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Impact of Workplace Spirituality on Organizational Commitment: The Mediating Effect of Employee Well-Being and the Moderating Effect of Work-Life Balance

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Abstract: In this research study, the impact of workplace spirituality on organizational commitment has been examined using a quantitative method to analyze executive-level employees from a random sample of 242 employees in selected commercial/public sector banks based in the Colombo District. There was also an examination of the mediating effect of employee well-being and the moderating effect of work-life balance on the relationship between workplace spirituality and organizational commitment. Workplace spirituality is becoming a highly valued aspect of working for an organization that has meaningful work, a sense of belonging, and alignment between the employee's personal values and organizational values. Both of these aspects of working are now considered essential components that impact employee attitudes and behavior. The research concluded that workplace spirituality positively impacted employees' commitment to the organization, noting those with greater emotional and psychological well-being were more likely to develop greater commitment to the organization through workplace spirituality. Furthermore, work-life balance was shown to moderate the relationship between workplace spirituality and employee commitment, making the impact of workplace spirituality stronger when work-life balance is low and lower when work-life balance is high. These findings highlight the need for public sector commercial banks to create environments that are supportive of their employees, provide opportunities for employees to experience well-being, and develop policies designed to support work-life balance. The findings of this study provide valuable insights into these concepts even though they only represent a small percentage of the entire population of employees in commercial/public sector banks located within the Colombo District.

Keywords: *Employee Well-being, Organizational Commitment, Work–Life Balance, Workplace Spirituality*

Introduction

Currently, workplace spirituality is growing rapidly in the business sector. In today's highly competitive and fast-paced lifestyle environment, businesses face intense competition. Organizations are trying to strengthen and enhance their human resource commitment to gain a competitive advantage. The human resources are often the most valuable resources. Human resources are intangible and differentiated. Therefore, it is somewhat hard for other competing organizations to imitate. Hence, it is necessary to improve human resource quality. Although the organization cannot control the employees' spirituality; it can be initiated by responding to the employees' expectations and recognizing the importance of the human resource (in a holistic way). For that reason, most organizations have been looking to create a work environment that can aim at increasing a worker's sense of meaning and purpose. Many organizations are

supporting the phase of this new approach because they believe the humanistic workplace environment produces a situation that can be beneficial to both employees and organizations (Garcia-Zamor, 2021)

In the last decade, organisations have begun to regard employees as being far more important than their products or services in terms of how competitive they can become in business. Motivated employees can be considered a significant source of competitive advantage for an organisation (Ulrich, 2016; Dandona, 2013). Evidence suggests that employees are looking for meaning and purpose in their jobs; as such, workplace spirituality has increased in importance (Ayranci, 2011; Garcia-Zamor, 2003). Additionally, the growing concern of organisations such as the World Bank, Ford, Nike and Apple regarding their commitment to, and satisfactory fulfilment of, workplace spirituality has led to the development of workplace spirituality policies (Casey, 2002 cited in Do, 2016).

Workplace spirituality is not the same as religion; rather than being rooted in religious beliefs, workplace spirituality focuses on qualities such as compassion, loyalty, patience and being aligned with your organisation's values. Accordingly, it is a way of expressing one's commitment to, or engaged in, a meaningful career in the context of belonging to a community (Ashmos & Duchon, 2000; Milliman et al, 2003). Due to the growing personal and social insecurity in the workplace and the accompanying challenges for work-life balance, workplace spirituality has become increasingly applicable to employees' attitudes, behaviours and level of commitment to their employers (Supriyanto, 2019).

In addition to impacting employee engagement, research indicates that workplace spirituality may help reduce stress and enhance creativity and problem-solving abilities, increase job satisfaction, and build trust, nurture an individual's sense of unity, and increase organisational identity (Ahmad Syahir et al., 2025; Chirico et al., 2023; Khan et al., 2024). Workplace spirituality can be expressed through the three primary dimensions of "meaningful work," "sense of community" and "alignment with organisational values." To foster workplace spirituality through human resource policies, organisations can leverage workplace spirituality as a means of creating greater employee performance and organisational outcomes (Paul et al., 2015 cited in Joelle & Coelho, 2019).

This study aims to investigate the impact of workplace spirituality on organizational commitment, with a focus on the mediating role of employee well-being and the moderating role of work-life balance among executive-level employees in public sector commercial banks in the Colombo District.

With increased stress resulting from job pressures, high levels of stress, and demanding work environments, today's global workforce is seeking ways to identify and develop their own sources of meaning. To this end, there has been a growing recognition of the importance of workplace spirituality. In addition, there has also been a trend toward creating organizational cultures that foster a sense of belonging through the establishment of supportive communities (e.g., cooperative networks or formalized support systems). In developing such a culture, organizations can build and maintain employee loyalty and commitment. Research has demonstrated that workplace spirituality has a positive relationship with employee satisfaction and organizational commitment. Studies focusing on executive employees have particularly demonstrated how workplace spirituality has positively affected executive-related

outcomes, such as stress levels and burnout (Tahir & Adnan, 2017). However, few studies have examined the relationship between workplace spirituality and employee satisfaction and commitment within the Sri Lankan banking sector. For example, Fernando and Samaratunge (2019) examined spiritual leadership and employee innovation, while Perera and Jayasinghe (2021) focused on motivation and withdrawal behavior. As such, there is a gap in our understanding of how workplace spirituality influences both the well-being and organizational commitment of Sri Lanka's executives. Therefore, a greater understanding of the role of workplace spirituality in facilitating well-being and commitment for Sri Lanka's executives is necessary.

General Objective

The main objective of this study is to examine the impact of workplace impact the organizational commitment of Executive level employees in selected public sector commercial banks in Colombo district, through work life balance and employee well-being.

Specific Objectives

- To examine the impact of workplace spirituality on the organizational commitment of executive-level employees in selected public sector commercial banks.
- To identify the impact of workplace spirituality on the employee well-being of executive level employees in selected public sector commercial banks.
- To investigate the impact of employee well-being on the organizational commitment of executive-level employees in selected public sector commercial banks.
- To analyze the mediating role of employee well-being in the relationship between workplace spirituality and organizational commitment.
- To evaluate the moderating role of work-life balance in the relationship between workplace spirituality and organizational commitment.

This study will aid top management, policy makers, and HR departments of public sector commercial banks in Sri Lanka to develop workplace spirituality interventions on competitive advantage from increased employee commitment. The study will examine the impact of workplace spirituality in enhancing organizational commitment while accounting for the mediation of employee well-being and moderation of work-life balance. This research is significant because there is limited literature on this topic in the context of Sri Lankan banking, especially for the executive level as they play a crucial role in decision-making and managing operations. This study will be informative for researchers and academics to further develop understanding of workplace spirituality and its effect on organizational commitment, with a focus on work-life balance and employee well-being as mediator and moderator. While there is a great body of literature on the topic in Western contexts in sectors such as healthcare, hospitality, and education, there is very little published work in the Sri Lankan context and virtually none from public sector commercial banks. In this way, this research fills an important gap by providing empirical evidence from the banks operating in the Colombo district and contributes to a growing worldwide literature on workplace spirituality and organizational commitment.

Literature Review

Organizational Commitment

The term 'Organizational Commitment' describes how an employee thinks about and feels about their organization, as well as how likely he or she is to remain with the organization, how much they participate, and how much extra effort they will put in to support the organization (Allen & Meyer, 1990; Porter et al., 1974; Ghorbanhosseini, 2013). Some of the factors that influence an employee's commitment include job satisfaction, the type of leadership they are under, cooperation among employees, the training opportunities an employee receives, and their demographic characteristics (Saha, 2017; Kee et al., 2016; Hanaysha, 2016). An employee who is committed to their organization exhibits behaviours that reflect the organization's values, participates in the organization effectively, and improves the overall performance of the organization (Zincirkiran et al., 2015; Wulandari, 2020). Workplace Spirituality (WPS) is a term that describes how the workplace impacts the level of an employee's commitment to the organization. WPS provides an employee with a greater sense of purpose and meaning regarding their work, creates a sense of community among employees, and helps employees align their own values with those of the organization (Wainaina et al., 2014; Hisam & Sanyal, 2021; Rego & Cunha, 2007). Workplace spirituality increases employees' emotional attachment to the organization, their loyalty toward it, and their intention to remain with the organization even when formal job roles change. Also, WPS contributes to the employee's emotional and psychological well-being and thus enhances the employee's commitment to the organization (Loan, 2020; Rego & Cunha, 2007).

A work-life balance acts as a moderator in the relationship between WPS and commitment. Employees who have a good work-life balance experience less stress, are more satisfied, and feel greater commitment to their organizations than employees who do not have a good work-life balance (Hanaysha, 2016; Azeem & Akhtar, 2014). A good work-life balance enhances the positive impact of WPS on commitment, and the negative impact of poor work-life balance reduces the positive impact of WPS on commitment. Thus, integrating workplace spirituality with employee well-being and work–life balance is critical for fostering strong organizational commitment.

Workplace Spirituality

There is no single definition of workplace spirituality (WPS), as the concept is made up of many facets, however most definitions have similar components: a purpose for doing worthwhile work, a feeling of belonging to a community, and a connection to an organization's values. The concept allows people to express their inner self to others, as well as have a purpose in their job. In addition to having a purpose in their job, WPS fosters the development of relationships with co-workers. WPS is gaining importance in the workplace today due to the increased work demands placed on employees, the pressure of achieving a work-life balance, and employees' desire for meaningful work, all of which have been linked to increased creativity, innovation, performance, and overall employee well-being. The dimension of meaningful work describes the degree to which employees perceive their jobs as providing them with satisfaction and a sense of purpose (beyond compensation). This dimension encourages individuals to be more resilient and fulfilled. Employees experience a sense of community when they belong to a group of peers who provide them with emotional and spiritual

support, as well as collaborators with a common purpose. Furthermore, this dimension supports teamwork and provides employees with opportunities to work together toward a shared goal. The third dimension of WPS is the alignment between an employee's values and those of the organization. The alignment of these two sets of values creates a greater level of commitment, loyalty, and ethical behavior among employees. Research has shown that the combined effect of these three WPS dimensions supports a greater level of commitment to the organization, reduces absenteeism, increases employee loyalty to the organization, and motivates employees to perform their jobs in a way that positively contributes to the success of the organization.

Employee Well-being

The overall health of an employee is a measure of their physical, emotional, and mental well-being, which includes happiness with both life and work, as well as a sense of control over their own destiny ((Bhoir & Sinha, 2024; Jaškevičiūtė et al., 2024; Zhang et al., 2020; Pham et al., 2024). Employees who feel good about themselves are more engaged and have greater creativity, productivity, and lower levels of anxiety and stress. The fact that these employees are less likely to experience health-related difficulties and are more likely to remain with their employer positions them as an asset to any business (Jaiswal & Prabhakaran, 2024). Research consistently demonstrates that employees who feel fulfilled in their jobs, understand their purpose in the workplace, and possess intrinsic motivation benefit from improved well-being due to the positive atmosphere created by management through workplace spirituality (Mahipalan , 2019; Koburtay & Syed, 2021; Pawar, 2016).

Organizational commitment (i.e., commitment of employees to their employer) is positively associated with the well-being of employees (Mowday et al., 1979; Meyer & Allen, 1997). Employees who report feeling fulfilled in life and at work experience lower stress levels than those who do not, and experience higher engagement and stronger bonds with their employer (Young et al., 2023; PubMed, 2013). The impact of the spiritual component of the workplace environment will lead to increased workplace commitment (e.g., a greater sense of community), which, in turn, leads to greater employee loyalty and affective attachment to the organization (Sarkar, 2012; Wainaina et al., 2014; Rego & Cunha, 2007). Employee well-being mediates this relationship, indicating that spiritually enriched workplaces that promote well-being can significantly increase organizational commitment, retention, and overall employee engagement.

Work-life Balance

Work-Life Balance (WLB) was created in 1986 as a way to manage the tension created between our obligations to work and family (Ghai 2014, Praya et al 2020, Sirgy and Lee 2018). Achieving WLB is important to the overall wellbeing, productivity, and satisfaction of employees. On the other hand, not maintaining WLB can lead to higher employee turnover and an increase in the level of stress amongst its workers (Agarwal and Lenka 2015, Kumara and Fasana 2018). Flexible working arrangements, supervision that provides support, relationships between co-workers that are good (so they can help each other), working hours, leave and rewards can improve WLB for an employee (Wong et al 2017, Nizam and Kam 2018). In addition to affecting WLB, having organizational support is critical for employees' family members, friends and

health (Saha 2016) because they impact an employee's ability to work effectively.

Within Appellant Public Sector Banks (Commercial Banks), executive employees face many job demands and stress thus WLB has a high level of importance. An important way that WLB creates and supports WLB is through workplace spirituality (WPS) because it provides employees with purpose and the ability to do meaningful work and to feel that they are part of a community which increases their level of well-being and commitment as an employee (Aboobaker et al 2019, Yayla and Eskici Ilgin 2021). The connection between WPS and Commitment will increase when employees experience WLB which creates higher levels of employee satisfaction and lower levels of employee stress, attachment to the organisation will also increase. (Young et al 2023, Bhaskar and Mishra 2019, Boulet and Parent-Lamarche 2023). Despite its importance, research on WLB in non-Western contexts, such as Sri Lanka, remains limited, highlighting the need to explore its role alongside workplace spirituality in enhancing employee well-being and commitment.

Theoretical Foundations

According to SET by Blau (1964), organization-employee associations are those that have an element of give-and-take. When employees feel that the organization has supported them, by way of fair treatment or recognition or work–life balance, then they respond with positive behaviors such as being committed to the organization. In terms of workplace spirituality, when employees experience meaningful work, a feeling of community, and a shared value system with the organization, they consider it a form of organizational support; coupled with organization support for work–life balance, they feel valued as persons and citizens, which consolidates their commitments (Cropanzano & Mitchell, 2005; Afsar et al., 2018). Work-life balance acts as a moderator in strengthening the effects of workplace spiritual commitment.

The JD-R theory provides an insight into the effect of job demands and resources on employees. High demands, such as time pressure and heavy workload, can cause stress, while the job resources support, autonomy, and opportunity for growth enhance well-being and commitment (Bakker & Demerouti, 2018; Li et al., 2023). Workplace spirituality is perceived by some to be a personal resource that helps employees cope with demands, reduces stress, and makes them feel better at their workplace. And this, in turn, improves job satisfaction and commitment to the organization (Tims et al., 2013; Bakker & de Vries, 2021).

Conceptual Framework and Methodology

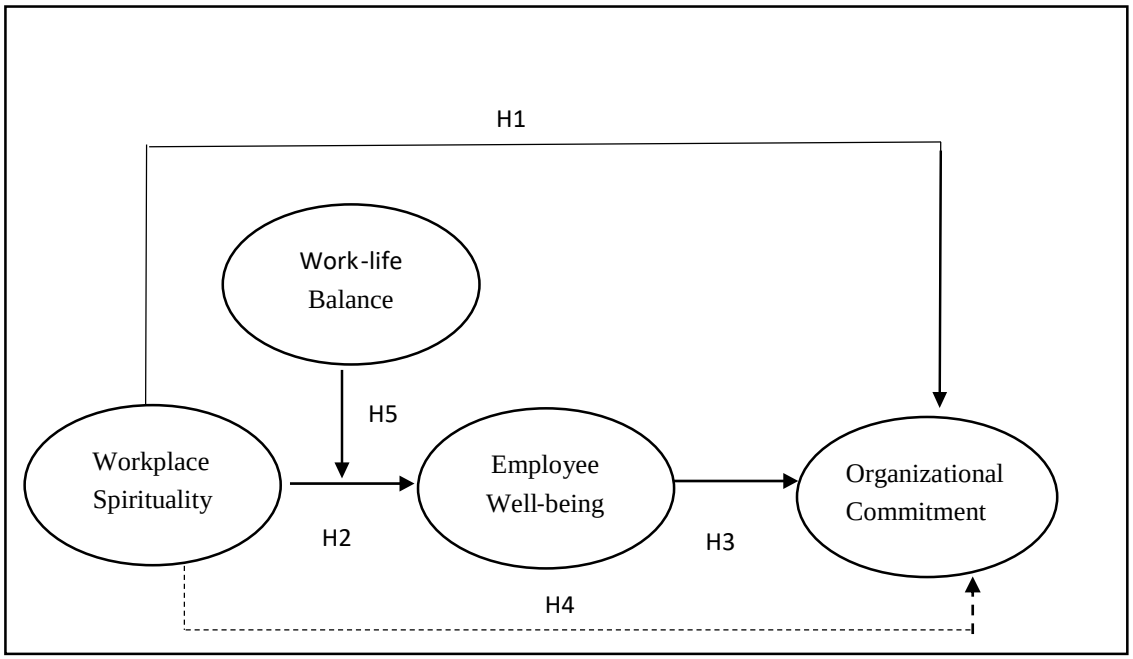

Figure 1- Conceptual Framework

Development of Hypotheses

H1: Workplace spirituality has a positive impact on the organizational commitment of executive-level employees in selected public sector commercial banks.

H2: Workplace spirituality has a positive impact on employee well-being of executive-level employees in selected public sector commercial banks.

H3: Employee well-being has a positive impact on the organizational commitment of executive-level employees in selected public sector commercial banks.

H4: Employee well-being mediates the relationship between workplace spirituality and organizational commitment.

H5: Work–life balance moderates the relationship between workplace spirituality and organizational commitment of executive-level employees in selected public sector commercial banks.

Population, Sample and Sampling Techniques

This study focuses on selected public sector commercial banks in the Colombo District, with a population of 650 executive-level employees. From this population, a sample of 242 employees was determined using the Morgan sample size table (Krejcie & Morgan, 1970). Data were collected through a structured online questionnaire distributed among the selected respondents to ensure efficiency and wider reach. The study adopted a simple random sampling method to select participants, ensuring that every employee had an equal chance of being included in

the sample. The sampling was carried out using a computer-based random number generator, which assigned random numbers to the population list and selected respondents accordingly to maintain fairness and reduce bias.

Measurement Scales

The dependent variable: Organizational Commitment

Organizational Commitment was assessed using the measurement scale Developed by Mowday et al. (1979) with 6 items. All the items are anchored on a five-point Likert Scale where 1 = strongly disagree and 5 = strongly agree. No reverse-coded items are included in the scale.

Independent Variable: Workplace Spirituality

The independent variable: The scale of Workplace Spirituality was adopted from Milliman, Czaplewski, and Ferguson (2014) study. It is a 21-item scale. A five-point Likert scale [ranging from 1 (strongly agree) to 5 (strongly disagree) was used to measure the scale items.

Moderating Variable: Work-Life Balance

Work-life balance was gauged by a scale modified from Zheng et al. (2015). It has 15 statements spanning a spectrum of agreement on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Mediating Variable: Employee Well-Being

Employee well-being was measured using the scale conceptualized by Chong Hoon Kei, Khor Yin Jie, and Vithya Nareandran (2021) and originally from Danna & Griffin (1999) and Warr (1987) research. The scale comprises 13 items and is rated on a five-point Likert scale with 1 = strongly disagree and 5 = strongly agree.

Research Design

The researcher has utilized conclusive research design for the study and research will be conducted by using quantitative type of data. Under descriptive research design, cross-sectional design has selected as the research design because of the researcher expected to gather data from respondents at one time. Therefore, the researcher has designed the questionnaire with several questions is used to collect primary data. The questionnaire was analyzed and evaluated by the following methods using the software SPSS version 23.

Data Analysis and Results

Reliability & Validity Statistics

Table 01: Reliability & Validity Statistics

Variable	No. of items	Cronbach alpha	KMO Coefficient	Barlett's Test [Chi-Square]	Sig.
Workplace Spirituality (WS)	21	0.951	0.867	553.182	0.000
Organizational Commitment (OC)	06	0.841	0.867	553.182	0.000
Employee Well-being (WB)	13	0.929	0.951	1723.200	0.000
Work Life Balance (WLB)	15	0.954	0.954	2021.046	0.000

Source: Survey Data (2025)

As depicted in table 01, Cronbach alpha of internal consistency coefficients of the dependent variable, independent variable, mediator, and moderator are greater than 0.7 indicating that multi-item measurement scales are reliable enough and have no biases. According to the KMO coefficients and the respective sig. values for variables given in table, the study sample seems statistically adequate to perform an EFA to assess the construct validity.

The analysis shows that workplace spirituality (WS) has a positive and significant relationship with organizational commitment (OC) and employee well-being (WB). Results of the correlation analysis show that WS and OC have a strong and positive correlation ($r=0.736$, $p<0.01$), WS and WB have a strong and positive correlation ($r=0.746$, $p<0.01$), WB and OC have a strong and positive correlation ($r=0.646$, $p<0.01$). The regression analysis shows that WS is a significant predictor of OC ($\beta=0.851$, $p<0.001$) and WB ($\beta=0.833$, $p<0.001$) and WB is a significant predictor of OC ($\beta=0.669$, $p<0.001$) which supports hypotheses H1, H2, and H3. The mediation analysis shows that WB partially mediates the relationship between WS and OC. When WB is included in the regression analysis the effect of WS on OC decreases from $\beta=0.851$ to $\beta=0.662$, and there is a significant indirect effect of WS on OC through WB (0.189, BootCI: 0.0011-0.3026), which supports H4. The moderation analysis shows that work-life balance (WLB) significantly moderates the relationship between WS and OC ($\beta=-0.701$, $p<0.001$) such that the effect of WS on OC is stronger at low levels of WLB and weaker at higher levels of WLB, which supports H5. The results support that WS enhances OC directly and indirectly through WB, and that the strength of this relationship is affected by the WLB of employees.

Findings and Discussions

Workplace Spirituality and Organizational Commitment

The findings of this study reveal a strong and positive relationship between workplace spirituality and organizational commitment ($R^2 = 0.736$, $p = 0.001$). This suggests that when employees perceive their work as meaningful, feel a sense of purpose, and maintain strong interpersonal connections, they tend to demonstrate higher levels of loyalty and attachment to their organization. This result is consistent with earlier studies, particularly those of Milliman et al. and Rego and Cunha, who found that workplace spirituality significantly enhances employees' emotional attachment and commitment. Similar to these findings, the present study confirms that fostering a spiritually enriched work environment can strengthen employee commitment. Therefore, organizations should focus on promoting meaningful work experiences, supportive leadership, and inclusive cultures to enhance commitment.

Workplace Spirituality and Employee Well-Being

The study also identifies a strong positive relationship between workplace spirituality and employee well-being ($R^2 = 0.746$, $p = 0.001$). Employees who experience a sense of purpose, connectedness, and inner balance tend to report better mental and emotional well-being. This finding aligns with prior research by Ashmos and Duchon, who emphasized that spirituality at work contributes to employees' psychological health and satisfaction. Likewise, Petchsawang and Duchon highlighted that spiritual practices in the workplace promote inner peace and well-being. Consistent with these studies, the current research confirms that organizations can improve employee well-being by encouraging mindfulness practices, ethical leadership, and a sense of purpose within the workplace.

Employee Well-Being and Organizational Commitment

The analysis further shows a positive relationship between employee well-being and organizational commitment ($R^2 = 0.219$, $p = 0.001$). This indicates that employees who experience higher levels of well-being are more likely to be committed to their organization. This finding is supported by previous studies such as those conducted by Wright and Cropanzano, who demonstrated that employee well-being significantly influences positive work attitudes, including commitment. Similarly, Meyer and Allen suggested that employees with positive emotional states tend to develop stronger organizational attachment. The current findings reinforce the importance of investing in employee well-being initiatives to strengthen commitment levels.

Mediating Role of Employee Well-being

The mediation analysis indicates that employee well-being partially mediates the relationship between workplace spirituality and organizational commitment, with an indirect effect of 0.189 (BootCI: 0.0011–0.3026). This suggests that workplace spirituality enhances commitment not only directly but also indirectly by improving employee well-being. This result is consistent with earlier findings by Baron and Kenny and later empirical studies in organizational behavior, which emphasize that psychological well-being often acts as a key mechanism linking workplace factors to employee attitudes. In line with these studies, the present research highlights that promoting spirituality alone is not sufficient; organizations must also

actively support employee well-being to maximize commitment.

Moderating Role of Work–Life Balance

The moderation analysis reveals that work–life balance significantly moderates the relationship between workplace spirituality and organizational commitment ($\beta = -0.701$, $p < 0.001$; $\Delta R^2 = 0.0684$). Interestingly, the relationship between spirituality and commitment is stronger when work–life balance is low, and weaker when work–life balance is high. This finding is somewhat consistent with research by Greenhaus and Allen, who noted that employees with a well-balanced life tend to maintain stable attitudes regardless of workplace conditions. Similarly, Haar et al. found that work–life balance itself contributes significantly to employee well-being and job attitudes. The current study extends these findings by showing that when employees already enjoy a good work–life balance, the additional impact of workplace spirituality on commitment becomes less pronounced.

Implications

The findings of the research present significant consequences for the public sector commercial banks in Sri Lanka. Workplace spirituality is the most important aspect of the day because it brings to light the values of meaningful work, compassion, connectedness and ethical values. Thus it can be said that the banks are going to be using the method of employees' growth through respect, teamwork, and trust. It should be noted though, that the relationship between spirituality and commitment is partly through well-being among employees, hence the latter mentioned activities can very well be the ones to boost employees' morale and loyalty. On the other hand, if the workplace spirituality is less effective then it will be the case that the employees' work-life balance is low. The latter situation just reveals the importance of employees' attachment to the workplace through such factors as meaningful work, community, and value alignment. Therefore, to get the best possible result, banks should allow work-life balance through flexible arrangements and considerate management while nurturing employees' spirituality and well-being. This way, they will ultimately reap the benefits of commitment, reduced turnover, and a high-performance culture.

Limitations

In spite of its endeavors, the study has inherent limitations. First, the study was limited to two selected public sector commercial banks in the Colombo District, meaning that the results from the study cannot be broadly generalizable to context in other districts, institutions, or industries. Second, the study was based on only executive level employees excluded non-executive or managerial level employees that may lead to differing experiences. Third, all the data collected was through self-administered questionnaire only, meaning that responses may reflect personal biases and social desirability. Finally, the study was cross-sectional, meaning it captured data at only one point in time, making it impossible to observe workplace spirituality and commitment over time.

Directions for Future Studies

Furthermore, other factors such as leadership style, organizational culture, or personal circumstances could have an impact on the variables studied but were not included. Based on these limitations, a number of suggestions are made for future studies. Future research should expand the sample to include private sector banks, non-banking institutions, or multiple regions to increase generalizability. Longitudinal studies could be conducted

to examine how workplace spirituality and organizational commitment change over time. Mixed-method approaches, combining quantitative and qualitative data, could provide deeper insights into employees' experiences. Researchers may explore additional mediators or moderators, such as job satisfaction, emotional intelligence, leadership style, or organizational culture. Comparative studies between executive and non-executive employees could reveal how workplace spirituality affects different employee groups.

Conclusion

The main purpose of the study was to examine the impact of workplace spirituality and its influence on organizational commitment of executive-level employees in selected public sector commercial banks in the Colombo District, while assessing the mediating effect of employee well-being and the moderating effect of work–life balance. The results showed that workplace spirituality has significantly enriched or enhanced employees' commitment scores through sense of purpose, belonging, and connectedness.

The results further support that employee well-being is a partial explanation of how workplace spirituality influences commitment; when spirituality positively impacts psychological well-being, workers grow more emotionally attached to their organization. Notably, the moderating effect of work–life balance demonstrates a buffering pattern: the positive effect of workplace spirituality on commitment becomes stronger when employees experience poor work–life balance, as spirituality is an important internal resource for employees when they are in an imbalance state. However, in the case where work–life balance is high, the effect of workplace spirituality on commitment is weak because employees are already experiencing support when demands are balanced.

This study provides theoretical contributions to the literature and practical implications for human resource management in the banking industry. By managing workplace spirituality and well-being, and improving policies related to work–life balance, organizations can encourage additional commitment, decrease turnover intentions, and facilitate organizational success in the long run.

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