
A Comparative Analysis of Spiritual Work Culture among Public and Private Sector Bank Employees in Jaipur

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Abstract:

The present study examines spiritual work culture among public and private sector bank employees in Jaipur, focusing on meaningful work, sense of community, alignment with organisational values, and overall spiritual work culture. In contemporary banking organisations, employees' experience of purpose, belongingness, ethical alignment, and value-based work practices has become increasingly relevant for understanding workplace effectiveness and employee perceptions. The study adopts a quantitative approach and is based on responses collected from 318 bank employees, comprising 171 private sector bank employees and 147 public sector bank employees. A structured questionnaire was used to measure spiritual work culture through 15 Likert-scale statements across three dimensions. The data were analysed through descriptive statistics, reliability analysis, and independent samples t-test. The findings indicate favourable perceptions across the three dimensions of spiritual work culture, with private sector bank employees reporting higher mean scores than public sector bank employees. The hypothesis testing results showed significant differences between the two groups for meaningful work, sense of community, alignment with organisational values, and overall spiritual work culture. The study contributes to the understanding of workplace spirituality in the banking sector by highlighting how organisational setting may shape employees' perceptions of purpose, community, and value alignment at work.

Keywords: Spiritual Work Culture, Workplace Spirituality, Banking Sector, Meaningful Work, Organisational Values.

SPIRITUAL WORK CULTURE IN THE BANKING WORKPLACE

Workplace culture has become an important area of academic and organisational inquiry, particularly in service-oriented sectors where employee attitudes and interpersonal behaviour directly influence institutional functioning. In the banking sector, employees are expected to manage customer expectations, operational responsibilities, regulatory discipline, and organisational performance demands. Within this context, spiritual work culture offers a meaningful lens for understanding how employees experience purpose, belongingness, ethical alignment, and value-based engagement in their workplace.

Spiritual work culture does not refer to religious practice within the organisation. Rather, it concerns the extent to which employees perceive their work as meaningful, experience a sense of community, and find alignment between personal values and organisational values. These dimensions are especially relevant in banks, where employees work in structured environments that require trust, cooperation, ethical behaviour, and customer-centred service. A workplace that supports purpose, mutual respect, and value-based conduct may contribute to healthier organisational relationships and more positive employee perceptions.

Public and private sector banks differ in organisational structure, administrative systems, work expectations, and managerial practices. These differences may shape employees' experiences of the workplace in distinct ways. Employees in both sectors perform similar banking functions, yet the internal culture, communication patterns, performance orientation, and employee support mechanisms may vary. Therefore, comparing spiritual work culture across public and private sector banks provides a useful basis for understanding whether employees perceive their work environment differently across banking sectors. The present study focuses on three broad dimensions of spiritual work culture: meaningful work, sense of community, and alignment with organisational values. Meaningful work reflects the extent to which employees experience purpose and personal relevance in their professional responsibilities. Sense of community relates to belongingness, cooperation, respect, and support among colleagues. Alignment with organisational values refers to employees' perception that organisational practices are consistent with fairness, integrity, dignity, and ethical conduct. Together, these constructs provide a structured understanding of spiritual work culture in the banking workplace.

Against this background, the study seeks to examine spiritual work culture among public and private sector bank employees in Jaipur. It aims to analyse whether employees differ in their perceptions of meaningful work, sense of community, alignment with organisational values, and overall spiritual work culture with respect to type of bank.

REVIEW OF LITERATURE

(Joshi et al., 2025) developed and validated a workplace spirituality scale grounded in the Indian yogic perspective. The study followed a mixed-methods design involving literature review, expert inputs and quantitative validation. The scale was tested on 232 bank employees from the Delhi NCR region, and the authors further examined its relationship with organisational commitment, work-life balance and job satisfaction through structural equation modelling. The study is directly relevant to the present research because it situates workplace spirituality within the Indian banking context and supports the need to measure spiritual work culture through structured dimensions rather than treating it as an abstract organisational idea.

(Singh & Ahuja, 2025) examined whether workplace spirituality and individual spirituality moderated the relationship between job-related tension and job satisfaction. The study used a PLS-SEM approach and was published in *Vikalpa: The Journal for Decision Makers*. Its focus on job-related tension and satisfaction among bank employees is useful for understanding workplace spirituality as a buffer in demanding service environments. The relevance to the present study lies in its recognition that banking work involves pressure, targets and customer responsibilities, where spiritual work culture may shape employees' perceptions of meaning, value alignment and satisfaction.

(Koul, 2025) explored the relationship between workplace spirituality, workplace attachment, workplace happiness and employee well-being. The study used survey-based evidence from working professionals in Indian organisations and applied structural equation modelling to test the proposed relationships. The findings indicated that workplace spirituality enhanced attachment and well-being, while workplace happiness played a mediating role. This study is relevant because it highlights that spirituality at work is connected with positive employee experiences, supporting the present study's focus on meaningful work, sense of community and organisational value alignment as core dimensions of spiritual work culture.

(Barik & Nayak, 2024) conducted a scoping review of workplace spirituality research to examine the evolution, conceptual structure and research gaps in the field. The review analysed 135 conceptual, review and empirical studies from more than 50 journals indexed in Scopus. The authors observed that workplace spirituality remains a complex and multidimensional construct involving individual, organisational, psychological and social variables. This review is relevant because it supports the present study's use of multiple dimensions, particularly meaningful work, sense of community and alignment with organisational values, while also highlighting the continuing need for context-specific empirical research.

(Mhatre & Mehta, 2023) reviewed the development of workplace spirituality literature and identified major themes, current progress and future research directions. The study synthesised prior research and emphasised the need for clearer construct development, stronger contextualisation and more empirical studies across sectors. Its relevance to the present study is evident because spiritual work culture in public and private sector banks remains a specific organisational context requiring focused empirical examination. The review also reinforces the importance of linking workplace spirituality with employee perceptions rather than limiting it to a general discussion of organisational ethics or values.

(Navare & Pandey, 2022) developed and tested a Karma Yoga scale to examine positive psychological outcomes at the workplace. The study drew from the Indian work ethic and used scale development procedures to connect spiritual philosophy with measurable workplace behaviour. Although the focus was on Karma Yoga rather than workplace spirituality in banks, the research is relevant because it demonstrates how Indian spiritual and ethical traditions can be operationalised for organisational studies. It also supports the present study's use of measurable constructs to examine purpose, value alignment and work-related meaning among employees.

(Hisam & Sanyal, 2021) examined the effect of four dimensions of workplace spirituality, namely meaningful work, inner life, sense of community and organisational values, on organisational commitment in an emerging economy context. The study used survey data from 117 respondents and analysed the model through SmartPLS. The findings indicated that meaningful work had the strongest influence on organisational commitment, followed by inner life and sense of community, whereas organisational values did not show a significant effect. The study is highly relevant because it uses dimensions closely aligned with the present research and demonstrates the empirical importance of meaningful work and community feeling in workplace spirituality.

(Utami et al., 2021) The study treated workplace spirituality as an organisationally relevant construct and examined how it contributes to employee commitment and extra-role behaviour. The findings indicated that workplace spirituality was positively associated with organisational commitment and citizenship behaviour. This study is relevant because it shows that spiritual work culture is not limited to personal belief but is connected with workplace attitudes and cooperative behaviour, which supports the present study's inclusion of sense of community and alignment with organisational values.

(Tutar & Oruç, 2020) examined the effect of personality traits on workplace spirituality. The findings provided empirical support for understanding workplace spirituality through employee-level perceptions. This study is relevant to the present research because it indicates that perceptions of spirituality at work may vary across employee groups, thereby supporting the need to compare spiritual work culture between public and private sector bank employees.

Research Gap

The reviewed studies indicate that workplace spirituality has increasingly been examined as a multidimensional construct linked with meaningful work, community feeling, value alignment, commitment, satisfaction, well-being and work-related attitudes. However, recent literature also shows that sector-specific and comparative studies remain important, especially in contexts where organisational structures and employee experiences differ. In the Indian banking context, limited attention has been given to the comparative assessment of spiritual work culture between public and private sector bank employees. The present study addresses this gap by examining meaningful work, sense of community, alignment with organisational values and overall spiritual work culture among public and private sector bank employees in Jaipur.

RESEARCH OBJECTIVE

To analyse the differences in spiritual work culture among bank employees with respect to selected demographic variables.

RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive and comparative research design to examine spiritual work culture among public and private sector bank employees in Jaipur. The descriptive aspect was suitable for presenting employees' perceptions of spiritual work culture, while the comparative aspect was appropriate because the study examined whether meaningful work, sense of community, alignment with organisational values, and overall spiritual work culture differed between public and private sector bank employees. The design was therefore consistent with the objective and hypotheses of the study.

Research Approach

The study followed a quantitative research approach. This approach was appropriate because the variables were measured through structured Likert scale statements and analysed using numerical scores. The approach also supported the use of descriptive statistics, reliability analysis, and independent samples t-test for examining differences between the two banking groups.

Population and Sample

The target population comprised employees working in public and private sector banks in Jaipur. The study was conducted on a sample of 318 bank employees. The sample included 171 respondents from private sector banks and 147 respondents from public sector banks. A disproportionate stratified random sampling technique was considered suitable because respondents were classified into two strata, namely public sector bank employees and private sector bank employees, and the sample was drawn with an unequal group distribution. This technique was appropriate for ensuring representation from both banking sectors while allowing natural variation in group size.

Research Variables

The independent variable of the study was type of bank, classified as public sector bank and private sector bank. The dependent variables were meaningful work, sense of community, alignment with organisational values, and overall spiritual work culture. Meaningful work referred to the extent to which employees perceived their work as purposeful, valuable, and personally significant. Sense of community referred to the perceived feeling of belongingness, mutual support, respect, and cooperation at the workplace. Alignment with organisational values referred to the extent to which employees perceived the bank's values, practices, and goals as consistent with ethical conduct, fairness, integrity, and employee well-being. Overall spiritual work culture was measured as the combined mean score of all Likert scale items used in the three constructs.

Construct mean scores were calculated by averaging the responses of the items belonging to each construct. Meaningful work was measured through five items, sense of community through five items, and alignment with organisational values through five items. The overall spiritual work culture score was calculated by averaging all 15 Likert scale statements. These mean scores were then used for descriptive analysis and hypothesis testing.

Instrument Development and Measurement

Primary data were collected through a structured questionnaire. The instrument included profile-related information and Likert scale statements related to spiritual work culture. The scale consisted of 15 statements divided into three constructs: meaningful work, sense of community, and alignment with organisational values. Each construct contained five statements. Responses were measured on a five point Likert scale, where 1 represented Strongly Disagree, 2 represented Disagree, 3 represented Neutral, 4 represented Agree, and 5 represented Strongly Agree. Higher mean scores indicated stronger agreement with the respective construct or overall spiritual work culture.

Data Collection Procedure

The study used primary data collected from employees of public and private sector banks in Jaipur through a structured questionnaire. The questionnaire was administered to obtain responses on the selected dimensions of spiritual work culture.

Reliability of the Instrument

The reliability of the instrument was examined using Cronbach’s alpha. The Cronbach’s alpha value for meaningful work was 0.774, for sense of community was 0.749, and for alignment with organisational values was 0.731. The overall spiritual work culture scale reported a Cronbach’s alpha value of 0.883. Since all alpha values were above the commonly accepted threshold of 0.70, the instrument showed acceptable internal consistency for further analysis.

Statistical Tools and Techniques

The data were analysed using descriptive statistics, reliability analysis, and an independent samples t-test. Descriptive statistics, including frequency, mean, and standard deviation, were used to summarise the responses and examine the general pattern of spiritual work culture among bank employees. Cronbach’s alpha was used to assess the internal consistency of the measurement scale. An independent samples t-test was applied to test all four hypotheses because each hypothesis compared the mean scores of two independent groups, namely public sector bank employees and private sector bank employees.

LIKERT-SCALE STATEMENT ANALYSIS

Table 1: Likert Statements for Meaningful Work

	Statements	SD	D	N	A	SA	\bar{X}	σ
1	My work gives me a sense of purpose and personal meaning.	6	33	122	119	38	3.47	0.90
2	I feel that my job contributes positively to the lives of customers.	5	22	120	130	41	3.57	0.86
3	My work responsibilities are aligned with my personal values.	3	28	112	133	42	3.58	0.86
4	I feel motivated when my work helps the organisation achieve its goals.	2	35	129	107	45	3.50	0.89
5	My work provides opportunities for personal growth and self-development.	1	34	111	128	44	3.57	0.87

The findings for meaningful work indicate a generally favourable response pattern, with all five items recording mean scores above the neutral level. Respondents showed comparatively stronger agreement that their work responsibilities align with personal values and that their job contributes positively to customers’ lives. The hypothesis results further show that private sector bank employees reported a higher level of meaningful work than public sector bank employees.

Table 2: Likert Statements for Sense of Community

	Statements	SD	D	N	A	SA	\bar{X}	σ
6	I experience a feeling of belongingness in my workplace.	3	36	130	113	36	3.45	0.87
7	My colleagues support one another in professional responsibilities.	7	34	126	115	36	3.44	0.91
8	There is mutual respect among employees in my workplace.	3	36	128	114	37	3.46	0.88
9	I feel emotionally connected with my team members.	1	39	121	119	38	3.48	0.87
10	My workplace encourages cooperation and collective problem-solving.	8	27	110	132	41	3.54	0.91

The findings for sense of community reflect a moderate to favourable perception of workplace belongingness, mutual respect, cooperation, and colleague support. The highest mean was observed for cooperation and collective problem solving, suggesting that respondents recognised collaborative practices in their workplace. However, the hypothesis results indicate that private sector bank employees perceived a stronger sense of community than public sector bank employees.

Table 3: Likert Statements for Alignment with Organisational Values

	Statements	SD	D	N	A	SA	\bar{X}	σ
11	The values of my bank are consistent with ethical workplace practices.	7	29	122	116	44	3.51	0.92
12	My organisation encourages fairness and integrity in work behaviour.	3	29	109	134	43	3.58	0.87
13	I feel that organisational goals are aligned with employee well-being.	3	40	109	121	45	3.52	0.92
14	Management practices in my bank reflect concern for employee dignity.	4	28	119	127	40	3.54	0.87
15	My workplace promotes responsible and value-based decision-making.	2	28	120	116	52	3.59	0.89

The findings for alignment with organisational values show a positive response tendency across statements related to ethics, fairness, integrity, employee dignity, and value-based decision making. Respondents particularly agreed that their workplace promotes responsible and value-based decision making. The comparative results indicate that private sector bank employees reported stronger alignment with organisational values than public sector bank employees.

HYPOTHESIS TESTING RESULTS

H₀₁: There is no significant difference in meaningful work among bank employees with respect to the type of bank.

H₀₁ examined the difference in meaningful work between public and private sector bank employees

Table 4: Group Statistics for Meaningful Work with Respect to Type of Bank

Construct	Type of Bank	n	Mean	Std. Deviation	Std. Error Mean
Meaningful Work	Private Sector	171	3.71	0.60	0.05
	Public Sector	147	3.33	0.62	0.05

Table 5: Test of Homogeneity of Variance for Meaningful Work

Test	F	df1	df2	p
Levene's Test (Mean)	0.24	1	316	.625

Table 6: Independent Samples t-Test for Meaningful Work with Respect to Type of Bank

Construct	Variance	t	df	p
Meaningful Work	Equal variances	5.57	316.00	<.001
	Unequal variances	5.56	306.07	<.001

The descriptive results showed that private sector bank employees reported a higher mean score for meaningful work ($M = 3.71$, $SD = 0.60$) than public sector bank employees ($M = 3.33$, $SD = 0.62$). Levene’s test was not significant, $F(1, 316) = 0.24$, $p = .625$, indicating that the assumption of equal variances was satisfied. The independent samples t-test showed a statistically significant difference in meaningful work between the two groups, $t(316) = 5.57$, $p < .001$. The result indicates that employees of private sector banks perceived meaningful work more positively than employees of public sector banks. The finding shows that meaningful work is perceived differently by employees of public and private sector banks. The higher mean score among private sector bank employees suggests that they experience a stronger sense of purpose, value, and personal relevance in their work within the present study context. Since the null hypothesis is rejected, the researcher concludes that there is a significant difference in meaningful work with respect to type of bank.

H₀₂: There is no significant difference in sense of community among bank employees with respect to the type of bank.

H₀₂ examined the difference in sense of community between public and private sector bank employees.

Table 7: Group Statistics for Sense of Community with Respect to Type of Bank

Construct	Type of Bank	n	Mean	Std. Deviation
Sense of Community	Private Sector	171	3.67	0.58
	Public Sector	147	3.25	0.61

Table 8: Test of Homogeneity of Variance for Sense of Community

Test	F	df1	df2	p
Levene's Test (Mean)	1.49	1	316	.224

Table 9: Independent Samples t-Test for Sense of Community with Respect to Type of Bank

Construct	Variance	t	df	p
Sense of Community	Equal variances	6.32	316.00	<.001
	Unequal variances	6.29	303.15	<.001

The group-wise results indicated that private sector bank employees had a higher mean score for sense of community ($M = 3.67$, $SD = 0.58$) than public sector bank employees ($M = 3.25$, $SD = 0.61$). Levene’s test was not significant, $F(1, 316) = 1.49$, $p = .224$, confirming that the assumption of equal variances was met. The independent samples t-test revealed a statistically significant difference between the two groups, $t(316) = 6.32$, $p < .001$. This result shows that private sector bank employees reported a stronger sense of community than public sector bank employees.

The finding indicates that sense of community varies between public and private sector bank employees. The higher mean score among private sector bank employees suggests a comparatively stronger perception of belongingness, cooperation, mutual respect, and workplace support.

Since the null hypothesis is rejected, the researcher concludes that there is a significant difference in sense of community with respect to type of bank.

H₀₃: There is no significant difference in alignment with organisational values among bank employees with respect to the type of bank.

H₀₃ examined the difference in alignment with organisational values between public and private sector bank employees.

Table 10: Group Statistics for Alignment with Organisational Values with Respect to Type of Bank

Construct	Type of Bank	n	Mean	Std. Deviation
Alignment with Organisational Values	Private Sector	171	3.74	0.60
	Public Sector	147	3.33	0.57

Table 11: Test of Homogeneity of Variance for Alignment with Organisational Values

Test	F	df1	df2	p
Levene's Test (Mean)	0.66	1	316	.416

Table 12: Independent Samples t-Test for Alignment with Organisational Values with Respect to Type of Bank

Construct	Variance	t	df	p
Alignment with Organisational Values	Equal variances	6.19	316.00	<.001
	Unequal variances	6.21	312.09	<.001

The descriptive results showed that private sector bank employees recorded a higher mean score (M = 3.74, SD = 0.60) than public sector bank employees (M = 3.33, SD = 0.57). Levene’s test was not significant, F(1, 316) = 0.66, p = .416, indicating that equal variances could be assumed. The independent samples t-test showed a statistically significant difference between the two groups, t(316) = 6.19, p < .001. This suggests that private sector bank employees perceived greater alignment with organisational values than public sector bank employees.

The finding shows that alignment with organisational values differs between public and private sector bank employees. The higher mean score among private sector bank employees suggests that they perceive stronger consistency between organisational practices, ethical conduct, fairness, integrity, and employee well-being.

Since the null hypothesis is rejected, the researcher concludes that there is a significant difference in alignment with organisational values with respect to type of bank.

H₀₄: There is no significant difference in overall spiritual work culture among bank employees with respect to the type of bank.

H₀₄ examined the difference in overall spiritual work culture between public and private sector bank employees.

Table 13: Group Statistics for Overall Spiritual Work Culture with Respect to Type of Bank

Construct	Type of Bank	n	Mean	Std. Deviation
Overall Spiritual Work Culture	Private Sector	171	3.70	0.51
	Public Sector	147	3.30	0.50

Table 14: Test of Homogeneity of Variance for Overall Spiritual Work Culture

Test	F	df1	df2	p
Levene's Test (Mean)	0.00	1	316	.972

Table 15: Independent Samples t-Test for Overall Spiritual Work Culture with Respect to Type of Bank

Construct	Variance	t	df	p
Overall Spiritual Work Culture	Equal variances	7.07	316.00	<.001
	Unequal variances	7.08	311.14	<.001

The group-wise results showed that private sector bank employees reported a higher mean score for overall spiritual work culture ($M = 3.70$, $SD = 0.51$) than public sector bank employees ($M = 3.30$, $SD = 0.50$). Levene's test was not significant, $F(1, 316) = 0.00$, $p = .972$, indicating that the assumption of equal variances was satisfied. The independent samples t-test found a statistically significant difference between the two groups, $t(316) = 7.07$, $p < .001$. The result indicates that private sector bank employees perceived overall spiritual work culture more positively than public sector bank employees.

The finding indicates that overall spiritual work culture differs significantly between public and private sector bank employees. The higher mean score among private sector bank employees suggests a comparatively stronger perception of meaningful work, workplace community, and alignment with organisational values.

Since the null hypothesis is rejected, the researcher concludes that there is a significant difference in overall spiritual work culture with respect to type of bank.

OVERALL CONCLUSION

The study examined spiritual work culture among public and private sector bank employees in Jaipur with specific reference to meaningful work, sense of community, alignment with organisational values, and overall spiritual work culture. The Likert-scale findings indicate that respondents generally expressed favourable perceptions across all three dimensions. The mean scores suggest that employees recognised purpose in their work, perceived a reasonable level of workplace cooperation, and acknowledged the role of ethical and value-oriented organizational practices.

The hypothesis testing results showed statistically significant differences between public and private sector bank employees across all four tested areas. The null hypotheses relating to meaningful work, sense of community, alignment with organisational values, and overall spiritual work culture were rejected. In each case, private sector bank employees reported higher mean scores than public sector bank employees. Thus, the study concludes that type of bank is associated with significant differences in employees' perceptions of spiritual work culture. The findings contribute to the understanding of workplace spirituality in the banking sector by showing that organisational setting may shape how employees experience purpose, community, and value alignment at work.

SUGGESTIONS BASED ON FINDINGS

1. Public sector banks should strengthen initiatives that help employees experience greater purpose and personal meaning in their work.
2. Banks should communicate how employees' daily responsibilities contribute to customer service, institutional performance, and social value.
3. Managers should create opportunities for employees to connect their work responsibilities with personal growth and professional development.
4. Public sector banks may introduce structured employee engagement practices to improve perceptions of meaningful work.
5. Banks should encourage team-based activities that strengthen belongingness, cooperation, and interpersonal trust among employees.
6. Supervisors should promote a supportive work environment where employees feel comfortable seeking and offering professional assistance.
7. Workplace practices should give greater attention to mutual respect, emotional connection, and collective problem solving.
8. Public sector banks should review internal communication practices to improve employees' sense of inclusion and workplace community.
9. Banks should reinforce ethical conduct, fairness, and integrity through visible managerial practices and transparent procedures.
10. Organisational values should be communicated in a practical manner so that employees can relate them to everyday banking operations.
11. Management should ensure that employee dignity and well-being are reflected in workplace policies and supervisory behaviour.
12. Private sector banks should maintain the comparatively stronger spiritual work culture reflected in the findings by continuing value-based employee practices.
13. Public sector banks should identify specific gaps in meaningful work, workplace community, and organisational value alignment through regular employee feedback.
14. Training programmes may be organised on ethical workplace behaviour, teamwork, customer-centred service, and value-based decision-making.
15. Banks should periodically assess spiritual work culture through employee surveys so that improvements can be planned on the basis of measurable feedback.

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