

Spirituality in the Workplace: Enhanced Job Satisfaction Through Employee Well-being and Work-life Balance

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Abstract

Objective: This study examines the relationship between workplace spirituality and job satisfaction mediated by employee well-being and moderated by work-life balance in the travel industry.

Design/Methods/Approach: The data was collected using a questionnaire using purposive sampling. A total of 415 respondents working in conventional travel agent services participated in the study. Data analysis was performed using the Partial Least Square Structural Equation Model (PLS-SEM) via outer and inner models using SmartPLS 4.

Findings: This study identifies that workplace spirituality positively has a direct and indirect impact on job satisfaction with the mediating effect of employee well-being and the moderating effect of work-life balance.

Originality/Value: The study provides new insights by examining both the direct and indirect impacts of workplace spirituality on job satisfaction within the travel agent industry. The study also identifies the moderating effect of work-life balance and the mediating effect of employee well-being formulated into a comprehensive model.

Practical/Policy implication: This study provides managerial implications, suggesting managers can leverage workplace spirituality as a competitive advantage. Managers can enhance employees' job satisfaction by implementing well-being programs that consider employees' spiritual needs and work-life balance.

Keywords: Job satisfaction, Employee well-being, Work-life balance, Workplace spirituality, Human resource management

JEL Classification: M54, J28, I31



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I. Introduction

Employees in the travel industry frequently deal with heavy workloads that include long hours, hard physical labour, and time constraints, which can exacerbate stress and burnout (Chan et al., 2019). The challenging work environment may wear workers out mentally and physically. However, enough social support from supervisors and co-workers can lessen these impacts (Park et al., 2020; Grobelna, 2021). Nizam et al. (2024) discovered that workload significantly leads to burnout among travel and tourism employees. Companies should promote the emergence of such new trends because they believe that a humanistic work environment benefits both the employee and the organization. If the employees are happy, they will be more productive, creative, and satisfied (Wahyono et al., 2020).

According to Nunes et al. (2023), the heavy workload and unmotivated employees suffer from ill-being, such as stress and burnout. Workplace stress levels should be reduced, particularly in the travel and hospitality industries. It has a negative influence on financial performance and consumer trust in a company (Yudhistira et al., 2024). Because employees work in the service business, ill-being reduces productivity and service quality (Vatankhah et al., 2021). Spirituality is the primary motivator for social workers to delve into their jobs. Workplace spirituality should be developed to combat illness and improve employee well-being. The employee will consequently be satisfied and more productive (Wahyono et al., 2020). Spiritual leadership is also beneficial in assisting employees in striking a work-life balance between their family, leisure, and growth-oriented (Hunsaker & Jeong, 2023).

Workplace spirituality is directly tied to employee well-being, employees with a high level of spirituality can derive greater well-being and self-esteem by serving others and addressing their fundamental needs (Pulungan & Martdianty, 2023). Walter (2023) study also found that it related to the idea that people's strong desire to apply their subjective meaning-making mechanisms to their daily activities extends to their professional lives. It is essential to keep in mind that spirituality plays a significant role in workplace well-being and that job satisfaction is affected by workplace spirituality and well-being (Garcia & Juevesa, 2020). Psychological well-being affects a worker's ability to handle work difficulties, which impacts job satisfaction. According to the previous study, job satisfaction increased when employees were in their best condition and felt happiness. The happiness is strongly related to the employee well-being and work-life balance (Bastida et al., 2023; Jung et al., 2023).

This research analyzes the relationship between workplace spirituality and job satisfaction concerning the Job Demand-Resource (JD-R) theory. The JD-R has been significantly used to study the effects of job characteristics on employee outcomes, such as performance and well-being (Demerouti & Bakker, 2011). In addition, the employee's well-being maintenance determines their job performance and satisfaction. Within the travel framework, maintenance of well-being is consequential to increasing job enjoyment and service quality. This study can be better understood by the guidance of the JD-R, which explains how employees maintain their well-being and level of job satisfaction (Bastida et al., 2023). However, in the context of travel study, there has not been a study that thoroughly explains how workplace spirituality affects job satisfaction. Therefore, in this research, we aim to fill this gap by thoroughly examining how workplace spirituality affects job satisfaction within the travel industry using the JD-R theory framework. Additionally, we will investigate the role of employee well-being (EWB) as a mediator and work-life balance (WLB) as a moderator in this relationship.

Numerous studies examine the relationship between workplace spirituality and job satisfaction. The findings of the previous studies vary based on the other predictor variables, such as mediation and moderation. Workplace spirituality has been shown to favourably impact job satisfaction through many procedures, such as meaningful work, a sense of community, trust, alignment of personal values, a decrease in stress and burnout, and the encouragement of organizational citizenship practices (Hassan et al., 2016; Bella et al., 2021; Dubey et al., 2022). These results emphasize the importance of including spiritual components in the workplace to improve worker performance and well-being. Despite the growing interest in workplace spirituality, there is a noticeable gap in research focusing on well-being and work-life balance maintenance among employees in the travel industry. Several studies focus on leadership roles (Binu Raj et al., 2023) and organizational behaviour (Rashidin et al., 2020; Dubey et al., 2022). There is a lack of empirical studies in the same field that utilize the Job Demand-Resources theory. Therefore, in this research, we aim to address this gap by utilizing the Job Demand-Resources (JD-R) theory to empirically examine the relationship between workplace spirituality, job satisfaction, and employee well-being in the travel industry. The previous studies utilize theoretical support as a leadership theory (Binu Raj et al., 2023), management theory (Dubey et al., 2022), self-determination theory (Belwalkar et al., 2018; Aftab et al., 2022), conservation of resources theory, and ego-depletion theory (Rana et al., 2022).

This study makes several significant contributions. First, this study fills a research gap by including mediation from the constructs of employee well-being (EWB) and work-life balance (WLB) as moderators, which are the contributors to job satisfaction. This provides a new novelty to the results of earlier studies on the relationship between workplace spirituality and job satisfaction. Second, according to the findings of the previous study, there needs to be more information regarding workplace spirituality and job satisfaction in the service industry of Indonesia, particularly among conventional travel agents. Third, the study's findings explain how travel agency services preserve employee well-being to give the company a competitive advantage by increasing job satisfaction. The following section of this article provides an overview of the literature review and the development of research hypotheses. Then, the researcher seeks

theoretical and empirical justification for our hypotheses on the relationship between workplace spirituality and job satisfaction mediated by employee well-being and moderated by work-life balance. The next section discusses the research methodology followed by our research findings. The last section discusses the study's results, implications, limitations, and possible future research.

2. Literature Review and Hypotheses Development

Job Demand-Resources (JD-R) Theory

A theoretical framework called the Job Demands-Resources (JD-R) theory aims to comprehend how job demands and resources affect employee performance and well-being (Demerouti & Bakker, 2011). It implies that while workplace resources, like social support and effective communication, can boost work engagement and performance, working demands, like an increased workload or a risk of infection, can cause tiredness and health issues (Bakker & Demerouti, 2018; Li et al., 2023). In addition, the theory highlights how resources and demands from many spheres of life, such as job, family, and personal, interact to predict motivational outcomes, especially in times of crisis (Lee & Jo, 2023; Lussier et al., 2023). JD-R theory further indicates that when jobs establish regulable demands on employees and give them enough resources to fulfil them, the job arrangement is optimal (Demerouti & Bakker, 2023). Ekmekcioglu & Nabawanuka (2023), in line with Tims et al. (2013), study indicate that job crafting, which involves looking for opportunities and challenges, was found to be correlated indirectly with improvements in work engagement and job satisfaction and to predict an increase in job resources.

According to Bakker & de Vries (2021), the enrichment of work job resources and job satisfaction reports from employees have an impact on organizational productivity, as do HR strategies such as performance development and skills training. Based on the JD-R theory, our study approach postulates that employees' spiritual condition also affects resources and demands that impact job satisfaction and well-being. The JD-R theory's second assumption is that two processes at work give rise to job-related stress and motivation. Constant workplace demands, such as workloads, pressure to perform, and unpredictable work hours, deplete employees' resources, leading to fatigue and health problems. This is the root cause of job-related strain (Bakker & Demerouti, 2018; Demerouti & Bakker, 2023).

The Job Demand-Resources theory was adopted in several studies that have a similar field to this research. Kasa et al. (2021) investigate the role of flow as a mediator between job demands, job resources, and in-role performance among hotel employees in Sarawak, Malaysia. Chen & Ye (2024) investigate the alienation experienced by hospitality frontline employees in Taiwan during the COVID-19 pandemic, utilizing the Job Demands-Resources theory to analyze how job demands and resources influence organizational citizenship behaviour through alienation. According to Park et al. (2020), the Job Demands-Resources theory is employed to analyze the adverse effects of job demands and daily job stress on daily burnout and turnover intentions among hospitality employees.

2.1. Workplace Spirituality on Job Satisfaction

Workplace spirituality encompasses employees' spiritual experiences in the workplace (Pawar, 2023). Workplace spirituality can be identified as an organizational identity formed by practices, morals, and discourse (Rocha & Pinheiro, 2021). Based on Delle & Segaro (2023), spirituality is described as a pursuit of a meaningful life that may or may not be motivated by religious beliefs. The understanding is that spirituality and religion are inherent and a part of each person's inner being. Spirituality is viewed as generating interconnectedness among employees, resulting in a healthy and supportive work environment (Mhatre & Mehta, 2023).

The concept of workplace spirituality pertains to the pursuit of work as a spiritual path by individuals and organizations, alongside their willingness to make a significant contribution to society (Fry, 2003; Fry & Egel, 2021). In the workplace, when an employee's work becomes meaningful and necessary, they experience increased happiness and enjoyment, eventually leading to well-being (Mahipalan & S., 2019). Workplace spirituality has been shown to have a beneficial correlation with employee well-being and job satisfaction (Aboobaker et al., 2019; Garg, 2017; Koburtay & Syed, 2021). If appropriately implemented in the workplace, spirituality could benefit workers, organizations, and society (Mhatre & Mehta, 2023).

Workplace spirituality is capable of providing meaningful work for employees who pursue spiritual fulfilment. Meaningful lives are associated with spiritual fulfilment and general life happiness, which may eventually lead to contentment with one's work experience in particular and overall job satisfaction (Walt & Klerk, 2014). Employees who derive the most meaning from their work, which is a calling to the job, reported better job satisfaction (Wahyono et al., 2020). The previous study found that workplace spirituality has a positive and significant impact on job satisfaction (Rashidin et al., 2020; Aftab et al., 2022; Dubey et al., 2022). Mapuranga et al. (2021) found that higher levels of workplace spirituality were linked to greater employee job satisfaction. A satisfied employee is more likely to show spiritual behaviour, leading to workplace spirituality. The aim is to maintain individual employee satisfaction and establish a stronger connection with the company (Dubey et al., 2022). Employees who have greater spirituality in the workplace turn out to experience positive emotions. Positive emotion affects personal and social resource growth, as evidenced by better results on job satisfaction (Aboobaker et al., 2019). Hence, the subsequent hypothesis is proposed:

H1: Workplace spirituality has a positive and significant impact on job satisfaction

2.2. Workplace Spirituality on Employee Well-being

Employee well-being refers to positive emotion and effective functioning at work while minimizing unfavourable conditions and emotions (Jaškevičiūtė et al., 2024). Zheng et al. (2015) identified three dimensions of employee well-being: life well-being, workplace well-being, and psychological well-being, each of which describes a different component of well-being. Employee well-being encompasses employees' subjective views and feelings about their jobs and lives (such as subjective well-being, life and job well-being), psychological experience, and the degree of satisfaction they demonstrate in both their personal and professional lives (psychological well-being) (Zhang et al., 2020). An individual who is in a state of well-being has positive interactions, feels good and functions well, has some control over their life, and has a sense of purpose. Well-being is a long-term condition that allows people to grow and thrive (Pham et al., 2024). Comparing employees with higher well-being levels to those with lower levels, it was discovered that the former had higher levels of engagement, showed more significant levels of creativity, reported fewer health issues, stayed with the company longer, were more productive, and performed better (Jaiswal & Prabhakaran, 2024).

Several studies found that workplace spirituality has a positive influence on employee well-being (Mahipalan & S., 2019; Koburtay & Syed, 2021; Hassan et al., 2022; Yadav et al., 2022). The individual attempts to understand the purpose of life and the meaning of their existence through spirituality. Experiences of workplace spirituality likely result in employees experiencing a constellation of pleasant emotions and positive functioning in their lives (Pawar, 2016). Employees are motivated to work if they believe that their work has value and meaning (Yadav et al., 2022). Employee well-being is essentially ensured when work takes on significance to the worker. (Mahipalan & S., 2019). Consequently, managers are seen as facilitators who promote meaningful work in workplace spirituality and are conceptualized as job resources within the workplace (Aboobaker et al., 2019). Supporting employees to cultivate their spiritual beliefs and fostering a spiritual environment at work will improve employee well-being, lower stress levels, and prevent burnout (Koburtay & Alzoubi, 2021; Koburtay & Syed, 2021). Employees are pleased to achieve their internal needs by serving and connecting with others, which leads to increased self-esteem and psychological well-being (Hassan et al., 2022). The following hypothesis are derived from the discussion:

H2: Workplace spirituality has a positive and significant impact on employee well-being

2.3. Employee Well-being on Job Satisfaction

Job satisfaction is defined as an employee's comprehensive feelings about their job (Kökalan, 2019). Job satisfaction is an utterance of an employee's emotional connection with their work, along with affective reactions, happiness, and a pleasant state of mind, which translates into their well-being and is mostly affected by HRM policies (Rai & Verma, 2023). According to Hendri (2019), one of the numerous impacts of job satisfaction is that it affects employee performance. Increased employee performance and improved organizational performance are directly correlated with higher job satisfaction. Job satisfaction is essential for employees because it enhances their general well-being, motivation, and productivity at work. Employees are inclined to find job satisfaction in an environment that promotes their well-being (Hameli et al., 2024). Positive emotion, mindset, and intrinsic motivation are often associated with increased job satisfaction among employees (Hendri, 2019; Mu et al., 2023).

Job satisfaction is a work result described as the emotional state that arises from assessing one's job experience (Bastida et al., 2023). Based on Bastida et al. (2023), Jung et al. (2023), and Xu et al. (2023) study, enhanced employee well-being outcomes result in higher level of job satisfaction. Employee well-being is bolstered by the availability of job resources, and this promotes advantageous employee outcomes such as higher performance and job satisfaction (Jamal, Alalyani, et al., 2021; Jamal, Anwar, et al., 2021). Greater employee well-being relates to the prevention of job burnout (Kim et al., 2022). Positive intercourse between employee well-being and job satisfaction is determined by the level of positive emotion. Employees with a positive emotion and intrinsic motivation report increased job satisfaction (Bastida et al., 2023; Hameli et al., 2024). Accordingly, the following summarizes our next hypothesis:

H3: Employee well-being has a positive and significant impact on job satisfaction

2.4. Workplace Spirituality to Employee Well-being Moderated by Work-life Balance

According to Young et al. (2023), work-life balance is the ability to manage work and family obligations, which decreases stress efficiently, increases contentment, and enhances well-being. In contrast, being unable to manage personal and professional obligations can lead to higher stress levels, decreased satisfaction, and reduced well-being. Generally, work-life balance is regarded as an individual concept (Shirmohammadi et al., 2022). When a company offers services that help employees achieve work-life balance, it tells them that the company values them and makes them feel included. Employees' perceptions of being respected by the company result in positive effects (Jamal, Alalyani, et al., 2021). Work-life balance is also oriented to personal development balance in the workplace. It is essential to organizations since it promotes worker productivity and performance (Aruldoss et al., 2022).

Work-life balance is critical for increasing life and job satisfaction while reducing negative emotions (Sun et al., 2023). Increasing individual spirituality is essential for decreasing negative emotions (Aboobaker et al., 2019). Despite

that, workplace spirituality is essential to establish employee well-being. Furthermore, work-life balance also has a role in increasing employee psychological well-being (Yayla & Eskici Ilgin, 2021). Jung et al. (2023) study investigating the moderating role of work-life balance reveals that the positive effect of one sub-factor of psychological well-being, purpose in life, had a greater effect on job satisfaction in respondents with high work-life balance levels. Job satisfaction is more strongly correlated with people's impression of significance in life when they feel that their work and life are well-balanced. Based on Boulet & Parent-Lamarche (2023), encouraging family-friendly workplaces could support performance and well-being since it was strongly related to satisfaction with work-life balance. Employees are better equipped to handle stress and preserve a good work-life balance when they have a spiritual connection to their work (Bhaskar & Mishra, 2019). It shows that workplace spirituality and work-life balance can collaborate effectively to enhance employee well-being. As a result, the following hypothesis were proposed:

H4: Work-life balance moderates the relationship between workplace spirituality and employee well-being, such that for those with a low work-life balance, the effect is weak, and for those with a high work-life balance, the effect is strong

2.5. Workplace Spirituality to Job Satisfaction Mediated by Employee Well-being

A study conducted by Belwalkar et al. (2018) found that workplace spirituality components are linked to job satisfaction. Spiritual qualities and behaviours intrinsically motivate workers to achieve their objectives. By encouraging healthy coping strategies, holding onto beliefs, and providing support, constructive spiritual expression can enhance the mental health and well-being of employees (Badri et al., 2023). Employees who experience spirituality in the workplace and spiritual well-being place a high value on their jobs and institutions, resulting in increased job satisfaction. (Binu Raj et al., 2023). Companies that promote employee well-being and engagement can benefit from less absenteeism and greater job satisfaction and performance (Rubel et al., 2021; Hameli & Bela, 2023). A mediation study of employee well-being by Binu Raj et al. (2023) reveals that employee well-being partially mediates workplace spirituality and job satisfaction. In the context of this explanation, the proposed hypothesis is:

H5: Employee well-being mediates the effect of workplace spirituality on job satisfaction

The research model explains interrelated research concepts in schematic diagrams depicting variable relationships (Bougie & Sekaran, 2020). Based on the literature and prior studies, the following research model depicts direct and indirect links among workplace spirituality, employee well-being, work-life balance, and job satisfaction.

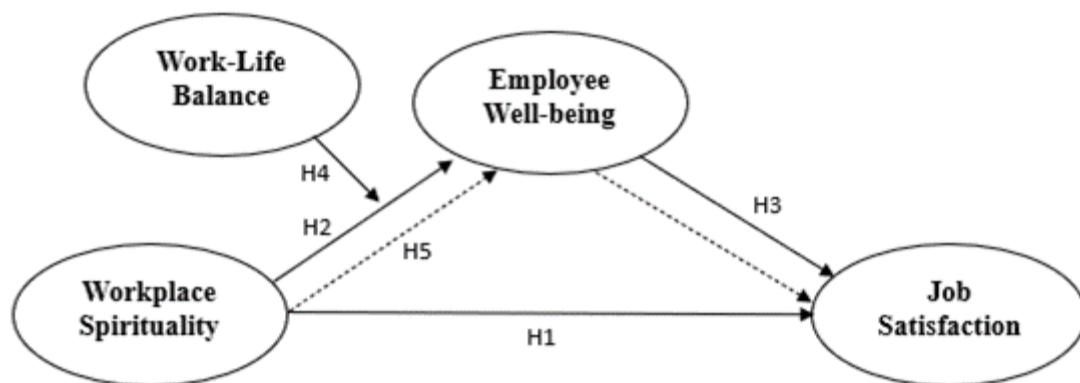


Figure 1. Research Model

3. Method

This research emphasizes a quantitative approach to understanding the relationship between workplace spirituality and job satisfaction, which is mediated by employee well-being and moderated by work-life balance. The purposive sampling method was utilized to collect data for this research process. The sample was chosen based on particular requirements or considerations to provide the required information (Hair et al., 2019). The respondents required for this research are the employees of travel agents in Bali, not tour guides, tour leaders, and drivers who work as freelance travel agents. It means that the required respondent is an employee who works in a constant working environment. The research must follow ethical guidelines as required, including obtaining informed consent, ensuring confidentiality, and minimizing participant harm. The minimum representative sample size is calculated by multiplying the number of indicators by 10 (Hair et al., 2022).

The researcher distributed the questionnaire to fifteen conventional travel agents in Bali. Questionnaires were used to collect primary data from 415 respondents who work for conventional travel agents in Bali. Bali is a leading tourist destination and provides a rich environment for research in tourism management, economics, and sustainability. Bali also has a deep connection to spirituality, making it an intriguing site for studying on religion, cultural practices, and spiritual traditions. Additionally, with a large portion of its workforce employed in tourism, Bali is an ideal location to

explore the impacts of tourism on employment, labour conditions, and economic dependency. Consequently, according to ASITA (2024), there are 451 full-membership travel agents inbound and outbound in Bali.

Table 1. Variable Operational Definition

Variable	Operational Definition	Variable Measurement	Resource
Workplace Spirituality	The sense of connection between the employee's inner life and the community at work.	<ol style="list-style-type: none"> 1. I am raised and trained to be ethical everywhere I go. 2. In my religion, I am taught to work hard as if I am working for myself. 3. Giving out all the good I have (knowledge, skill, helping others) makes me satisfied in life. 4. By contributing to this organization, I am contributing to my community. 	Mas-Machuca et al. (2016)
Work-life Balance	The capacity of workers to balance their personal life with their work responsibilities.	<ol style="list-style-type: none"> 1. There is enough time for recreational activities. 2. I do not need to work overtime as I used to finish work within working hours. 3. I have enough time for my family and friends. 4. I value the social benefits that the company offers me. 	Delle & Segaro (2023)
Employee Well-being	The quality of life and psychological well-being at work includes both work-related and non-work-related psychological experiences and overall health.	<ol style="list-style-type: none"> 1. I feel satisfied with my life. 2. Most of the time, I do feel real happiness. 3. I am in a good life situation. 4. My life is very fun. 5. I am satisfied with my work responsibilities. 6. I find real enjoyment in my work. 7. Work is a meaningful experience for me. 8. I feel basically satisfied with my work achievements in my current job. 9. I feel I have grown as a person. 10. I handle daily affairs well. 11. I am good at making flexible timetables for my work. 12. I love having deep conversations with family and friends so that we can better understand each other. 13. I generally feel confident about myself. 	Zheng et al. (2015)
Job Satisfaction	The pleasant emotional state brought about by evaluating employees' job experiences.	<ol style="list-style-type: none"> 1. I am satisfied with my supervisor. 2. I am satisfied with having a relationship with my co-worker. 3. I am satisfied with the pay I receive for my job. 4. I am satisfied with the opportunities that exist here for promotion. 5. I am satisfied with my work. 	Rashidin et al. (2020)

The questionnaire consists of 26 statements that were scored by the respondent (see Table 1). Respondents' responses to each question were measured on a 5-point Likert Scale ranging from one (strongly disagree) to five (strongly agree) (Bougie & Sekaran, 2020). Workplace spirituality is composed of four items, and the indicators describe workplace spirituality as exhibited by the pursuit of and participation in meaningful work (Delle & Segaro, 2023). Employee well-being consists of thirteen statements, the indicator encompasses life well-being, workplace well-being, and psychological well-being (Zheng et al., 2015). Work-life balance has four indicators to measure the work-life conflict scale on employees (Mas-Machuca et al., 2016). Job satisfaction as a dependent variable consisted of five statements. The measured indicator for job satisfaction encompasses all of the previously described aspects of the job at work, where employees find inspiration, satisfaction, and compensation (Rashidin et al., 2020).

This study adopted the Partial Least Square Structural Equation Model (PLS-SEM) using SmartPLS 4 for the data analysis (Ringle et al., 2024). PLS-SEM is a statistical modeling technique that is continually evolving. The technique used to estimate structural equation models is composite-based. The aim is to maximize the explained variance of the endogenous latent variables. The outer model is evaluated by construct reliability, convergent validity, and discriminant validity, and the inner model analyzes relationships between constructs through tests like R^2 , path coefficients, and t-values (Hair et al., 2022). A bootstrap approach was applied to conduct the moderating and mediating effect test. To compute a bootstrap confidence interval for the index of moderation and mediation, a bootstrap sample of the original data is constructed, the regression coefficients for the statistical model are estimated in this bootstrap sample, and the index of moderation and mediation is determined (Hayes, 2015).

Table 2. Demographic Profile of Respondent

		Number of Respondents	Percentage
Gender	Male	217	52.3%
	Female	198	47.7%
Age	< 25	58	14.0%
	26-35	121	29.2%
	36-45	122	29.4%
Marital Status	> 46	114	27.5%
	Single	142	34.2%
Education	Married	273	65.8%
	High School/ Vocational School	120	28.9%
	Diploma	120	28.9%
	Bachelor	171	41.2%
Position	Master	3	0.7%
	Doctor	1	0.2%
	General Manager	7	1.7%
	Manager	22	5.3%
Employee Status	Supervisor	26	6.3%
	Staff	360	86.7%
	Permanent	335	80.7%
Tenure	Temporary	76	18.3%
	Internship	4	1.0%
	< 5 Year	133	32.0%
	6-10 Year	134	32.3%
	> 10 Year	148	35.7%
Grand Total		415	100%

4. Result and Discussion

4.1. Respondent Characteristic

According to the results of a distributed questionnaire, the total number of respondents is 415, who are conventional travel agent employees. The respondents were classified according to position, tenure, employee status, gender, age, education, and marital status. Table 2 presents the respondents' characteristics in detail from the

questionnaire. The respondents are 217 male (52.3%) and 198 female (47.7%). The majority of this study's respondents are male. Regarding age, most respondents are 36-45 years old, with a total of 122 people (29.4%). By the position, the respondents are dominated by staff with 360 people (86.7%). Education was dominated by those holding a bachelor's degree (41.2%), followed by diploma (28.9%), high school (28.9%), master's degree (0.7%), and doctoral degree (0.2%). The respondent's marital status is mainly married (65.8%), followed by single (34.2%). Based on the employee status, permanent employees dominated with 335 respondents (80.7%). By tenure, most of the respondents are employees with work experience of more than ten years (37.5%).

4.2. Common Method Bias

The variance inflation factor (VIF) assesses the degree of indicator collinearity in a formative measurement model. Each predictor's VIF value should be less than five, preferably less than three, to prevent serious collinearity problems (Hair et al., 2022). Table 3 showed that all of the VIF values were less than five. This did not indicate any possible collinearity issues.

Table 3. Collinearity Diagnostic: Variance Inflation Factor

Exogenous Variable	Endogenous Variable	
	Employee Well-Being	Job Satisfaction
Workplace Spirituality	1.418	2.097
Work-Life Balance	1.424	
Employee Well-Being		2.097
Work-Life Balance x Workplace Spirituality	1.004	

4.3. Measurement Model Assessment: Construct Validity

The analysis was conducted using PLS-SEM, which does not require that the data be normally distributed (Hair et al., 2022). Before conducting hypothesis tests on structural relationships, indicators measuring constructs undergo measurement model testing to ensure their reliability and validity. Validity testing assesses the indicators' ability to measure constructs accurately, while reliability testing determines their consistency. Two essential validity tests are convergent and discriminant validity.

Convergent validity refers to the degree to which a measure correlates favourably with other measures of the same construct (Hair et al., 2022). The average variance extracted (AVE) and the loading factor are typical measures to prove convergent validity at the construct level. AVE should be higher than 0.50, and the indicator outer loadings should be higher than 0.70. Indicator outer loadings between 0.40 and 0.70 should be considered for removal only if the deletion leads to an increase in composite reliability and AVE above the suggested threshold value. Meanwhile, Cronbach's alpha estimates reliability based on the observed indicator variables' intercorrelations for measuring internal consistency reliability. Composite reliability should be higher than 0.70, and Cronbach's alpha value must be more than 0.6. The composite reliability approach is expected to have higher reliability due to the constraints of Cronbach's alpha, which is thought to generate relatively low-reliability numbers. Consider Cronbach's alpha as a lower bound and composite reliability as the upper bound of internal consistency reliability.

Table 4. Convergent Validity & Internal Consistency

Construct	Item Code	Outer Loading	Cronbach's alpha	rho_A	CR	AVE
Workplace Spirituality	WS1	0.801	0.816	0.823	0.879	0.645
	WS2	0.735				
	WS3	0.854				
	WS4	0.817				
Work-Life Balance	WLB1	0.842	0.856	0.858	0.903	0.699
	WLB2	0.847				
	WLB3	0.857				
	WLB4	0.796				
Employee Well-Being	EWB1.1	0.790	0.930	0.934	0.939	0.546
	EWB1.2	0.809				
	EWB1.3	0.790				
	EWB1.4	0.788				
	EWB2.1	0.785				

Construct	Item Code	Outer Loading	Cronbach's alpha	rho_A	CR	AVE
Job Satisfaction	EWB2.2	0.795	0.845	0.849	0.890	0.617
	EWB2.3	0.685				
	EWB2.4	0.714				
	EWB3.1	0.695				
	EWB3.2	0.750				
	EWB3.3	0.678				
	EWB3.4	0.580				
	EWB3.5	0.710				
	JS1	0.813				
	JS2	0.747				
JS3	0.793					
JS4	0.817					
JS5	0.756					

4.4. Discriminant Validity

Discriminant validity assesses the uniqueness of a construct compared to others in the model. The Heterotrait-Monotrait Ratio (HTMT) measures the correlation between two constructs if perfectly measured. For discriminant validity, the HTMT value should be <0.9 (Hair et al., 2022). In Table 5, all HTMT values were <0.9 (highest: 0.822, lowest: 0.681), indicating adequate discriminant validity.

Table 5. Discriminant Validity: Heterotrait-Monotrait Ratio

	EWB	JS	WLB	WS
EWB				
JS	0.817			
WLB	0.739	0.681		
WS	0.822	0.759	0.646	

Note: WS (Workplace Spirituality), EWB (Employee Well-being), JS (Job Satisfaction), WLB (Work-life Balance)

4.5. Structural Model Assessment: Hypothesis Testing

The structural or inner model assessment evaluates coefficients of determination (R²), path coefficients, and t-values. Hypothesis testing relies on path coefficient values and t-values. Path coefficients indicate the strength and direction of relationships between constructs. A path coefficient <0.05 or outside the 95% confidence interval signifies a strong positive relationship, while >0.05 indicates a negative or weak relationship. T-values above 1.645 indicate significance, determined through bootstrapping in PLS analysis.

Table 6. Summary of Hypotheses Testing

Hypotheses	Path	Std. Beta	Std. Error	t-value	p-value	Bias	Confidence Interval		Decision
							Bias Corrected	5.00% 95.00%	
Direct Effect									
H1	WS -> JS	0.234	0.058	4.069	0.000	0.000	0.137	0.328	Supported
H2	WS -> EWB	0.513	0.043	12.001	0.000	0.001	0.441	0.581	Supported
H3	EWB -> JS	0.562	0.057	9.860	0.000	0.002	0.466	0.652	Supported
Moderation Effect									
H4	WLB x WS -> EWB	0.098	0.036	2.767	0.003	-0.002	0.045	0.161	Supported
Indirect Effect									
H4	WLB -> EWB -> JS	0.219	0.038	5.715	0.000	0.002	0.158	0.282	Supported
H5	WS -> EWB -> JS	0.288	0.036	8.025	0.000	0.002	0.234	0.352	Supported

Note: WS (Workplace Spirituality), EWB (Employee Well-being), JS (Job Satisfaction), WLB (Work-life Balance)

Table 6 displays the results of hypothesis testing in this study. All paths have p-values <0.05 and t-values >1.645 . Hence, H1, H2, and H3 are supported, indicating a positive and significant relationship between workplace spirituality and employee well-being and job satisfaction, as well as employee well-being and job satisfaction. Additionally, work-life balance moderates the relationship between workplace spirituality and employee well-being, indirectly impacting job satisfaction positively. Employee well-being serves as a complementary mediator between workplace spirituality and job satisfaction. Therefore, H4 and H5 are confirmed in this analysis.

4.6. Coefficient of determination (R^2 Value)

The coefficient of determination (R-squared) measures the proportion of variance in a dependent variable explained by independent variables in a regression model. It reflects the strength of the relationship between the model and its dependent variable. R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively. R^2 increases with the number of predictor constructs, indicating greater explanatory power with more predictors.

Based on Table 7, the R^2 value of employee well-being is 0.636. Therefore, 63.6% of variances in employee well-being are determined by workplace spirituality and work-life balance. In other words, 36.4% of the variances are determined by other factors not included in the model. Subsequently, the R^2 value for job satisfaction is 0.561, indicating 56.1% of variances are determined by workplace spirituality, employee well-being, and work-life balance, with 43.9% attributed to other factors. The coefficient of determination (R^2) values for employee well-being and job satisfaction exceeded 0.50, indicating moderate determination.

Table 7. Coefficient of Determination (R^2)

	R-square	R-square adjusted
Employee Well-Being	0.636	0.634
Job Satisfaction	0.561	0.558

4.7. Effect size (f^2 value)

The f^2 effect size assesses the impact of exogenous constructs on the endogenous construct. F^2 values of 0.02, 0.15, and 0.35 identify small, medium, or large effects. In this study, workplace spirituality on employee well-being exhibited a large effect size (0.511), while work-life balance on employee well-being and employee well-being on job satisfaction demonstrated medium effect sizes (0.294 and 0.343, respectively). In addition, the effect sizes of workplace spirituality on job satisfaction and work-life balance \times workplace spirituality on employee well-being were small, with values of 0.059 and 0.029, respectively.

4.8. PLSpredict Assessment

PLSpredict assesses the model's ability to predict new or future observations, known as out-of-sample assessment. Researchers evaluate each indicator's Q^2 predicted value from PLS-SEM analysis. A positive Q^2 predict value ($Q^2 > 0$) signifies predictive power, while a negative value ($Q^2 < 0$) indicates a lack thereof. Additionally, researchers compare indicators' RMSE (or MAE) values to those of a simple linear regression (LM) model. In this study, all indicators yielded positive Q^2 predict values, indicating predictive power. Furthermore, most indicators exhibited smaller prediction errors (RMSE or MAE) than the LM model, suggesting the model's medium predictive power.

4.9. Discussion

This study analyzes the correlation between workplace spirituality and job satisfaction based on the JD-R (Job Demand-Resource) theory. According to this theory, job demands and resources critically impact employee performance and well-being. The resources and demands from many aspects of life, from personal to workplace, can influence motivation outcomes to enhance employees' performance and maintain well-being. This study's findings show results consistent with the JD-R theory, which uses workplace spirituality as a personal resource that impacts job satisfaction and employee well-being. Results from the first hypothesis test (H1) revealed a significant positive relationship between workplace spirituality and job satisfaction, with a p-value <0.05 (0.000) and a t-statistic >1.645 (4.069). Higher workplace spirituality positively generates higher job satisfaction. The result of this study reports that the appraisal of workplace spirituality has a positive and significant impact on job satisfaction. The report follows previous studies by Rashidin et al. (2020), Mapuranga et al. (2021), and Aftab et al. (2022).

Table 6 displays a path coefficient of 0.000 from workplace spirituality to employee well-being, indicating a positive impact because the coefficient is <0.05 . Moreover, the t-value for brand credibility is 12.001, exceeding 1.645, signifying a significant influence. Hence, H2 is accepted, suggesting that workplace spirituality has a more substantial direct effect on employee well-being than job satisfaction. Furthermore, workplace spirituality as a competitive advantage has a substantial positive impact on fostering employee well-being (Aboobaker et al., 2019). It indicates that workplace spirituality could also maintain employee well-being, which is related to reducing stress levels and increasing the positive emotions of the employee. Mahipalan & S. (2019) also found that higher spirituality correlates with reduced stress levels and improved mental health. As an internal resource, spirituality serves as a coping mechanism for stress, ultimately

promoting psychological well-being. Employee spirituality enhances positive well-being, contributing to positive organizational outcomes (Koburtay & Alzoubi, 2021). This emphasizes the importance of organizations prioritizing employees' spiritual well-being to improve their psychological status.

Hypothesis 3 examines the impact of employee well-being on job satisfaction. Table 6 revealed a positive and significant correlation between employee well-being and job satisfaction ($\beta = 0.000$, $t = 9.860$), supporting H4. Employee well-being has a more significant impact on job satisfaction than workplace spirituality. This finding is consistent with Jung et al. (2023) study on hotel employees in South Korea, Bastida et al. (2023) study on teachers in India, and Hameli et al. (2024) study on finance employees in Kosovo. Enhanced well-being in the work environment often leads to increased employee job satisfaction. Employees experience higher job satisfaction when maintaining a positive mindset and intrinsic motivation. This is related to the JD-R theory that personal resources can lead to more excellent performance.

According to Hypothesis 4, the impact of workplace spirituality on employee well-being was moderated by employee work-life balance. To analyze this moderating effect, the work-life balance was measured and tested by the moderating effect. There are two different impacts of moderation, the direct impact of work-life balance moderated workplace spirituality on employee well-being ($\beta = 0.003$, $t = 2.767$) and the indirect impact of work-life balance on job satisfaction mediated by employee well-being ($\beta = 0.000$, $t = 5.715$). Among employees with higher work-life balance, personal beliefs about life's meaning, goals, and direction were found to significantly influence employee well-being. This suggests that a high level of work-life balance positively impacts greater well-being and leads to increasing job satisfaction (Bhaskar & Mishra, 2019; Boulet & Parent-Lamarche, 2023; Jung et al., 2023). Meanwhile, the impact on their well-being is weaker for employees with lower levels of work-life balance. The difference in level and impact is shown in Figure 2. Work-life balance is closely related to job demand; a low work-life balance indicates high job demand. It can also negatively impact employee well-being.

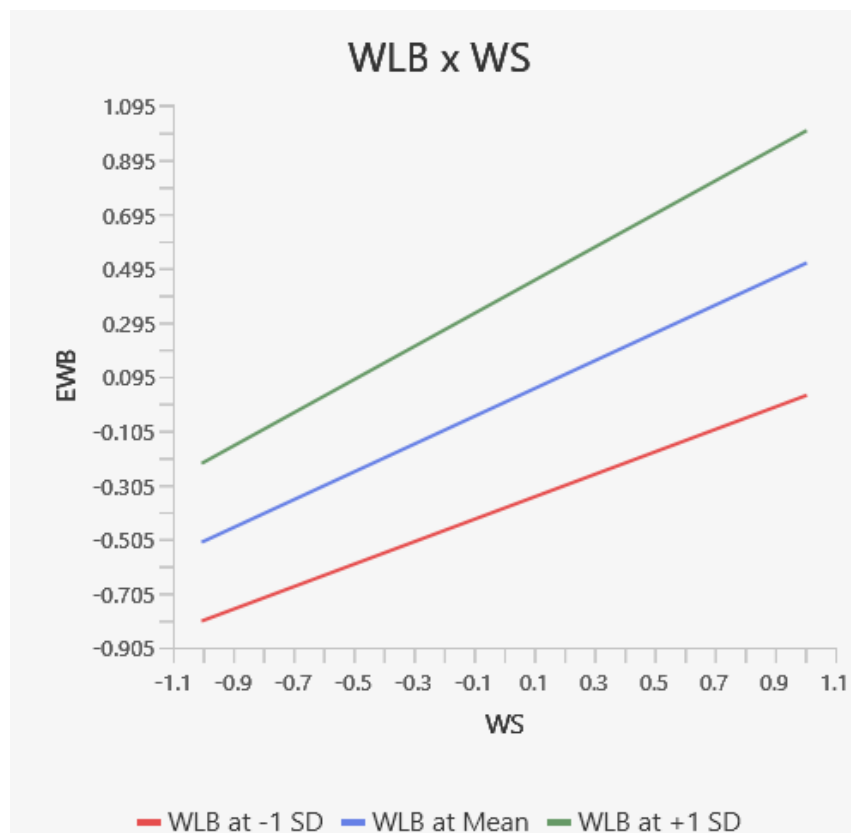


Figure 2. Interactive effects of work-life balance on workplace spirituality and employee well-being

Hypothesis 5 tested how workplace spirituality influences job satisfaction via employee well-being. The results from Table 6 confirmed the mediating effect, thus supporting H5. The relationship between workplace spirituality and job satisfaction was mediated by employee well-being ($\beta = 0.000$, $t = 8.025$, $p < 0.05$). According to these results, based on Hair et al. (2022), it was concluded that employee well-being was complementary mediation. Workplace spirituality correlates with enhanced employee well-being, leading to increased job satisfaction. The mediation effect on job

satisfaction is more significant than the direct impact of workplace spirituality. This finding is in line with the previous study (Rubel et al., 2021; Binu Raj et al., 2023; Hameli & Bela, 2023). Thus, their well-being should be fulfilled to achieve higher job satisfaction among employees for better performance.

5. Conclusion

This study investigates how workplace spirituality influences job satisfaction through employee well-being and work-life balance. It proposes three hypotheses for direct relationships between workplace spirituality, employee well-being, and job satisfaction, as well as a hypothesis for the mediating effect of employee well-being on the relationship between workplace spirituality and job satisfaction. Additionally, it proposes a hypothesis for the moderating effect of work-life balance on the relationship between workplace spirituality and employee well-being. Results demonstrate that workplace spirituality directly impacts both job satisfaction and employee well-being. Moreover, employee well-being significantly influences job satisfaction. The mediating analysis reveals that employee well-being is a complementary mediator between workplace spirituality and job satisfaction. Furthermore, work-life balance moderates the relationship between workplace spirituality and employee well-being, with a weaker effect for those with a low work-life balance and a more substantial effect for those with a high work-life balance.

5.1 Theoretical Implication

This study holds significant theoretical and practical implications. This study contributes to knowledge and bridge JD-R theory and spirituality study. A comprehensive causal effect of workplace spirituality and job satisfaction has been established, with employee well-being as a mediator and work-life balance as a moderator. The research model offers an in-depth assessment of how workplace spirituality can enhance job satisfaction among employees of conventional travel agents. Previous studies commonly focus on the various industries such as hotel, finance, and education. This research extends the results of previous research on the influence of workplace spirituality and job satisfaction in the travel agent services industry. Our research uses mediation to reveal the comparison between the influence of the mediating effects of employee well-being and the direct effect of workplace spirituality. Accordingly, understanding the impact of workplace spirituality on job satisfaction is helpful for employee stress management in order to survive in a highly competitive environment and avoid job burnout.

5.2 Practical Implication

Our findings have some practical implications. The study indicates that employee well-being is a complementary mediation of the relationship between workplace spirituality and job satisfaction. Subsequently, the moderating effect of work-life balance impacts employee well-being yet the impact level regarding the work-life balance level. Thus, managers could help employees achieve better work-life balance and well-being. HR practitioners should implement flexible work policies, including remote work options and flextime, to meet the diverse needs of employees. Investing in technology and providing training will enhance work-life balance by supporting remote work and collaboration. Wellness programs focusing on physical and mental health should be accessible and tailored to individual needs. However, the key to their success lies in continuous feedback mechanisms, which ensure these initiatives remain effective. Leadership development should emphasize work-life balance, with managers equipped to create a supportive and inclusive environment.

The findings would help managers develop well-being programs in travel agent companies to enhance employees' job satisfaction. Managers can foster a healthy work environment and educate employees to encourage efficient work-life balance management. Managerial action that would be considered is to establish and adhere to specific work hours to prevent overtime work. The company can control employees' work time through attendance checks. Offering flexible work schedules and encouraging regular breaks also helps employees maintain their work-life balance. Companies can develop well-being programs such as incentives and coworking spaces to boost employees' performance.

Our study also indicates that workplace spirituality significantly affects job satisfaction, which is more significant when moderated by work-life balance and mediated by employee well-being. Employees with a higher level of workplace spirituality have higher job satisfaction. In the case of enhanced workplace spirituality, managers can arrange spiritual wellness incentives for employees to aim for close spirituality among the employees. Moreover, workplace spirituality plays a substantial role in enhancing job satisfaction. This factor is trained from individuality, such as an ethical attitude, giving all the good, working to contribute to the community, and working sincerely. The employee can individually enhance that factor to achieve higher job *satisfaction*.

5.3 Limitation and Future Research

Several limitations should be noted when interpreting the results of this study. First, the study exclusively focuses on travel agent employees from fifteen companies within the Bali region, which may introduce a general method bias. To improve future research, it is preferable to enlarge the scale of the research, either in Bali or in another region. It is preferable that future research afford a larger number or complete population of respondents to obtain more precise results. Second, the study only examines positive predictors of job satisfaction. This study solely investigates

positive antecedents of job satisfaction, such as workplace spirituality, employee well-being, and work-life balance. However, it does not explore the potential outcomes of job satisfaction or antecedents of workplace spirituality. Future research may extend our model by incorporating diverse variables, settings, and countries, offering insights into workplace spirituality and job satisfaction across various contexts and organizational cultures. For example, employee-based constructs like knowledge, health issues, time management, commitment, and attitude have a role in workplace spirituality and job satisfaction. A more comprehensive study could consider adding or modifying mediation or moderation variables to explore these constructs' relationships further.

Author Contribution

Author 1 : conceptualization, writing original draft, data curation, formal analysis, investigation, methodology review and editing,

Author 2 : review and editing, supervision, validation, visualisation.

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Conflict of Interest

The authors have no affiliation with any organization with a direct or indirect financial interest in the subject matter discussed in the manuscript. We have no conflict of interest to declare.

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