

Examining the Influence of Workplace Spirituality Dimensions on Employee Job Satisfaction and Retention

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Abstract:

Workplace spirituality has gained attention as organisations seek to create work environments that provide meaning, connectedness and alignment between personal and organisational values. This study examined the influence of workplace spirituality on employee job satisfaction and retention. The study adopted a cross-sectional explanatory research design and a quantitative approach. Using purposive sampling, 255 employees working in Rajasthan were selected and data were collected through online and printed questionnaires. The instrument comprised 24 statements, with eight items for each of the three constructs. Simple linear regression analysis revealed that workplace spirituality significantly predicted employee job satisfaction and employee retention. According to the research, employees who feel more engaged, meaningful, and aligned with their values at work are more likely to be satisfied with their jobs and want to stay with their company.

Keywords: Workplace Spirituality Dimensions; Employee Job Satisfaction; Employee Retention; Meaningful Work; Sense of Community.

WORKPLACE SPIRITUALITY AS A FOUNDATION FOR POSITIVE EMPLOYEE OUTCOMES

For many employees, a job is more than a source of income. It can provide a sense of purpose, help them build relationships and make them feel that their efforts are valuable. Employees also prefer organisations where they are respected, supported and able to connect their personal values with their work. This experience is generally described as workplace spirituality.

Workplace spirituality is not about promoting religion within an organisation. It refers to finding meaning in work, feeling connected with colleagues and sharing values with the organisation. When employees experience these qualities, they may feel more comfortable and satisfied with their jobs. They may also develop a stronger sense of belonging and become more willing to continue working with the same organisation.

Job satisfaction reflects how employees feel about their work, recognition, supervisor support, growth opportunities, workplace relationships and working conditions. Employee retention refers to their willingness to remain with the organisation. Both are important because dissatisfied employees may gradually lose interest in their work or consider leaving.

The relationship between workplace spirituality, job satisfaction and retention may differ across workplaces and regions. Therefore, the present study examines whether workplace spirituality influences job satisfaction and employee retention among employees working in Rajasthan.

REVIEW OF LITERATURE

(Singh & Ahuja, 2025) examined whether workplace spirituality and individual spirituality moderated the relationship between job-related tension and job satisfaction. Data were collected from 345 employees working in banks across Delhi NCR, Haryana and Punjab and analysed through partial least squares structural equation modelling. The analysis showed that workplace spirituality positively moderated the relationship between job-related tension and job satisfaction. Meaningful work, a sense of community and compatibility between employee and organisational values appeared to lessen the adverse effect of work-related tension on satisfaction. The study is relevant because it positions workplace spirituality as an organisational resource capable of supporting employee job satisfaction in the Indian banking context.

(Nisa & Utama, 2025) investigated employee retention in the food and beverage sector by examining the effects of employee wellbeing and work engagement on intention to stay, with workplace spirituality as a moderating variable. The quantitative study collected Likert-scale responses from 180 employees in Yogyakarta and employed partial least squares structural equation modelling. Employee wellbeing and work engagement positively influenced intention to stay, although workplace spirituality did not significantly moderate these relationships. The findings suggest that the contribution of workplace spirituality to retention may depend on the organisational setting and the role assigned to it within the analytical model. This contextual variation supports further direct examination of workplace spirituality and employee retention.

(Mittal et al., 2024) explored the relationship between workplace spirituality and job satisfaction among 450 faculty members employed in Indian higher education institutions. The researchers used a cross-sectional survey and analysed the proposed relationships through partial least squares structural equation modelling. Occupational stress was examined as an explanatory mechanism connecting workplace spirituality with job satisfaction. The results highlighted the relevance of employees' spiritual experience at work for understanding satisfaction and the management of occupational stress. The study demonstrates that meaningfulness, workplace connectedness and spiritual experience can contribute to favourable job attitudes. Its focus on Indian employees provides an important basis for examining workplace spirituality and satisfaction in other regional and occupational settings.

(Rachmawati, 2024) examined workplace spirituality, ethical climate, organisational commitment and turnover intention among 165 inpatient nurses. The study followed a quantitative design and applied structural equation modelling through AMOS. Workplace spirituality positively influenced organisational commitment and negatively influenced turnover intention. Organisational commitment also mediated the relationship between workplace spirituality and turnover intention. The results indicate that spiritually supportive work environments can strengthen employees' attachment to their organisations and reduce their desire to leave. This evidence is directly relevant to employee retention because it links workplace spirituality with a lower inclination towards voluntary departure, although the analysis was confined to nurses within a specific healthcare setting.

(Aftab et al., 2023) investigated the relationships among ethical leadership, workplace spirituality and job satisfaction in the information technology industry. A cross-sectional survey was conducted among 268 employees, and the proposed model was evaluated using partial least squares structural equation

modelling. Ethical leadership promoted workplace spirituality and increased job satisfaction, while workplace spirituality partially mediated the association between ethical leadership and satisfaction. Self-efficacy further moderated the relationship between ethical leadership and job satisfaction. The analysis established workplace spirituality as an important pathway through which organisational practices may shape employees' evaluation of their jobs. It therefore reinforces the inclusion of workplace spirituality as a predictor of job satisfaction.

(Shrestha & Jena, 2021) studied the influence of workplace spirituality on organisational cynicism, counterproductive work behaviour and turnover intention. The sample comprised 138 employees from public and private organisations in Nepal. Linear and moderated regression analyses were used to test the direct effects and the buffering role of psychological capital. Workplace spirituality reduced organisational cynicism and turnover intention, although it did not significantly influence counterproductive work behaviour. Psychological capital moderated the relationship between workplace spirituality and turnover intention. The study is particularly relevant to retention because it indicates that employees who experience stronger spirituality at work are less inclined to consider leaving their organisations.

(Riasudeen & Singh, 2021) assessed leadership effectiveness, psychological wellbeing, workplace spirituality and employee work outcomes among 630 information technology employees in South India. The cross-sectional, non-experimental study used SPSS and LISREL to examine the proposed relationships. Leadership effectiveness and psychological wellbeing were positively associated with workplace spirituality, which subsequently influenced intention to quit, job involvement and organisation-based self-esteem. The results suggested that organisational values supporting connectedness and meaning could contribute to healthier employee attitudes and reduce withdrawal intentions. This study supports the relevance of workplace spirituality to employee retention, although it treated spirituality principally as a mediating mechanism rather than as a direct predictor.

(Ke et al., 2020) explored the effect of workplace spirituality on creative teaching behaviour and examined intrinsic job satisfaction as a mediator. Survey responses from 478 Chinese elementary and secondary school teachers were analysed through structural equation modelling. Workplace spirituality positively influenced creative teaching behaviour, while intrinsic job satisfaction fully mediated this relationship. The measurement scale also demonstrated satisfactory reliability and validity. The findings show that employees' experience of meaning, connection and shared purpose can enhance their internal satisfaction with work and translate into constructive workplace behaviour. The study provides empirical support for the relationship between workplace spirituality and job satisfaction, though it was restricted to the teaching profession.

(Garcia & Juevesa, 2020) examined workplace spirituality, work wellbeing and job satisfaction among 234 faculty members from state universities and colleges in the Philippines. The researchers adopted a descriptive correlational survey design and analysed the responses using frequencies, percentages, weighted means and Pearson correlation. Workplace spirituality demonstrated a strong positive relationship with both work wellbeing and job satisfaction. Faculty members who experienced greater meaning and connectedness at work also reported more favourable assessments of their employment. The study confirms the close association between workplace spirituality and job satisfaction, although its conclusions emerged from a particular educational and regional context.

RESEARCH METHODOLOGY

Research objectives

The following were the research objectives:

1. To examine the impact of workplace spirituality on employees' job satisfaction.
2. To assess the impact of workplace spirituality on employee retention.

Research Design

The study adopted a cross-sectional explanatory research design to examine the influence of workplace spirituality on employee job satisfaction and retention. The cross-sectional design enabled the variables to be assessed at a single point in time, while the explanatory orientation supported an examination of the predictive relationships proposed in the research objectives and hypotheses.

Research Approach

A quantitative research approach was followed because the study measured workplace spirituality, job satisfaction and employee retention through structured numerical responses. This approach was appropriate for calculating construct scores, summarising response patterns and testing the proposed relationships through simple linear regression.

Population and Sample

The target population comprised employees working in Rajasthan. A purposive sampling technique was employed to select respondents who could provide relevant information concerning workplace spirituality, job satisfaction and their intention to remain with their organisations. The final sample consisted of 255 respondents.

Research Variables

Table 1.1: Research Variable

Variable Name	Variable type	Explanation
Workplace spirituality	Independent Variable	It refers to employees' experience of meaningful work, supportive relationships and shared organisational values.
Employee job satisfaction	Dependent Variable	It refers to how satisfied employees are with their work, recognition, supervisor support, growth opportunities, workplace relationships and working conditions.
Employee retention	Dependent Variable	It refers to employees' willingness and intention to continue working with their present organisation.

Data Collection Procedure

The questionnaire was administered in both online and printed formats to obtain responses from employees working in Rajasthan.

Reliability of the Instrument

Table 1.2: Cronbach's Alpha

Construct	Number of Items	Cronbach's Alpha
Workplace spirituality	8	0.886

Construct	Number of Items	Cronbach's Alpha
Employee job satisfaction	8	0.858
Employee retention	8	0.871

As all coefficients exceeded the commonly accepted threshold of 0.70, the three scales demonstrated good internal consistency.

LIKERT SCALE ANALYSIS

Likert Scale Analysis (Workplace Spirituality)

Sno	Likert Statement	SD	D	N	A	SA	$\bar{X}$	σ
1	I find my work meaningful and purposeful.	10	43	68	74	60	3.51	1.14
2	My work contributes positively to my personal sense of fulfilment.	15	63	56	74	47	3.29	1.20
3	I feel connected to the people with whom I work.	13	50	72	66	54	3.38	1.17
4	Employees in my workplace support one another.	26	67	60	63	39	3.09	1.24
5	I experience a genuine sense of community in my workplace.	20	58	66	70	41	3.21	1.19
6	The values of my organisation are consistent with my personal values.	21	47	66	73	48	3.31	1.21
7	My organisation encourages employees to act according to shared ethical values.	17	57	64	67	50	3.30	1.21
8	My workplace enables me to express my authentic self through my work.	23	52	77	60	43	3.19	1.20

The overall workplace spirituality score reflected a moderate and somewhat mixed perception among respondents. Employees expressed comparatively stronger agreement that their work was meaningful and purposeful. However, perceptions concerning mutual support, workplace community, shared values and authentic self-expression were more restrained, indicating scope for strengthening employees' spiritual experience at work.

Likert Scale Analysis (Employee Job Satisfaction)

Sno	Likert Statement	SD	D	N	A	SA	$\bar{X}$	σ
9	I am satisfied with my present job.	14	49	68	73	51	3.38	1.16
10	I am satisfied with the nature of the work I perform.	22	52	69	73	39	3.22	1.19

11	I am satisfied with the recognition I receive for my work.	11	52	74	75	43	3.34	1.11
12	I am satisfied with the support provided by my immediate supervisor.	29	46	76	79	25	3.10	1.15
13	I am satisfied with my relationships with colleagues.	30	49	66	77	33	3.13	1.21
14	I am satisfied with the opportunities available for professional growth.	16	56	73	65	45	3.26	1.17
15	I am satisfied with the working conditions provided by my organisation.	21	43	77	73	41	3.27	1.17
16	Overall, my job meets my professional expectations.	19	60	64	78	34	3.19	1.16

Employee job satisfaction showed a moderate response tendency, respondents reported relatively favourable views regarding their present jobs and the recognition received for their work. Satisfaction with supervisory support, relationships with colleagues, professional growth, working conditions and the fulfilment of professional expectations remained less pronounced, suggesting that satisfaction was present but not consistently strong.

Likert Scale Analysis (Employee Retention)

Sno	Likert Statement	SD	D	N	A	SA	$\bar{X}$	σ
17	I intend to continue working with this organisation for the foreseeable future.	14	38	83	67	53	3.42	1.14
18	I would prefer to remain with this organisation even if another employer offered me a similar position.	25	59	52	66	53	3.25	1.29
19	I rarely think about leaving this organisation.	13	48	78	71	45	3.34	1.12
20	I see a long-term future for myself in this organisation.	29	55	82	52	37	3.05	1.21
21	I am willing to develop my career within this organisation.	21	56	70	69	39	3.19	1.18
22	I would recommend this organisation as a good place to build a career.	16	52	69	74	44	3.31	1.16
23	I feel committed to continuing my association with this organisation.	11	43	66	82	53	3.48	1.13
24	I expect to remain with this organisation during the next few years.	20	51	73	65	46	3.25	1.19

Employee retention reflected a moderate overall tendency, respondents expressed comparatively strong commitment to continuing their organisational association and a willingness to remain for the foreseeable future. Nevertheless, opinions about a long-term organisational future, career development and remaining

despite comparable external opportunities were mixed, revealing some uncertainty in sustained retention intentions.

HYPOTHESES TESTING

H₀₁: There is no significant impact of workplace spirituality on employees' job satisfaction.

For testing H₀₁, workplace spirituality score was used as the independent variable, while employee job satisfaction score was used as the dependent variable. Simple linear regression was applied to examine whether workplace spirituality significantly predicted employees' job satisfaction.

Table 1.3: Model Summary

R	R ²	Adjusted R ²	Standard error of the estimate
0.48	0.23	0.23	0.72

The regression model demonstrated a positive relationship between workplace spirituality and employee job satisfaction, $R = .48$. The coefficient of determination showed that workplace spirituality explained 23% of the variation in employees' job satisfaction, $R^2 = .23$, adjusted $R^2 = .23$.

Table 1.4: ANOVA

Model	df	F	p
Regression	1	77.50	<.001

The overall regression model was statistically significant, $F(1, 253) = 77.50$, $p < .001$.

Table 1.5: Summary of Coefficients

Model	Unstandard. Coef. B	Standard. Coef. Beta	Std. Error	t	p
Constant	1.76		0.17	10.13	<.001
WS_Score	0.45	0.48	0.05	8.80	<.001

Workplace spirituality emerged as a significant positive predictor of job satisfaction, $B = 0.45$, $SE = 0.05$, $\beta = .48$, $t(253) = 8.80$, $p < .001$. Based on the unstandardised coefficients, the estimated regression equation was:

Employee Job Satisfaction = $1.76 + 0.45(\text{Workplace Spirituality})$.

Decision

H₀₁ was tested using simple linear regression. As the regression model and the coefficient for workplace spirituality were statistically significant at the 5% level, The null hypothesis is rejected.

Finding

Employees reporting higher levels of workplace spirituality also tended to report greater job satisfaction. This suggests that meaningfulness, connectedness and value alignment within the workplace may contribute positively to employees' satisfaction with their jobs.

Conclusion

Since the null hypothesis H₀₁ is rejected, the researcher concludes that there is a significant influence of workplace spirituality on employee job satisfaction.

H₀₂: There is no significant impact of workplace spirituality on employee retention.

For testing H₀₂, workplace spirituality score was used as the independent variable, while employee retention score was used as the dependent variable. No grouping variable was applicable to this hypothesis. Simple linear regression was applied to examine whether workplace spirituality significantly predicted employee retention.

Table 1.6: Model Summary

R	R ²	Adjusted R ²	Standard error of the estimate
0.50	0.25	0.24	0.74

The regression model revealed a positive relationship between workplace spirituality and employee retention, $R = .50$. Workplace spirituality explained 25% of the variation in employee retention, $R^2 = .25$, adjusted $R^2 = .24$.

Table 1.7: ANOVA

Model	df	F	p
Regression	1	82.94	<.001

The overall regression model was statistically significant, $F(1, 253) = 82.94$, $p < .001$.

Table 1.8: Summary of Coefficients

Model	Unstandard. Coef. B	Standard. Coef. Beta	Std. Error	t	p
Constant	1.72		0.18	9.63	<.001
WS_Score	0.48	0.50	0.05	9.11	<.001

Workplace spirituality was a significant positive predictor of employee retention, $B = 0.48$, $SE = 0.05$, $\beta = .50$, $t(253) = 9.11$, $p < .001$. Based on the unstandardised coefficients, the estimated regression equation was:

Employee Retention = $1.72 + 0.48(\text{Workplace Spirituality})$.

Decision

H₀₂ was tested using simple linear regression. As the regression model and the coefficient for workplace spirituality were statistically significant at the 5% level, the null hypothesis is rejected.

Finding

Employees reporting stronger workplace spirituality also demonstrated a greater intention to remain with their organisation. This suggests that a workplace characterised by meaningful work, connectedness and alignment with organisational values may support employee retention.

Conclusion

Since the null hypothesis is rejected, the researcher concludes that there is a significant influence of workplace spirituality on employee retention.

SUGGESTIONS BASED ON FINDINGS

1. Employees often feel more connected with their work when they understand why it matters. Managers can explain how routine duties contribute to wider organisational goals.

2. Supervisory support needs greater attention. A manager who listens patiently, gives practical guidance and discusses mistakes without blaming employees can improve job satisfaction.
3. Building workplace relationships does not always require formal programmes. Regular team discussions, mentoring and shared problem-solving can gradually create trust among employees.
4. Staff members should have a chance to express their views before decisions affecting their work are taken. Their involvement may also strengthen their sense of belonging.
5. Appreciation does not need to be expensive or elaborate. Timely recognition of individual effort and team contribution can make employees feel that their work is noticed.
6. Career opportunities are often unclear to employees. Organisations can discuss possible growth paths and provide useful training so that employees can plan their future within the organisation.
7. Basic workplace concerns should not be overlooked. Fair workloads, suitable working conditions and access to necessary resources can make everyday work less frustrating.
8. Employee feedback is useful only when management responds to it. Confidential discussions or surveys can reveal concerns early and may prevent employees from considering departure.

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