

# A Comparative Study of Generational Attitudes Towards Workplace Spirituality and Job Satisfaction Among Banking Employees

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## ABSTRACT

The study examines generational differences in perceptions of workplace spirituality and job satisfaction among banking employees in Southern Rajasthan. With growing workforce diversity in the banking sector, understanding how employees from different generational cohorts perceive meaning, values, and satisfaction at work has become increasingly relevant. The study adopts a quantitative, cross sectional, and comparative research design, drawing primary data from 261 banking employees representing Generation X, Generation Y, and Generation Z. Data were collected using a structured questionnaire measuring workplace spirituality and job satisfaction through Likert scale items, and the analysis was carried out using descriptive statistics, one way analysis of variance, and Pearson correlation. The findings reveal statistically significant generational differences in both workplace spirituality and job satisfaction, with younger employees reporting higher mean scores compared to older cohorts. In addition, a strong positive relationship is observed between workplace spirituality and job satisfaction across generations. The study contributes empirical evidence on the role of generational membership in shaping workplace attitudes and highlights the importance of fostering meaningful and value oriented work environments to enhance employee satisfaction in the banking sector.

**Keywords:** Workplace spirituality, Job satisfaction, Generational differences, Banking sector, Employee attitudes

## INTRODUCTION

The banking sector has undergone substantial transformation in recent years due to technological advancement, changing workforce demographics, and evolving employee expectations. As organisations increasingly employ individuals from multiple generational cohorts, differences in values, attitudes, and work related perceptions have become more visible. Within this context, understanding how employees perceive workplace spirituality and job satisfaction has gained importance, as these constructs are closely associated with employees' sense of meaning, engagement, and overall work experience.

Workplace spirituality reflects employees' perceptions of meaning, purpose, value alignment, and ethical orientation within the organisational environment, while job satisfaction represents the degree to which individuals feel content with various aspects of their job. Both constructs play a significant role in shaping employee attitudes and behaviours in service oriented sectors such as banking, where performance is strongly influenced by employee commitment and psychological well being. However, perceptions of

spirituality at work and satisfaction with job roles may not be uniform across employees, particularly when generational differences in expectations and work values are taken into account.

Despite the growing presence of generational diversity in the banking workforce, limited empirical attention has been given to examining how employees from different generations perceive workplace spirituality and job satisfaction simultaneously, particularly within the regional context of Southern Rajasthan. Addressing this gap, the present study focuses on examining generational differences in perceptions of workplace spirituality and job satisfaction among banking employees. By adopting a comparative and quantitative approach, the study seeks to provide empirical insights into how generational membership influences these perceptions and to explore the relationship between workplace spirituality and job satisfaction within the banking sector.

## REVIEW OF LITERATURE

(Topal et al., 2025) examined workplace spirituality and job satisfaction within the Turkish banking industry by operationalising workplace spirituality through inner life, sense of meaning, and sense of community. Using survey data from employees in the sector, the analysis indicated that each dimension of workplace spirituality was positively associated with job satisfaction, with community and meaning showing comparatively stronger contributions. This evidence is directly relevant to generational comparisons in banking because it positions workplace spirituality as a measurable perceptual construct with clear attitudinal implications for job satisfaction within a banking context.

(Dhir, 2025) investigated workplace spirituality as an antecedent of work-related attitudes, explicitly including job satisfaction, using a survey-based design analysed via PLS SEM. The findings supported a positive association between workplace spirituality and job satisfaction, reinforcing the view that employees who perceive greater meaning and connectedness at work tend to report more favourable job attitudes. Although not framed as a generational comparison, the study is relevant because it strengthens the empirical rationale for treating workplace spirituality as a predictor of job satisfaction that may vary across cohorts in sectoral settings.

(Kumar et al., 2025) tested workplace spirituality as a predictor of job satisfaction in an educational workforce context, employing a quantitative survey design to estimate the relationship between workplace spirituality and job satisfaction. The reported results supported workplace spirituality as a meaningful explanatory factor for job satisfaction, suggesting that employees who experience stronger spiritual alignment at work report higher satisfaction with their roles. For the present study, the value lies in reinforcing the conceptual expectation that workplace spirituality is not merely a philosophical idea but an empirically tractable perceptual domain that can differentiate levels of job satisfaction across employee segments, including generational groups.

(Ertemsir et al., 2024) focused on job satisfaction and demonstrated that workplace spirituality meaningfully shapes the strength of the association between organisational conditions and job satisfaction, using survey evidence from employees in a large service setting. The results indicated that employees with higher workplace spirituality reported greater job satisfaction, consistent with the idea that workplace spirituality amplifies positive attitudinal outcomes. This is relevant to a generational banking study because it implies that workplace spirituality may not only relate directly to job satisfaction but may also contribute to perceptual sensitivity to workplace experiences, which can plausibly differ across age-based cohorts.

(Mittal et al., 2024) examined workplace spirituality and job satisfaction among higher education teachers in India using a cross-sectional survey and SEM based modelling. The reported pattern supported a positive link between workplace spirituality and job satisfaction, indicating that spirituality-related perceptions at work align with more favourable evaluations of one's job. For the present research setting in Southern Rajasthan, this India based evidence is useful because it demonstrates contextual relevance for measuring workplace spirituality and job satisfaction using survey instruments, while also supporting the plausibility that subgroup comparisons, including generational splits, may reveal meaningful perceptual differences.

(Kim et al., 2024) explored job satisfaction across Generations Y and Z within an occupational cohort, using quantitative modelling to identify differences in job satisfaction patterns by generational group. The study reported that job satisfaction levels were not necessarily uniformly different across cohorts, but that the determinants of job satisfaction varied across the two generations. This supports the methodological logic of treating generation as a grouping variable when analysing perceptual outcomes, while also cautioning that generational differences may appear in the structure of attitudes even when mean differences are limited.

(Lee et al., 2023) compared job satisfaction across Generations X, Y, and Z within a workforce sample and reported statistically meaningful generational variation in job satisfaction, with Generation X showing higher job satisfaction relative to younger cohorts. The study is relevant because it demonstrates that generational group membership can correspond to distinct satisfaction profiles, which aligns closely with the present objective of identifying perceptual differences across generations. Although conducted outside banking, the results support the broader proposition that cohort based workplace experiences and expectations can translate into measurable differences in job satisfaction.

(Aftab et al., 2022) provided empirical evidence that workplace spirituality is associated with higher job satisfaction, using a quantitative survey design and structural modelling. While the study incorporated leadership elements, its core implication for the present research is that workplace spirituality functions as an explanatory pathway for job satisfaction and can be modelled empirically with robust measurement. This supports the current study's premise that workplace spirituality is likely to be meaningfully connected with job satisfaction outcomes, making generational comparisons of these perceptions substantively justified within service sector employment contexts.

(Bella et al., 2021) offered an applied examination of workplace spirituality in relation to job satisfaction by developing a structured questionnaire approach that links spiritual dimensions of work to satisfaction related outcomes. The study underscored that workplace spirituality can be operationalised through multidimensional perceptions, and that improvements in meaning and coherence at work can align with higher satisfaction responses. For the present study, this contributes methodological support for using structured instruments to measure workplace spirituality as a perceptual construct that can be compared across groups, including generational cohorts.

(Zhang, 2020) analysed workplace spirituality and explicitly positioned job satisfaction as a key attitudinal mechanism linked to workplace spirituality dimensions, using survey data and quantitative hypothesis testing. The study reported that workplace spirituality dimensions related positively to job satisfaction, indicating that stronger spiritual alignment at work coincides with more favourable job evaluations. This is relevant to the present research because it strengthens the theoretical basis for expecting a positive association between workplace spirituality and job satisfaction, while also supporting the feasibility of measuring both constructs reliably for subgroup analysis, including generational group comparisons.

## RESEARCH OBJECTIVE

To examine and empirically assess generational differences in perceptions of workplace spirituality and job satisfaction among employees in the banking sector in Southern Rajasthan.

## RESEARCH METHODOLOGY

**Research Design:** The study employed a cross-sectional and comparative research design to examine generational differences in workplace spirituality and job satisfaction among banking employees. This design was considered appropriate as it enabled systematic comparison of perceptions across generational groups while also allowing examination of the association between the two constructs within a single time frame.

**Research Approach:** A quantitative research approach was adopted for the study. This approach was suitable given the use of structured measurement scales, numerical data, and inferential statistical techniques such as analysis of variance and correlation to test the stated hypotheses objectively.

**Population and Sample:** The target population comprised employees working in the banking sector in Southern Rajasthan. Data were collected from a sample of 261 banking employees using a convenience sampling technique, primarily due to accessibility and organisational constraints. The sample included respondents from three generational cohorts, namely Generation X (82 respondents), Generation Y (115 respondents), and Generation Z (64 respondents).

**Sampling Technique:** A **non-probability sampling technique**, specifically convenience sampling, was employed

**Research Variables:** Generation served as the independent variable and was operationalised through three categories: Generation X, Generation Y, and Generation Z. Workplace spirituality and job satisfaction were treated as dependent variables. Workplace spirituality referred to employees' perceptions of meaning, purpose, and value alignment experienced at work, while job satisfaction denoted the overall level of contentment employees felt with various aspects of their job.

## Reliability of the Instrument

**Table 1.1: Reliability testing**

Construct	No of items	Cronbach Alpha
Workplace Spirituality	10	0.905
Job Satisfaction	10	0.902

The internal consistency of the measurement instrument was assessed using Cronbach's alpha. These values exceeded the commonly accepted threshold of 0.70, confirming the reliability of the scales used in the study.

**Instrument Development and Measurement:** Primary data were collected using a structured questionnaire comprising two constructs. Workplace Spirituality (**10 items**) and Job Satisfaction (**10 items**)

**Table 1.2: Opinion of the Respondents**

Construct	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Workplace Spirituality	I find a sense of meaning in the work I do.	0	9	106	132	14
		0.00%	3.45%	40.61%	50.57%	5.36%
Workplace Spirituality	My work is aligned with my personal values.	0	9	112	128	12
		0.00%	3.45%	42.91%	49.04%	4.60%
Workplace Spirituality	I feel connected to a larger purpose through my work.	1	8	103	136	13
		0.38%	3.07%	39.46%	52.11%	4.98%
Workplace Spirituality	I experience a sense of community with my colleagues at work.	0	11	99	127	24
		0.00%	4.21%	37.93%	48.66%	9.20%
Workplace Spirituality	My workplace encourages ethical and value-based behaviour.	0	10	113	122	16
		0.00%	3.83%	43.30%	46.74%	6.13%
Workplace Spirituality	I feel respected as a whole person at my workplace.	0	9	113	123	16
		0.00%	3.45%	43.30%	47.13%	6.13%
Workplace Spirituality	I can express my personal beliefs and values at work without discomfort.	0	12	104	134	11
		0.00%	4.60%	39.85%	51.34%	4.21%
Workplace Spirituality	My work contributes positively to others (customers, colleagues, or society).	0	16	96	126	23
		0.00%	6.13%	36.78%	48.28%	8.81%
Workplace Spirituality	I feel that my organisation supports personal growth and development.	0	13	112	116	20
		0.00%	4.98%	42.91%	44.44%	7.66%
Workplace Spirituality	I experience inner satisfaction from performing my job responsibilities.	1	5	113	124	18
		0.38%	1.92%	43.30%	47.51%	6.90%
Job Satisfaction	Overall, I am satisfied with my present job.	0	3	98	135	25
		0.00%	1.15%	37.55%	51.72%	9.58%
Job Satisfaction	I am satisfied with the recognition I receive for doing a good job.	0	5	100	136	20
		0.00%	1.92%	38.31%	52.11%	7.66%
		0	7	99	135	20

Construct	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job Satisfaction	I am satisfied with my opportunities for career advancement.	0.00%	2.68%	37.93%	51.72%	7.66%
Job Satisfaction	I am satisfied with the support I receive from my immediate supervisor.	0	10	96	126	29
		0.00%	3.83%	36.78%	48.28%	11.11%
Job Satisfaction	I am satisfied with the level of cooperation among colleagues in my workplace.	0	7	99	126	29
		0.00%	2.68%	37.93%	48.28%	11.11%
Job Satisfaction	I am satisfied with the fairness of policies and procedures in my organisation.	0	4	90	137	30
		0.00%	1.53%	34.48%	52.49%	11.49%
Job Satisfaction	I am satisfied with my work responsibilities and role clarity.	0	8	100	122	31
		0.00%	3.07%	38.31%	46.74%	11.88%
Job Satisfaction	I am satisfied with my work-life balance in this job.	0	3	96	141	21
		0.00%	1.15%	36.78%	54.02%	8.05%
Job Satisfaction	I am satisfied with the training and learning opportunities provided by my organisation.	0	8	101	133	19
		0.00%	3.07%	38.70%	50.96%	7.28%
Job Satisfaction	I am satisfied with my overall compensation and benefits.	0	5	102	127	27
		0.00%	1.92%	39.08%	48.66%	10.34%

### HYPOTHESES TESTING

In all three hypotheses were framed and tested

For the purpose of hypothesis testing, the primary data collected with the help of Likert statements relevant to workplace spirituality and job satisfaction were averaged for each respondent and were labelled as “Workplace Spirituality Mean” and “Job Satisfaction Mean”, respectively.

**H<sub>01</sub>: There is no significant difference in perceptions of workplace spirituality among Generation X, Generation Y, and Generation Z banking employees.**

For the purpose of testing the above-mentioned hypothesis, an ANOVA test was applied, and result so revealed have been presented below

**Table 1.3: Descriptive Statistics**

	n	Mean	Std. Deviation
Generation X	82	3.17	0.37
Generation Y	115	3.61	0.40
Generation Z	64	4.02	0.35
Total	261	3.57	0.50

**Table 1.4: ANOVA**

	Sum of Squares	df	Mean Square	F	p
Generation	26.23	2	13.12	89.62	<.001
Residual	37.76	258	0.15		
Total	63.99	260			

A one-way analysis of variance was conducted to examine generational differences in perceptions of workplace spirituality among banking employees. The results revealed a statistically significant effect of generation on workplace spirituality,  $F(2, 258) = 89.62, p < .001$ . Mean workplace spirituality scores differed across Generation X ( $M = 3.17, SD = 0.37$ ), Generation Y ( $M = 3.61, SD = 0.40$ ), and Generation Z ( $M = 4.02, SD = 0.35$ ), indicating substantial variation between the groups.

H01 was rejected. The ANOVA results demonstrated a significant difference in perceptions of workplace spirituality among Generation X, Generation Y, and Generation Z banking employees, as the p value was below the .001 significance threshold.

**H02: There is no significant difference in levels of job satisfaction among Generation X, Generation Y, and Generation Z banking employees.**

For the purpose of testing the above-mentioned hypothesis, an ANOVA test was applied, and the results are presented below

**Table 1.5: Descriptive Statistics**

	n	Mean	Std. Deviation
Generation X	82	3.29	0.37
Generation Y	115	3.71	0.38
Generation Z	64	4.11	0.43
Total	261	3.67	0.49

**Table 1.6: ANOVA**

	Sum of Squares	df	Mean Square	F	p
Generation	24.41	2	12.20	80.55	<.001
Residual	39.09	258	0.15		
Total	63.50	260			

A one way analysis of variance was conducted to examine generational differences in job satisfaction among banking employees. The analysis revealed a statistically significant effect of generation on job satisfaction,  $F(2, 258) = 80.55, p < .001$ . Mean job satisfaction scores differed across Generation X ( $M = 3.29, SD = 0.37$ ), Generation Y ( $M = 3.71, SD = 0.38$ ), and Generation Z ( $M = 4.11, SD = 0.43$ ), indicating clear variation among the three groups.

H02 was rejected. The ANOVA results showed a statistically significant difference in levels of job satisfaction among Generation X, Generation Y, and Generation Z banking employees, as indicated by the p value below .001.

**H03: There is no significant relationship between workplace spirituality and job satisfaction among banking employees across generations.**

For the purpose of testing the above-mentioned hypothesis, the Correlation test was applied, and the results have been presented below.

**Table 1.7: Correlation**

	r	p
Workplace Spirituality Mean and Job Satisfaction Mean	0.64	<.001

A Pearson correlation analysis was conducted to examine the relationship between workplace spirituality and job satisfaction among banking employees. The results revealed a statistically significant positive relationship between workplace spirituality and job satisfaction,  $r = 0.64, p < .001$ , indicating a strong association between the two variables.

H03 was rejected. The correlation analysis demonstrated a statistically significant relationship between workplace spirituality and job satisfaction, as the p-value was below the .001 significance level.

## FINDINGS

The findings indicate that perceptions of workplace spirituality vary significantly across generations in the banking sector. Younger employees, particularly those from Generation Z, report higher levels of workplace spirituality compared to Generation Y and Generation X. This suggests that generational membership plays an important role in shaping how banking employees perceive spiritual aspects of their work environment.

The findings demonstrate that job satisfaction varies significantly across generations within the banking sector. Employees from Generation Z exhibit the highest levels of job satisfaction, followed by Generation

Y, while Generation X reports comparatively lower satisfaction. This suggests that generational differences play an important role in shaping job satisfaction perceptions among banking employees. The findings confirm that workplace spirituality is strongly associated with job satisfaction among banking employees across generations. Employees who perceive higher levels of spirituality in their workplace tend to report greater job satisfaction, suggesting that spiritual aspects of the work environment play an important role in shaping overall job-related attitudes.

## CONCLUSION

The study provides empirical evidence of significant generational differences in workplace spirituality and job satisfaction among banking employees in Southern Rajasthan. The results confirm that younger employees, particularly those from Generation Z, report higher perceptions of both workplace spirituality and job satisfaction. Additionally, the findings establish a strong positive relationship between workplace spirituality and job satisfaction, underscoring the relevance of meaningful and value driven work environments in the banking sector.

## SUGGESTIONS BASED ON FINDINGS

1. Banking organisations should design workplace practices that foster meaning and purpose at work across all generational groups.
2. Management should promote ethical and value based organisational cultures to enhance employees' spiritual connection to their work.
3. Tailored engagement strategies should be developed to address the differing expectations of Generation X, Y, and Z employees.
4. Organisations should strengthen initiatives that support personal growth and development, particularly for older generational cohorts.
5. Supervisors should be trained to recognise generational differences in motivational drivers and satisfaction factors.
6. Policies aimed at improving work life balance should be reinforced to sustain job satisfaction across generations.
7. Opportunities for career advancement should be clearly communicated and structured to meet diverse generational expectations.
8. Banking institutions should encourage collaborative work environments to enhance a sense of community among employees.
9. Regular feedback mechanisms should be implemented to better understand generational perceptions of workplace spirituality.
10. Training programmes should incorporate value oriented and purpose driven components.
11. Human resource policies should be periodically reviewed to ensure fairness and transparency across all employee groups.
12. Organisations should invest in leadership development that emphasises empathy and ethical responsibility.
13. Employee recognition systems should be aligned with generational preferences to improve satisfaction levels.
14. Banking institutions should create inclusive environments that allow employees to express personal values respectfully.

15. Continuous assessment of employee attitudes should be conducted to adapt organisational practices to evolving generational needs.

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