and spiritual needs is key to achieving holistic well-being. This step is expected to bring about positive changes in how company management views and strives for well-being in the workplace. A significant current issue in organizations is the increasing complexity in the personal and professional lives of employees, which affects their emotional and psychological health. Therefore, the focus of organizations is gradually shifting towards creating a spiritual climate in the workplace that will influence individual spirituality and have a positive impact on well-being (Pawar, 2016). Although a number of researchers have acknowledged and understood the role of workplace spirituality in enhancing various forms of well-being (Khatri & Gupta, 2017; Mahipalan et al., 2019), a limited number of studies are found in state-owned enterprises, particularly in the power generation sector. This research aims to fill this research gap. Based on these field phenomena and the research gap, this study intends to investigate the emerging issue, namely the influence of workplace spirituality on enhancing employee well-being, applied in companies with mindfulness as a mediation.

2. Literature Review

2.1. Employee Well-being

Employee well-being is a subjective state encompassing multiple dimensions (emotion, happiness, material, social, and a balance between positive and negative emotions). Employee well-being is a key component that enables effective organizational outcomes. Thus, it can be concluded that the definition of employee well-being is a state that subjectively describes an employee's condition at their workplace and is influenced by the work environment (Wright et al., 2007).

Employee well being describes an employee's condition at their workplace and is influenced by the work environment (Wright et al., 2007). Zheng, X. (2015) argues that employee well-being is not only tied to

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employees' feelings and perceptions but also concerns their job and life satisfaction, and it cannot be separated from their psychological experiences and satisfaction levels with their job and personal/individual life. An important aspect of employee well-being is how much employees believe that senior leaders in the company truly care about their well-being. However, survey results prove that only about 39% of employees think that their senior leaders genuinely care about them.

2.2. Workplace Spirituality

Workplace spirituality offers a comprehensive perspective for individuals to seek significance and purpose in their job, foster connections and community, and link organizational objectives with personal ethics and values (Sehra, 2015). Workplace spirituality is defined by a deep sense of satisfaction, happiness in one's job, a sense of going beyond ordinary limits, and aserene inner state (Duchon and Plowman, 2005). Furthermore, it encompasses the individual's relationship with both others and the entirety of the universe (Mitroff and Denton, 1999). Milliman et al. (2003) acknowledge that the workplace is a domain in which spirituality can both exist and be shared and cultivated. Workplace spirituality encompasses profound and significant encounters as well as a feeling of inclusion for individuals in their professional environment. (Duchon and Plowman, 2005).

Workplace spirituality encompasses the elements of purposeful and meaningful employment, a sense of community, and transcendence (Petchsawanga et al., 2012). It is an inherent aspect of human nature that exists in every individual with different degrees of intensity. Workplace spirituality recognizes that individuals possess both an internal and external existence. It is imperative to prioritize one's own life energy since it directly influences the significance and effectiveness of one's external life (Ashmos and Duchon, 2000).

2.3. Mindfulness

There has been an increased interest in research on mindfulness due to its recognition as a psychological concept and the discovery of successful mindfulness-based interventions (Keng et al., 2011). Kabat-Zinn (2003) defines mindfulness as the intentional and nonjudgmental act of focusing one's attention on the present moment. When individuals possess knowledge and engage in the application of mindfulness enhancement practices such as yoga, meditation, and deep breathing, they exhibit a heightened level of focus and awareness towards the current moment. According to Allen et al. (2006), individuals have enhanced interactions with others, themselves, and their surroundings when they are fully engaged in the present moment. According to Roberts and Danoff-Burg (2010), persons who practice mindfulness are more vigorous and consistently participate in higher levels of physical exercise, while experiencing less sleep problems and overeating tendencies.

Two crucial elements of mindfulness are the receptive awareness and thoughtful observation of experiences, together with a deliberate and conscious engagement with the present moment (Lindsay & Creswell, 2015, 2017). Research has shown that mindfulness has an influence on several activities such as academic focus, memory, perceptual acuity, empathy, and self-worth (Walsh & Shapiro, 2006). Caldwell et al. (2010) and Shapiro et al. (2008) also examine the beneficial effects of several mindfulness approaches, such as enhanced sleep quality, decreased stress levels, and advancements in personal well-being. According to Jacobs et al. (2011), mindfulness contributes to the improvement of the body's immune system by reducing stress and decreasing anxiety. The possibility to lead to organizational sustainability is there (Sulphey&Alkahtani, 2017). In the absence of mindfulness, individuals may experience indifference, which is characterized by the activation of defense mechanisms and a deliberate avoidance of thoughts or emotions (Brown & Ryan, 2003). During such circumstances, people depend on heuristics, assumptions, and established patterns of behavior to direct their actions and decision-making (Vohs et al., 2005).

2.4. Hypothesis Development

Workplace spirituality pertains to an individual's personal encounter with spirituality within the professional environment (Kolodinsky et al., 2008). Cavanagh and Bandsuch (2002) assert that workplace spirituality is an essential requirement in all organizations. Workplace spirituality is a significant issue that is studied in both scientific and empirical study (Gotsis & Kortezi, 2008). Sheep (2006) asserts that there is a significant connection between workplace spirituality and the mental wellbeing and overall quality of life of persons. According to Karakas (2010), spirituality in the workplace has the potential to decrease work-related stress and improve employee well-being. The study conducted by Mckee et al. (2011) demonstrates a direct correlation between these two variables. Additional notable empirical studies that have discovered empirical evidence supporting the correlation between workplace spirituality and employee well-being are Vandenberghe (2011) and Pawar (2016).

H1: Workplace spirituality has a significant positive effect on employee well-being.

Researchers in the field of management have shown substantial interest in the importance of spirituality in the workplace and how it affects many organizational outcomes, including organizational commitment, job satisfaction, employee engagement, and job performance. However, the existing literature on workplace spirituality offers only a restricted understanding of actual evidence concerning its impact on other important factors. The correlation between workplace spirituality and mindfulness is still not extensively investigated, with only a limited number of studies scientifically analyzing their interconnectedness. Shapiro et al. (1998) have shown a noteworthy association between these variables, based on the available studies. Pawar (2008) conducted a study on the significance of meditation in the workplace and discovered that it has the ability to clear employees' brains, leading to improved workplace spirituality and mindfulness. Petchsawang and McLean (2017) found that workplace spirituality facilitates the cultivation of mindfulness, wisdom, awareness, and compassion. An examination of the existing literature reveals that only a limited number of research have endeavored to ascertain the specific aspects under which these investigations are carried out. Therefore, this study aims to address these gaps in literature.

H2: Workplace spirituality has a significant positive effect on mindfulness.

In their study, Carmody and Baer (2007) investigated the effects of mindfulness-based cognitive therapy approaches on medical and psychological symptoms. They noticed a correlation between the use of mindfulness-based coping strategies and decreases in despair and anxiety. According to Hooker and Fodor (2008), the significance of mindfulness in attaining desired outcomes in the treatment of mental diseases is extensively recognized. The present literature provides further evidence of the correlation between mindfulness and mental wellness. In their study, Grossman et al. (2010) examined the impact of mindfulness-based therapies on mental health. They discovered a noteworthy association between these interventions and the decrease in psychological symptoms such as stress, burnout, and negative effects associated with anger. In line with these findings, Bice et al. (2014) reports have indicated that there is a significant connection between mindfulness and mentalwellness. Empirical evidence on the effectiveness of mindfulness in enhancing emotion regulation was also presented by Pidgeon et al. (2014). Currently, mindfulness is garnering heightened attention from social and health professionals owing to the substantiating evidence for mindfulness as a tool for social care. This is well-documented by numerous researchers that use mindfulness treatments into their practices. Mindfulness is linked to enhanced well-being in various domains, including anxiety and depression, emotion management, and psychological wellness. (Brown and Ryan, 2003).

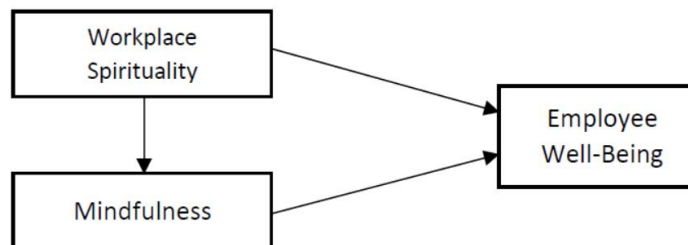**H3: Mindfulness has a significant positive effect on employee well-being.**

Figure 1: Proposed Model

3. Research and Method

3.1. Type of Research

This study is explanatory research. According to Singarimbun (2008), explanatory research focuses on the influence among determinant variables and tests the proposed hypotheses, which contain descriptions but are focused on the relationships between variables. The variables in this study include work environment, employee well-being, and work-life balance.

3.2. Operational Definitions of Variables and Indicators

In this study, the variables and indicators used are as follows:

Variables	Operational definition	Indicators	Measurement Scale
Workplace spirituality (X1)	Workplace spirituality is "an organizational value framework that is evident in a culture that encourages employee experiences of transcendence through the	Ashmos and Duchon (2000), Milliman et al., (2003): 1. Meaning in work 2. Sense of community 3. Alignment of values	Scale 1 to 7

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	work process, facilitating their sense of connection with others in a way that gives a feeling of completeness and joy" (Giacalone and Jurkiewicz, 2003).		
Mindfulness (X2)	Mindfulness is a state in which a person brings full attention to experiences happening in the present moment, in a nonjudgmental way (Brown & Ryan, 2003).	Baer et al., (2006) 1. Not reacting to inner experiences. 2. Observing, attending to, and being present with sensations, perceptions, thoughts, and feelings. 3. Acting with awareness, concentration, and without distraction. 4. Describing/labelling internal experiences with words. 5. Not judging experiences.	Scale 1 to 7
Employee well-being (Y1)	It is the overall positive experience and function of an employee within an organization and is a multidimensional construct consisting of physical, social, psychological aspects (Grant et al., 2007).	Baptiste (2007) 1. Employee commitment 2. Job satisfaction 3. Work-life balance satisfaction	Scale 1 to 7

3.3. Data Source and Data Collection Methods

According to Suliyanto (2018), primary data is data collected directly by the researcher from the first source. This data becomes secondary data if it is used by someone who is not directly involved with the research. In this study, data was obtained directly through surveys using a quantitative method, specifically through a list of questions in the form of a questionnaire to the employees of PLN Tanjung Jati B.

The technique for collecting primary data is obtained directly through the filling out of questionnaires by respondents. A questionnaire involves giving several written questions or statements to respondents to answer. According to Sugiyono (2017), a questionnaire can consist of closed or open statements, and can be given to respondents directly, sent by mail, or via the internet. The measurement scale used is an interval scale using the Likert Scale. To collect interval data and provide scores or a scale of values ranging from 1 to 7, with a description as follows:

1	2	3	4	5	6	7

Description:
1 = Strongly Disagree
2 = Disagree
3 = Somewhat Disagree
4 = Neutral
5 = Somewhat Agree
6 = Agree
7 = Strongly Agree

3.4. Data Analysis Methods

Descriptive analysis is an analysis that demonstrates the development and growth of a situation, which only provides an overview of that situation by describing the characteristics of the research object (Sekaran et al., 2016). In this example, we will explain the profile of the respondents and their responses to each research variable.

One of the variance-based Structural Equation Modeling (SEM) methods, Partial Least Square, is designed to address multiple regression issues when specific data problems arise, such as multicollinearity, small sample sizes, and missing values. This PLS approach is used to analyze predictive arrangements with a weak theoretical basis. PLS, a type of variance-based structural equation analysis (SEM), has the capability to test both structural and measurement models simultaneously.

SEM PLS model evaluation involves two distinct phases. The first phase involves assessing the Outer Model or measurement model, while the second phase involves evaluating the inner model or structural model, also known as structural measurement.

(a) Evaluation of the Outer Model or measurement model
(1) Evaluation of the Reflective Measurement Model encompasses several key aspects.

Firstly, researchers examine individual item reliability to ensure the consistency and accuracy of each measurement item. Secondly, they assess internal consistency or construct reliability to gauge the reliability of the overall construct. Additionally, attention is given to the average variance extracted to determine the amount of variance captured by the construct relative to measurement error. Finally, discriminant validity is scrutinized to ensure that constructs are distinct from one another and measure different aspects of the phenomenon under study.

Convergent validity is assessed through three key measurements. Firstly, the standardized loading factor indicates the degree of correlation between each measurement item (indicator) and its corresponding structure. An ideal loading factor value is ≥0.7, although in empirical research, a value ≥0.5 is generally deemed acceptable. However, items with loading factor values ≤0.4 should be considered for removal from the model. Secondly, internal consistency reliability is evaluated using metrics such as Cronbach's Alpha and Composite Reliability (CR), with a threshold value of ≥0.7 considered acceptable and ≥0.8 indicative of high reliability. Lastly, Average Variance Extracted (AVE) is examined to illustrate the extent of variance or diversity of manifest variables within a latent construct. AVE values of at least 0.5 are recommended by Fornell and Larcker (1981) and Yamin and Kurniawan (2011) as indicative of good convergent validity.

(2) Evaluation of the Formative Measurement Model

In formative measurement models, classical validity testing methods cannot be directly applied, rendering concepts like reliability (internal consistency) and construct validity irrelevant. Instead, reliance is placed on a rational theoretical basis and expert analysis for validation. The quality of the formative model hinges on five key considerations. Firstly, content specification entails ensuring adequate coverage of the latent construct to be measured, necessitating thorough discussion and verification of content accuracy. Secondly, specification of indicators demands clear definition and identification of indicators, supported by literature review, expert consultation, and validation through pre-tests. Thirdly, reliability indicators are crucial, reflecting the importance of indicators forming the construct. Two suggestions for assessing indicator reliability include ensuring alignment with hypotheses and requiring indicator weights to be at least 0.2 or statistically significant. Fourthly, collinearity indicators emphasize the avoidance of highly interrelated indicators or multicollinearity issues, assessed using the Variance Inflated Factor (VIF), where a value exceeding 10 indicates multicollinearity problems. Finally, external validity underscores the necessity of including all formed indicators in the model to ensure comprehensive coverage.

(b) Evaluation of the inner model or structural model (structural measurement)

The evaluation of the structural model encompasses several crucial steps. Initially, researchers assess the significance of relationships between constructs and variables by analyzing path coefficients, which indicate the strength of these connections, often employing statistical tests such as the t-test or C.R obtained through bootstrapping or resampling methods. Subsequently, attention is turned to the examination of the R^2 value, with established criteria by Chin (1998) categorizing R^2 values of 0.67, 0.33, and 0.19 as substantial, moderate, and weak, respectively.

Validation of the overall structural model hinges on the utilization of the Goodness of Fit (GOF) index, serving as a singular measure of combined performance between the structural and measurement models. Determined by multiplying the average communality index by the R^2 value of the model and taking the square root, the GOF index formula is expressed as $GoF = \sqrt{(Communality \times R^2)}$. Additionally, the Q^2 predictive relevance test is employed to validate the model, particularly if the endogenous latent variable has a reflective measurement model. A Q^2 value greater than 0 indicates a good predictive relevance, signifying that the exogenous latent variable effectively predicts its endogenous variable.

4. Result and Discussion
4.1 General Overview of Respondents

This research involved 69 respondents who are employees of PT. PLN (Persero) Unit Induk Pembangkitan Tanjung Jati B. An overview of the respondents or the respondent profile regarding age, gender, business experience, type of business, position in the company, and legal status of the company can be displayed in Table 4.1.

Table 4.1: Description of Respondents (n = 69)

No	Information	Amount	%
1	**Age (Year)**		
	≤ 40	53	77
	>41	16	23
2	**Gender**		
	Woman	9	12
	Man	60	87
3	**Years of service**		
	≤ 10	27	39
	> 10	42	61
4	**Level of education**		
	Senior High School / associate degree	17	25
	Bachelor / Magister	52	75

Based on the age of the respondents, it shows that the majority of respondents are aged less than 41 years, with a percentage of 77% amounting to 53 people. Respondents over 41 years old account for 23% with a total of 16 people. Based on gender, it shows that the majority of respondents are male, with a percentage of 87% totaling 60 people. Meanwhile, female respondents make up 13% with a total of 9 people. Based on the length of employment at PLN, it shows that the majority of respondents have been working for over 10 years, with a percentage of 61% totaling 42 people. Respondents with less than 10 years of service account for 39% with a total of 27 people. Based on the highest level of education, it shows that the majority of respondents have a bachelor's degree & magister with a percentage of 75% totaling 52 people. Respondents with a high school and associate degree or diploma as their highest education level make up 25% with a total of 17 people.

4.2 Research Variable Description

The description of the research variables includes four: workplace spirituality, and employee well-being. The variable descriptions are grouped into 3 categories: low category, score= 1.00 – 2.99; medium category, score 3.00 – 4.99; and high category, with a score of 5.00 – 7.00. A complete description of the variables is shown in Table 4.2.

Table 4.2: Research Variable Description

No	Variables and indicators	Mean	Standard Deviation
1	**Workplace spirituality**	**5,985**	**0,824**
	· Meaning in work	5,884	0,877
	· Sense of community	6,275	0,700
	· Alignment of values	5,797	0,894
2	**Mindfulness**	**4,930**	**1,322**
	· Not reacting to inner experiences.	5,551	1,057
	· Observing, paying attention to, and being present with sensations, perceptions, thoughts, and feelings.	5,261	1,045
	· Acting with awareness, focus, and without distraction.	4,739	1,500
	· Describing/labeling internal experiences with words.	5,101	1,298
	· Not judging experiences.	4,000	1,711
3	**Employee well-being**	**5,797**	**1,031**
	· Employee commitment	5,638	1,179
	· Job satisfaction	5,652	1,114
	· Work-life balance satisfaction	6,101	0,801

Based on Table 4.2, it is evident that the overall average response of respondents to the workplace spirituality variable is 5.985, which falls into the high category. This indicates that employees of PT. PLN Unit Induk Pembangkitan Tanjung Jati B find meaningfulness in their work, have a sense of community, and

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experience an alignment of individual values with the company. The overall average response of respondents to the mindfulness variable is 4.930, which falls into the medium category. This shows that employees of PT. PLN Unit Induk Pembangkitan Tanjung Jati B have sufficient ability not to react to inner experiences. Additionally, they are fairly capable of observing, paying attention to, and being present with sensations, thoughts, and feelings, acting with awareness, focus, and not easily distracted. The overall average response of respondents to the employee well-being variable is 5.797, which falls into the high category. This indicates that employees of PT. PLN UnitInduk Pembangkitan Tanjung Jati B have high levels of commitment, job satisfaction, and work-life balance.

4.3. Testing the Outer Model

The Partial Least Square (PLS) approach is used to analyze the data obtained in this study. The software used to analyze the collected data is SmartPLS (Hair et al., 2017). The variance-based PLS approach is preferred over the covariance-based methods because PLS has fewer restrictions on the size and distribution of the sample used (Chin et al., 2003). PLS is defined as a SEM technique where the measurement model and the theoretical structural model are assessed simultaneously (Chin et al., 2003). PLS can also address the issue of multicollinearity that often arises in multivariate regression analysis by transforming predictor variables into orthogonal components known as PLS (Chin et al., 2003).

Prediction of measurement and structural parameters occurs simultaneously, so the measurement model is usually conducted in two stages. The first stage, called the outer model, assesses the measurement model using confirmatory factor analysis to evaluate the reliability and validity of the theoretical constructs. The second stage, called the inner model, estimates the structural model, i.e., the paths or influences among research variables. The structural model is used to test hypotheses proposed in this research model. The measurement model's first stage is known as the outer model, assessing the measurement model using confirmatory factor analysis to evaluate the reliability and validity of the theoretical constructs. The measurement results can be seen in Table 4.3:

Tabel 4.3: Measurement Results of Variables (outer model)

Latent Variable	Indicators	Convergent validity		Internal Consistency Reliability		Discriminant Validity
		Loadings >0,7	AVE >0,5	Composite Reliability >0,7	Cronbach's Alpha >0,7	<1
Employee Wellbeing	EWB1 EWB2 EWB3	0,838 0,749 0,852	0,663	0,854	0,745	0,815
Mindfulness	MF1 MF2 MF3 MF4 MF5	0,908 0,731 0,823 0,920 0,880	0,731	0,931	0,718	0,776
Workplace Spirituality	WS1 WS2 WS3	0,910 0,791 0,861	0,732	0,891	0,817	0,781

4.4. Structural Model Testing Results (Inner Model)

The inner model, often referred to as the measurement model, is the second stage of testing using the Smart PLS version 3 approach. The purpose is to estimate the structural model, i.e., the paths or influences among research variables. The measurement results can be seen in Table 4.4 and Figure 4.1.

Table 4.4: Path coefficient

VariableRelationship	Pathcoef.	t-value	p-value	Result
WS -> EWB	0,448	3,088	0,002	H1 accepted
WS -> MF	0,782	16,012	0,000	H2 accepted
MF -> EWB	0,426	2,888	0,004	H3 accepted

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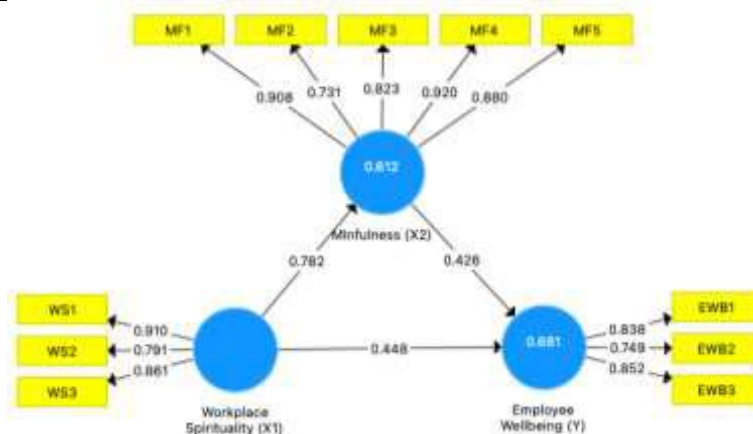Volume 07 - Issue 05, 2024
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Figure 4.1: Structural Model

4.5. Hypothesis testing

Hypothesis testing can be conducted based on Table 4.4 and Figure 4.1. According to the data analysis, workplace spirituality has a positive effect on employee well-being, evidenced by an original sample value of 0.448, meaning that better workplace spirituality among employees correlates with higher employee well-being. The t-test results show a p-value of 0.002 < 0.050, allowing the conclusion that workplace spirituality significantly influences employee well-being, thus H1 is accepted. Data analysis also indicates that workplace spirituality positively influences mindfulness, evidenced by an original sample value of 0.782, meaning that better workplace spirituality among employees of PT. PLN Unit Induk Pembangkitan Tanjung Jati B correlates with higher mindfulness. The t-test results show a p-value of 0.000 < 0.05, allowing the conclusion that workplace spirituality significantly affects mindfulness, thus H2 is accepted. Further, the data analysis shows that mindfulness positively affects employee well-being, evidenced by an original sample value of 0.426, meaning that better mindfulness among employees correlates with higher employee well-being. The t-test results show a p-value of 0.004 < 0.05, allowing the conclusion that mindfulness significantly influences employee well-being, thus H3 is accepted.

4.6. Results of the Indirect Effects Test

The relationship among variables can be observed through direct and indirect effects. The indirect effects among variables, using a significance level of 0.05 or a p-value of 0.05, can be seen in Table 4.5.

Table 4.5: Results of the Indirect Effects Test

Variable Relationship	Original Sample	T statistics	p-value
WS -> MF -> EWB	0,333	2,813	0,005

Based on Table 4.5, it can be concluded that the better the workplace spirituality possessed by employees, the more mindfulness they will attain. Mindfulness helps employees to understand truth and wisdom, as it involves full awareness and conscious attention to each moment without judgment. This wisdom will assist employees in understanding situations full of ambiguity within the current VUCA framework. Employees with a high level of mindfulness can thereby enhance their employee well-being.

4.7. R-Square (R2)

One common measurement model used to evaluate structural models is the coefficient of determination (R² value). This test is performed by evaluating the percentage of variance explained, typically by examining the R² value for endogenous latent variables. The ability of exogenous variables to explain endogenous variables in the model is usually categorized as strong, moderate, and weak. The results of the coefficient of determination test (R-square) can be explained in Table 4.6.

Table 4.6: R-square test results

No	Variabel	R Square	Adjusted R Square
1	Employee Wellbeing (EWB)	0,681	0,671
2	Mindfulness (MF)	0,612	0,606

Based on Table 4.6, it can be concluded that the Adjusted R Square value for the endogenous variable mindfulness is 0.606, meaning that 60.6% of mindfulness can be explained by workplace spirituality, and the remaining is explained by other variables outside the study. Furthermore, the Adjusted R Square value for the endogenous variable employee well-being is 0.671, meaning that 67.1% of employee well-being is explained by the variables mindfulness and workplace spirituality, with the remainder explained by other variables outside the study.

4.8. Discussion

Workplace spirituality significantly influences employee well-being. Employees with a high level of workplace spirituality, such as finding meaning in their work, feeling a sense of community, and alignment of individual values with those of the company, can reduce job stress and contribute to enhanced employee well-being. These findings align with the view that workplace spirituality is highly relevant to individual mental well-being and the quality of life of employees (Sheep, 2006). Workplace spirituality also significantly affects mindfulness. Employees with a high level of workplace spirituality, such as finding meaning in their work, feeling a sense of community, and alignment of individual values with those of the company. This research supports the opinion that workplace spirituality aids in the development of mindfulness (Petchsawang and McLean, 2017). Mindfulness significantly impacts employee well-being. Thus, employee well-being can be realized when employees possess mindfulness. Employees who can bring full attention to the present experience in a non-judgmental way can promote positive overall experiences and functioning of an employee (employee well-being). These findings are in line with the view that mindfulness plays a role in enhancing well-being across various areas such as anxiety and depression, emotion regulation, and psychological wellness (Brown and Ryan, 2003).

5. Conclusion

Based on the results of the discussion on the relationship between the variables studied, namely workplace spirituality, mindfulness, and employee well-being, it can be concluded that workplace spirituality has a positive and significant impact on both mindfulness and employee well-being. This implies that employees with higher levels of workplace spirituality experience greater mindfulness and better well-being. Additionally, mindfulness itself also significantly enhances employee well-being, indicating that improved mindfulness among employees correlates with higher levels of their overall well-being.

The findings of this study hold significant managerial implications, highlighting the importance of integrating workplace spirituality and mindfulness into organizational decision-making processes. It suggests that both company management andemployees should prioritize continuous development in these areas to foster employee well-being. This dual focus is deemed essential for not only promoting initial well-being but also ensuring its sustained maintenance over time. Future research endeavors could broaden the scope beyond the confines of PT. PLN (Persero) Unit Induk Pembangkitan Tanjung Jati B in Jepara, Central Java, to encompass a more diverse range of companies. Given the multitude of companies and their varying types, such studies could offer richer insights into the implications of workplace spirituality and mindfulness across different organizational contexts.

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