



Investigation into the Nexus between Workplace Spirituality and Employee Performance in Indian Banks: The Interplay with Mental Health as a Mediating Factor in the Context of West Bengal, India.

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ABSTRACT

Purpose - The purpose of the study was to develop an additional perspective on when and why workplace spirituality predicted employee performance through employee mental well-being. It was hypothesized that spiritually motivated employees were better able to motivate themselves at work, establishing a connection with their inner selves and personal lives during work.

Aims(s) - The primary objective of this research was to elucidate the causal relationship between workplace spirituality among banking employees and its impact on employee performance.

Design/methodology/approach - The sample comprised of 400 employees who were employed in different bank branches across West Bengal, India. The author conducted an Exploratory Factor analysis to find out the other factors of workplace spirituality and used structural equation modeling on SPSS AMOS 22 to test the hypotheses.

Findings - The study's implications for the banking sector, facing staff turnover and low morale, highlighted the interplay of workplace spirituality, mental health, and employee performance. Positive findings underscored the mediating role of mental health, showcasing the significance of inner-life, connectedness, and meaning in fostering a united environment.

Limitations of the study -

Practical implications - The study posited that such spirituality enhanced mental well-being, fostering cordial employee relations, and thereby contributed to heightened performance outcomes.

Originality/value Through workplace spirituality, employees improved their mental clarity, emotional resilience, and problem-solving abilities. Spirituality played a crucial role in ethical decision-making, fostering trust and honesty. The study emphasized prioritizing workplace spirituality to enhance employee well-being and performance, promoting a positive work environment.

KEY WORDS

Workplace Spirituality, Employee Performances, SEM, Bank Employee and Mental Health.

JEL Code: M12, D23, J24

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1. INTRODUCTION

The organizational structure of banks underwent significant changes over time. New organizational structures and technology developments largely impacted employees' working conditions and everyday lives. The arrangement of working life considerably changed by ongoing modifications in employment and working environments brought about by deregulation of labour markets, growing technology, and the emergence of various job responsibilities. Employee performance and health were both significantly impacted by situations like these. For the banking industry in particular, a rigorous and in-depth investigation was required given the recent rise in employee psycho-social illnesses (Giorgi, et al., 2017).

This was probably related to the considerable organizational changes in this sector had seen, specifically the effects that restructuring, role ambiguity and higher customer demand initiatives had on employee efficiency and health (Joseph, 2022).

This study endeavoured to examine the impact of workplace spirituality on employee performance, with employee mental health as a mediating factor within the banking sector. The article focused on the perceptions that higher devotion, values, and ideas carried within individuals allowed them to adapt to changes and sustain their willingness to work in the organisation for an extended period without compromising efficiency, thus improving mental health. Enhanced spirituality in the workplace was found to lead towards improved employee mental health (Tekin, 2023). The paper also delved deeper into understanding spirituality within this context, thereby enhancing comprehension of workplace spirituality from the subjective viewpoint of managers in West Bengal. Workplace spirituality acknowledged the significance of recognizing and fostering the inner lives of employees, encompassing their emotions, values, beliefs, and sense of self and embracing practices such as mindfulness, self-reflection, and the development of emotional intelligence aided employees in cultivating deeper self-awareness and emotional resilience (Rathee & Rajain, 2020). As individuals became more attuned to their inner experiences, they were better prepared to manage stress, regulate their emotions, and uphold mental well-being amidst the trials of the workplace (Delgado, Evans, Roche, & Foster, 2022). Workplace spirituality emphasized the significance of interconnectedness among individuals, teams, organizations, and society. Fostering a sense of belonging resulted in notable mental health benefits by encouraging collaboration, communication, and support within the workplace (Kohll, 2018). This sense of connection improved social support, reduced feelings of loneliness, and nurtured a sense of purpose. Recognizing that employees sought meaning beyond financial rewards, workplaces provided opportunities to align work with organizational values and societal impact. This alignment enhanced job satisfaction, motivation, and mental well-being. Furthermore, employees were encouraged to pursue their passions, enhancing their sense of purpose within their roles and contributing to a fulfilling work environment.

The devotion, values, and ideas that a person carried within them allowed them to adjust to changes and sustain their willingness to work in the firm for a long time without losing efficiency. Workplace spirituality entailed attempting to determine one's ultimate life purpose, developing close relationships with co-workers and other individuals connected to the workplace, and ensuring that one's core beliefs were consistent with the values of their organization (Mitroff & Denton, 1999). Every operational unit's primary responsibility now was to develop welfare programs to keep people engaged in their job, which fostered a sense of fulfilment that improved employee performance. The metrics created expressly for the bank workers had a big impact on how well they performed. Every banking institute strove to have a happy workforce. Linking people's spirits with the job being done at the workplace was an innovative strategy offered by the management of workers in the organization. The practice of workplace spirituality was based on the conviction that it was evolving while making contributions to the development of individuals and society. The spiritual aspects of people could be seen in their care for other workers in the firm or their sense of drive to complete a difficult task. An ethical approach to carrying out any duty would generate revenue for the company, contributing to the success of those employed there. In order to combat the effects of bank stress, modern organizations often adopted innovative work methods. Managements used workplace spirituality as a tool to address the problems associated with employee stress. In a highly competitive world, management strategies also used spiritual elements to solve commercial difficulties. Spirituality improved bank workers' well-being and contributed to their general health and performance. Historically, banks recognized the need to identify workers' spiritual needs to maintain a healthy and supportive work environment. Spirituality was critical in providing bank personnel with a feeling of purpose and fulfilment. They felt a better connection to their employment when their work coincided with their values and beliefs, improving job satisfaction and commitment. This connection promoted a feeling of purpose beyond daily activities and monetary rewards, resulting in a more engaged and motivated staff.

The researchers' goal in conducting this study was to better understand how organizational restructuring was impacted by workplace spiritual practices. According to the authors, workplace spirituality was a personal orientation that dealt with employees' psychological development and experiences while they

were employed by the company (Paul & Saha, 2016). The relevance of values needed the transition of dehumanized workplaces into spiritually oriented workplaces focused on wholeness, spiritual values, relationships, and finding meaning and purpose in one's job (Weinberg & Locander, 2014). The manager of an organization was responsible for encouraging employees' long-term success through a work environment that prioritized community, meaningful work, and inner well-being. The goal of this study was to formulate formal hypotheses to investigate the relationships between workplace spirituality and worker performance. Second, it would evaluate how employee mental health affected workplace spirituality and productivity.

1.1 WORKPLACE SPIRITUALITY

The concept of "workplace spirituality" was introduced in the early 1990s and had since garnered the interest of both practitioners and scholars. In contrast to the prevailing perception associating spirituality with religious constructs, workplace spirituality was fundamentally centered on the sense of belonging and connectedness among individuals in the professional setting (Mitroff & Denton, 1999). A "framework of organizational values manifested in culture," workplace spirituality fostered employees' transcendence through the work process, cultivating a profound sense of connection that elicited feelings of completeness and joy (Giacalone & Jurkiewicz, 2003).

Workplace spirituality encompassed the perceived connection to one's inner self and personal life during work, the perceived sense of meaning and purpose in the professional context, and the perceived connection to fellow employees. A prevailing theme in management literature supported the idea that workplace spirituality significantly benefited organizations regarding employee retention, productivity, and performance (Karakas, 2010). The increasing interweaving of employees' social and business lives, leading to a heightened sense of alienation in the workplace was observed in (Jurkiewicz & Giacalone, 2004). Consequently, there was a growing emphasis from employers on enhancing the connection and engagement with employees (Jurkiewicz & Giacalone, 2004).

Workplace spirituality also referred to as organizational spirituality, comprised three integral components: inner life, meaning and purpose, and interconnectedness. The initial facet, "inner life," pertained to the opportunities that employers afforded employees to express and develop aspects of themselves beyond job-related responsibilities (Ashmos & Duchon, 2000). For instance, strategies promoting employees' family integration within the company, such as events like "Bring Your Child to Work Day" or the encouragement of pursuing personal interests, contributed to fostering a cohesive work environment. (Moore & Casper, 2006) Highlighted that a significant portion of an individual's time was spent at work, and fostering a more integrated self-concept with one's work identity could result in more positive work attitudes (Badrinarayanan & Madhavaram, 2008). Workplace spirituality programs emphasizing employee well-being, including fitness groups, meditation programs, and wellness initiatives, contributed to creating an environment that supported employees' "true self" and facilitated transcendence and self-development (Karakas, 2010).

The second component of workplace spirituality revolved around a sense of meaning and purpose (Karakas, 2010). A meaningful alignment between the company's purpose and that of the employee could engender a sense of intrinsic satisfaction (Karakas, 2010) (Moore & Casper, 2006). Importantly, finding meaning at work was interconnected with employees' broader quest for meaning in their personal lives (Badrinarayanan & Madhavaram, 2008) Workplace spirituality encapsulated "the search for daily meaning as well as daily bread" (Ashmos & Duchon, 2000), emphasizing the profound connection between an individual and their work.

The third component of workplace spirituality was the sense of community and interconnectedness. Being part of something greater or inter-connectedness, held significant weight in workplace spirituality (Mitroff & Denton, 1999). Recent technological advances had blurred the lines between work and personal life, resulting in work consuming more of employees' time and diminishing participation in non-work-related communities (Ashmos & Duchon, 2000) (Duchon & Plowman, 2005) (Karakas, 2010) (Miller, 1998). The decline in participation in non-work-related communities had intensified employees' desire for a form of spirituality rooted in relationships and experiences, rather than religion (Ashmos & Duchon, 2000).

Employees yearned for increased connections with each other, and some employers measured success by these connections due to the attachment and loyalty employees developed in interconnected organisations (Duchon & Plowman, 2005) (Karakas, 2010) (Miller, 1998). Consequently, feelings of interconnectedness and belonging formed an integral part of workplace spirituality and could be advantageous for organizations.

2. LITERATURE REVIEW AND HYPOTHESIS

According to (Gupta, 2017), despite the fact that workplace spirituality had been studied for a decade and numerous papers had been written about it, it was still not fully utilized in the workplace. This was done because the lack of a systems-based approach to the entire range of input, capacity, and output constituted a fundamental obstacle to workplace spirituality systems and processes. Additionally, there existed a lot of misunderstandings regarding the definition and significance of the idea of workplace spirituality. By assembling the diverse aspects of workplace spirituality, this study aimed to close the research gap. When a person approached their work holistically, individual and organizational goals were in line, and a culture of cooperation rather than rivalry was fostered, the conditions were ideal for improved job performance and subsequent profitability. Incorporating spirituality into the workplace not only increased the likelihood that company objectives would be met but also promoted employee growth. This article made the case that by integrating workplace spirituality's aspects, an organization's people resources would benefit in a holistic way. It also advised that crucial organizational behaviour principles be introduced before workplace spirituality. The study conducted by Jain (2019) was conducted to get insights on the features of workplace spirituality in the banking industry as well as to better understand the process by which someone came to realize the purpose of their employment. Even in the most trying circumstances, loyal employees were those who found fulfilment in the work they did for the company. India's private sector banks were well recognized for their stressful working environments. Thus, the practice of workplace spirituality would assist such a work culture in developing techniques that fostered personal development in order to increase employee satisfaction with the job. The practice of workplace spirituality was developed as a response to the anxiety and sense of isolation that was prevalent in organizations where the nature of the work required people to give their whole attention. Different facets of spirituality had connections to both group and individual well-being. This method aided in bridging the difference between an individual's work values and the values that an organization operated under. Regardless of the sort of organization, people's perceptions of spirituality-related aspects were constant. A Mann Whitney-U Test was performed on the data to see if there was a difference in the adoption of this practice between the two organizations. The findings of the statistical test revealed that both banks practiced workplace spirituality in a comparable way. It was emphasized that these factors had a big influence on employee welfare. Therefore, encouraging spirituality among the organization's employees would benefit the workforce, the workplace, and the community in which the organization operated.

Frey, Daaleman, & Peyton (2004); stated that there were few tools available to evaluate spirituality, despite the fact that health-related quality-of-life research was quite interested in this topic. The goal of this study was to evaluate a spirituality indicator that would be helpful for patient populations. The Spirituality Index of Well-Being (SIWB), which was created to gauge the impact of spirituality on subjective well-being, was described in the study's creation and evaluation. The research design and analyses were based on two assumptions and explained spirituality as a sense of meaning or purpose that came from a higher power. An evaluation of one's perceptions of their level of spirituality was done using a 12-item questionnaire. Self-efficacy and life-scheme sub-scales made up the scale.

Sukhani & Jain, (2019), in their study, described how people perceived the purpose of their profession and learned about the elements of workplace spirituality in the banking sector. Employees with a strong sense of community could interact with co-workers and adapt to changing work environments. Employees with higher spirituality felt more sympathetic towards those who worked with them, which eventually made them more supportive towards them and more willing to work in harmony, thereby improving group efficacy. Another factor that contributed to workplace spirituality was the alignment of work values, which meant that when spirituality was practiced at work, employees began to align their personal

values with those of the company, which enabled them to work towards the success and growth of the company rather than concentrating only on themselves. Even in the most trying circumstances, employees could benefit from giving their all at the office and experience a higher level of spirituality. India's private sector banks were renowned for their stressful working environments. Therefore, implementing workplace spirituality would aid in developing techniques that fostered personal development and increased employee satisfaction with the company. The practice of workplace spirituality emerged as a response to the sense of isolation and anxiety that pervaded organizations where the nature of the work required 100% focus and attention from the employees. The organization's and each person's well-being were related in several ways to spirituality. This method assisted in closing the gap between the values that guided an organization's operations and those that guided an individual's work. Furthermore, it was noted that employees' spiritual practices had a big impact on their behaviour. The key advantage of this approach was a committed and content workforce that worked hard to advance while boosting organizational success. The study's primary objective was to ascertain how differently the spiritual dimensions were incorporated into work practices. It was carried out on two of the leading private sector banks.

Gugnani & Chauhan (2022); discovered that conceptualizing the idea of workplace spirituality helped researchers better understand it through three components: a sense of community within the workplace (individual component), alignment with organizational values (organizational component), and meaningfulness in work (group component). Additionally, it looked into how these elements related to workplace outcomes like job satisfaction, organizational commitment, and work-life balance. A study was carried out as part of this research to understand spirituality in the Indian context and to investigate the relationships between these elements and workplace outcomes, including work-life balance and organizational commitment. The research findings were expected to inspire managers and organizations to foster a work environment based on the spirituality principle of mutual care and support and to adopt practices that would make organizations more moral and ethical, based on spiritual values. This was expected to encourage employees to find meaning in their work that went beyond the call of duty and was spiritual. It appears from reading the literature on workplace spirituality that not much research had been conducted on the banking sector, particularly on how work-life balance was viewed in the Indian banking sector and how workplace spirituality influenced it. The contemplation thus filled a critical knowledge vacuum about the impact of workplace spirituality on work-life balance and organizational commitment, particularly in the Indian context among banking personnel.

Mahipalan & Sheena (2019), conducted a study to determine the effect of spirituality on subjective stress and psychological well-being (PWB). Furthermore, the study investigated the effect of stress as a moderator in the spirituality-well-being relationship. The investigation was quantitative in nature. A systematic questionnaire was used to collect data from 322 secondary school teachers. The data was analysed using structural equation modelling based on partial least squares. The findings revealed a favourable association between spirituality and PWB but an inverse relationship between job stress and PWB. Researchers focused on an individual's spiritual realm, which could considerably improve their quality of life. Workplace spirituality is a workplace element that can improve a variety of employee well-being indicators, including emotional well-being, psychology well-being, social well-being and spiritual well-being (Pawar B. S., 2016). These findings, as well as those of other researches on the phenomena of spirit at work, established the presence of a genuine relevant part of employee life and its influence on various levels. Future studies may, in fact, concentrate on experimental research methods to assess the influence of meditation and mindfulness training on employee well-being and productivity. Research may also be aimed towards duplicating this study in other work contexts and locations to evaluate the links and generalize the results. Employees felt their employment to be important when they could express their entire selves at work. Organizations seeking optimal human development should consider the benefits of a spiritual workplace and take steps to capitalize on them.

2.1 WORKPLACE SPIRITUALITY AND MENTAL HEALTH

H1: Inner-Life is not positively associated with mental health.

H2: Connectedness is not positively associated with mental health.

H3: Meaning and Purpose is not positively associated with mental health

Lloyd (1990), studied the indication that spirituality in the workplace was advantageous for both the company and the individual employee. Compared to organizations that did not practice workplace spirituality, workplace spirituality improved quicker growth, boosted efficiency, and ensured greater rates of return, increasing performance by 86%. Workplace spirituality was the understanding that workers had inner lives that were fed by fulfilling employment. Workplace spirituality was essential for the establishment of close relationships with co-workers, discovering one's life's purpose, and maintaining harmony between one's basic beliefs and organizational principles at work (Mitroff & Denton, 1999). Mental health was defined holistically by the World Health Organization (WHO) as "a state of physical, mental, and social well-being and not merely the absence of disease." Workplace spirituality fostered collaboration and assisted people in discovering their emotional and spiritual self. Additionally, it fostered harmony and serenity, which supported mental wellness (Honiball, Geldenhuys, & Mayer, 2014). So, workplace spirituality might have encouraged social support, which would benefit health. Employees' spirituality at work significantly contributed to their ability to handle demanding organizational environments. Additionally, workplace spirituality facilitated a feeling of coherence that helped individuals understand their mission in life and gave them the tools they needed to overcome obstacles, both of which had a favourable impact on mental health. As a result, the study's main hypothesis was that workplace spirituality and mental health were positively correlated.

2.2 EMPLOYEE MENTAL HEALTH AND EMPLOYEE PERFORMANCE

H4: Mental health does not serve as a mediator between workplace spirituality and employee performance.

Oliveira, Saka, Bone, & Jacobs, (2023) stated in their article that mental health disorders within the workplace garnered increasing recognition as a pervasive concern worldwide, given their significant economic consequences. Nonetheless, a notable scarcity of literature reviews existed, exploring into the intricate relationship between mental health and worker productivity. A comprehensive review was conducted to scrutinise the correlation between mental health and productivity decline and thoroughly analyse existing literature. The studies underwent rigorous evaluation concerning their acknowledgement and management of endogeneity and unobserved heterogeneity. Subsequently, a narrative synthesis of the available evidence was meticulously crafted. A total of thirty-eight (38) pertinent studies were included in the analysis. The evidence unequivocally revealed that poor mental health, predominantly characterised by depression and anxiety, intricately correlated with decreased productivity, notably through absenteeism and presentism. However, the primary focus remained on the most prevalent mental disorders. It was found that depression was the most commonly studied disorder, followed by anxiety, and that both absenteeism and presentism were the most examined workplace outcomes, showing an association with mental disorders. However, the utilisation of longitudinal data, control for unobserved heterogeneity, and addressing endogeneity were limited across the studies, thus classifying them as low-quality. Despite the uniformity of findings, a compelling need persists for additional high-quality studies employing longitudinal designs and causal inference methodologies to formulate precise policy recommendations.

Shimazu, Schaufeli, Kubota, & Kawak (2012), referred to an energetic state of work characterized by vigour, devotion, and absorption as work engagement. Employees who were totally absorbed in their work tended to be enthusiastic, passionate, and engaged. Employees increased their responsibility and connection to their job, as well as put in more time and effort, which was favourable in order to achieve good work performance, by investing their cognitive, emotional, and social resources into their work. High-engagement employees had a strong sense of their professional identities and had high standards for both themselves and their work. In fact, numerous studies have shown a positive connection between work engagement and job success.

Ahmadia, Bakhshizadeh, & Balouchi (2012), aimed to examine the mental health and work performance of employees at the Fajr-e-Jam Refinery Company. Numerous studies had indicated that a person's

capacity to carry out their employment could be impacted by having a mental disorder. Lack of workplace mental health might have led to a mental condition like depression. It placed a significant financial burden on society and resulted in expenses like medical bills or lost employment chances for other members of the family and the community. Thus, mental illnesses brought on by stress at work reduced workplace productivity. The major objective of this research was to assess the level of employees' mental health and to evaluate how it related to their productivity. The results showed a significant correlation between the two variables, and when they were compared, it was determined that better employee mental health correlated with better job performance and that worse employee mental health was associated with worse job performance. The handling of human resources always played a crucial factor in an organization's growth and success. It appeared that the most vital goals and tactics for every organization should be to improve the present conditions for the mental health of managers and workers. In light of the foregoing concerns, it was clear that building coping techniques for stressful circumstances and taking actions to prevent them at work, as well as ensuring people's mental and spiritual well-being, significantly boosted workplace productivity. There were several things that might have negatively impacted people's mental health. For instance, the job might have influenced the likelihood of developing a condition by affecting stressor systems and health behaviours. The two main kinds of influencing variables for mental diseases were individual and geographical. Heredity, gender, physical strength, individual variations in mental structure, hobbies, and motivation were examples of personal variables. Physical and chemical conditions, work kind and hours, structural changes, work manuals and policies, financial difficulties, job unhappiness, etc., were all examples of spatial factors.

2.3 WORKPLACE SPIRITUALITY AND EMPLOYEE PERFORMANCE

H5: Inner-Life is not positively associated with employee performance.

H6: Connectedness is not positively associated with employee performance.

H7: Meaning and Purpose is not positively associated with employee performance.

Fanggidae, Kurniawati, & Bahweres (2019), found in the experiment that the workplace spirituality variable had a favourable and significant impact on worker performance. These findings showed that workplace spirituality was one factor that might have objectively influenced employee performance. Workplace spirituality provided environments that allowed employees to reach their greatest potential, which could improve employee engagement, creativity, and motivation. If a member of an organization's culture's personal beliefs and experiences fused together with their employment, they would be considered to be spiritual at work. Employees were continually looking for meaning and worth in their jobs to achieve the desired results. Employee performance and spirituality at work were associated, with those who had a healthy spirituality performing better. Through the knowledge of values, the significance of the truth of life, the meaning of life, the gift of love in the lives of employees, and the sense of transcendence that aided someone at work, spirituality was tied to performance. The integration of spirituality into the workplace enhanced worker productivity because it encouraged employees to be more innovative, had higher levels of job satisfaction that enabled them to collaborate effectively in teams, and be more dedicated to the business. Workplace spirituality also enhanced the innovation process, improved customer service, honesty, reliability, dedication, and personal fulfilment, all of which eventually boosted performance, profitability, and individual attributes that enhanced job performance.

Frey, Daaleman, & Peyton (2005), highlighted in their research that the effects of spirituality on health had been undermined by the lack of conceptual distinctions between religion and spirituality, the use of small, non-generalised samples, and measurement error in numerous instruments that inaccurately and unreliably represented this area. The authors also evaluated the concept and validity evidence of the Spirituality Index of Well-Being (SIWB), a tool developed to measure a spirituality dimension related to subjective well-being in patient groups. After the Spirituality Index of Well-Being (SIWB) was created using qualitative research methods, the self-efficacy and life scheme components were conceptualized. Primary psychometric data were analysed and collected for three sample populations. A secondary, confirmatory factor analysis, using pooled data from all samples, supported the theoretical two-factor structure.

Additionally, compared to the Spiritual Well-Being Scale (SWB) or other widely used measures of religion, Spirituality Index of Well-Being (SIWB) scores had a stronger correlation with established measures of well-being. The SIWB was a trustworthy and valid tool that could be utilized in research on health.

(Paragraph Omitted)

Furthermore, encouraging spirituality in the workplace improved bank workers' physical health and well-being. Banking positions were sedentary, and lengthy hours at a desk could cause health problems. Participating in holistic well-being spiritual practices, such as yoga or relaxation resulted in increased employees' physical health and energy. As a result, absenteeism was reduced, and productivity increased. A spiritually inclusive environment attracted and maintained brilliant bank personnel. Recognizing and honouring the varied spiritual views of the workforce fostered an accepting and supportive workplace. Employees from all walks of life felt respected and included, which fostered a sense of belonging and devotion to the bank.

3. RESEARCH METHODOLOGY

3.1 SAMPLING AND MEASUREMENT

The research adopted an empirical standard, drawing upon primary data sourced from a comprehensive field survey. Employing an applied research methodology, it embraced a descriptive approach centered on surveys, utilising a structured questionnaire for data acquisition and conducting personal interviews. The data analysis phase entailed utilising SPSS v22 software, followed by structural equation modeling using AMOS v22 to examine the causal relationships between exogenous factors such as spirituality and endogenous variables like employee performance, with mental well-being as a mediating factor.

The study was carried out with cluster sampling techniques, which were known to be part of probabilistic sampling. Several banks in the North Bengal Region districts were clustered into districts named Alipurduar, Coochbehar, Darjeeling, Dakshin Dinajpur, Malda, and Uttar Dinajpur. All the bank employees were contacted in order to collect qualitative and quantitative data. West Bengal had 98,541 officials and clerks employed throughout 9,833 bank branches. The North Bengal region, which encompassed Alipurduar, Darjeeling, Jalpaiguri, Malda, and Uttar Dinajpur, Coochbehar, Dakshin Dinajpur had 970 commercial bank branches (Reserve Bank of India, 2023). The necessary sample size was determined with a 95% confidence interval and a 5% margin of error. (Rayan, 2013) (Ellen, 2023) calculated the sample size using Slovin's formula, which recommended a minimum sample size of 398.

A meticulous examination of demographic data revealed that out of 454 respondents, 400 completed the survey. Among these respondents, 61% were male, and 39% were female. Regarding professional experience, 11% had less than 1-3 years, 23% had 3-5 years, 31% had 5-7 years, 19% had 7-9 years, and 16% had 10 or more years of experience, indicating a predominantly experienced respondent pool. The distribution of marital status showed that 53% were married, while 47% were unmarried. Data collection utilized a 5-point Likert scale, with participants engaging in both in-person and online surveys. Workplace spirituality and employee performance were gauged on a scale ranging from 1 (strongly agree) to 5 (strongly disagree), while mental health ranged from 1 (none) to 5 (all the time). Likert scales played a pivotal role in quantifying attitudes and perceptions, facilitating nuanced response analysis crucial for understanding employee dynamics and organizational climate, thus proving indispensable in human resource management.

Inner-life: In the domain of spirituality, the concept of "inner life" pertained to the profound and intimate aspects of an individual's spiritual expedition. It involved deeply exploring one's innermost thoughts, emotions, convictions, values, and self-awareness within the framework of their spiritual beliefs or practices. According to (Milliman, Czaplewski, & Ferguson, 2003), alignment with organizational values emerged as a crucial element within workplace spirituality. By articulating a clear set of values, organizations forged a strong connection with individuals, instilling a heightened sense of purpose and motivation to pursue collective organizational goals.

Connectedness: It outlined an encounter wherein individuals experienced a profound connection to their job, imbued with deep significance. Within such contexts, a profound sense of enlightenment and fulfilment pervaded. Kinjerski & Skrypnek (2006), eloquently portrayed workplace spirituality as the transcendent journey of employees deeply impassioned by their tasks, perceiving profound meaning and purpose therein, discovering avenues for self-expression, and fostering strong bonds with colleagues with whom they shared the bulk of their office hours.

Meaning and Purpose: Meaningful work encompasses an individual's recognition that their professional pursuits carry profound significance in their lives. Duchon & Plowman (2005), contend that employees should perceive their work as meaningful and congruent with their values. According to (Sheep, 2006), "meaning in work" entails the pursuit of fundamental inquiries concerning the purpose of work, viewing it as an intrinsic component of a broader, overarching design.

Employee Mental Well-being: The Warwick-Edinburgh Mental Well-Being Scale (WEMWBS) exhibited considerable internal consistency and reliability according to rigorous standards. Its positive orientation made it appealing for evaluating mental health promotion efforts; however, additional investigation was needed to confirm its sensitivity to change, considering its composition of 14 items.

4. RESULT

KAISER-MEYER-OLKIN (KMO)

SPSS software was utilized to perform Exploratory Factor Analysis for the current study. EFA employed the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity, Communalities, Total variance explained, and Pattern matrix. The sufficiency, validity, and reliability of the data were then examined.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.927
Bartlett's Test of Sphericity	Approx. Chi-Square	6448.283
	df	325
	Sig.	0.000

COMMUNALITIES

In the context of factor analysis, communalities were generated among variables, indicating the extent to which each variable contributed to the overall variance. The objective of the extraction process was to minimize shared variance in the initial elements. The "Maximum Likelihood method" in SPSS served as the extraction technique, with communalities ranging from a maximum value of 0.806 to a minimum of 0.547. If the extraction value of any variable was less than 0.2, then there might have been a problem in the data. (Child, 2006).

TOTAL VARIANCE EXPLAINED

Eigenvalue actually reflected the number of extracted factors whose sum should have been equal to the number of items that were subjected to factor analysis. The next item showed all the factors extracted from the analysis along with their eigenvalues. The eigenvalue table was divided into 3 subsections: Initial Eigenvalues, Extraction sums of squared loadings, and rotation of sums of squared loadings. The extraction technique used in this case was the Maximum Likelihood method available in SPSS. The metric of Total Variance Explained delineated the extent to which the selected principal components encapsulated the overarching variability within the original dataset. A higher percentage conveyed a noteworthy retention of information from the initial data within the reduced set of components. The selected principal components effectively represented a moderate portion of the overall variability in the original dataset, as indicated by the Total Variance Explained value of 68.01%. While indicative of a judicious reduction in

dimensionality, it was crucial to underscore that approximately 31.99% of the original variability persisted unaccounted for within the reduced set of components in table 3.

COMMON METHOD VARIANCE

Common Method Variance (CMV) introduced measurement inaccuracies. It could distort relationships between constructs, exaggerating or diminishing them, thereby causing measurement errors, specifically Type 1 and Type II errors. Two methods, namely Harman's one-factor and common latent factor approaches, were employed to assess and address Common Method Bias (CMB). In Harman's one-factor approach, all items measuring constructs were consolidated into a single factor and an exploratory factor analysis (EFA) were conducted. If the total variance for this factor exceeded 50%, it indicated a potential issue with CMV. In our analysis, an Exploratory Factor Analysis (EFA) with un-rotated principal components analysis was performed, with all variables entered and the number of factors constrained to one, revealing a single factor accounting for 39.002% in table 3. Alternatively, in the common latent factor approach, all constructs were amalgamated into one factor, and a confirmatory factor analysis (CFA) was executed. (Subba, 2019).

Table 2. Rotated Component Matrix

	Component				
	1	2	3	4	5
EP5	0.829				
EP6	0.826				
EP2	0.738				
EP3	0.697				
EP4	0.678				
EP7	0.666				
EP1	0.663				
MHW4		0.779			
MHW5		0.773			
MHW1		0.717			
MHW2		0.680			
MHW6		0.646			
MHW3		0.624			
CNT5			0.816		
CNT1			0.753		
CNT2			0.745		
CNT			0.695		
CNT4			0.678		
ILS3				0.87	
ILS1				0.849	
ILS4				0.839	
ILS2				0.826	
MP2					0.773
MP4					0.754
MP3					0.748
MP1					0.741

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

Note: Employee Performance (EP), Mental Health Well-being (MHW), Connectedness (CNT), Inner-Life (IL) and Meaning and Purpose (MP)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.141	39.002	39.002	10.141	39.002	39.002	4.637	17.836	17.836
2	2.694	10.360	49.363	2.694	10.360	49.363	3.738	14.376	32.212
3	1.890	7.269	56.632	1.890	7.269	56.632	3.490	13.424	45.637
4	1.601	6.159	62.791	1.601	6.159	62.791	3.148	12.108	57.745
5	1.357	5.220	68.011	1.357	5.220	68.011	2.669	10.266	68.001

Extraction Method: Principal Component Analysis.

Table 3. Total Variance Explained

4.2 CONFIRMATORY FACTOR ANALYSIS:

Confirmatory Factor Analysis (CFA) analyzed whether the hypothesized structure fit the data well or whether a relationship existed between the observable variables and their underlying latent, or unobserved, constructs (Child, 2006). As CFA related to the Structural Equation Modeling (SEM) measurement model, it was evaluated using SEM software. Confirmatory factor models were commonly shown as route diagrams, with squares representing observed variables and circles representing latent concepts. Furthermore, single-headed arrows were used to indicate the direction of supposed causal impact, whereas double-headed arrows were used to illustrate covariance between two latent variables.

4.3 STRUCTURAL EQUATION MODELING

The structural equation model (SEM) was a multivariate technique utilized in research across different domains due to its ability to explain causal relationships between qualitative and quantitative variables and to evaluate theoretical ideas (Tarka, 2018). The main contribution of SEM was that it allowed researchers to put theoretical theories to the test; it quickly became one of the most powerful approaches for studying causal relationships on non-experimental data when the correlations were linear (Morrison, Morrison, & McCutcheon, 2017). This model referred to a collection of multivariate statistical processes and techniques that included, among other things, linear regression, exploratory and confirmatory factor analysis, and path analysis. The main purpose of this study was to design a structural equation model and apply a confirmatory factor analysis system in order to find the relationship between workplace spirituality and employee performance, keeping mental health as a mediating factor. There were numerous indices available that indicated various aspects of model fit. (Minimum Discrepancy Function by Degrees of Freedom divided) CMIN/DF, (Standardized Root Mean Squared Residual) SRMR, (Goodness of fit Index) GFI, (Adjusted Goodness of fit Index) AGFI, (Comparative fit index) CFI, and (Root Mean Square Error of Approximation) RMSEA were the indices employed in this study.

4.4 MEASUREMENT MODEL

Prior to confirming the structural relationship, the construct validity of the measurement model was evaluated. The internal consistency was verified using item-factor loadings, Cronbach's alpha, Rho, and composite reliability (CR), all of which were above the cutoff of 0.7. The average variance extracted (AVE) was greater than the cutoff of 0.5, which supported the requirement of convergent validity. Fornell and

Larcker criteria and the heterotrait-monotrait (HTMT) ratio were employed to assess the discriminant validity. The square root scores displayed diagonally were larger than their inter-correlations, and the HTMT scores were less than 0.85. This illustrated the high level of discriminant validity among the constructs. The measurement approach exhibited great construct validity and dependability when validated by empirical evidence.

Convergent Validity referred to the need for items indicative of a specific construct to converge or share a large proportion of variance in common (Hair, Black, Babin, & Anderson, 2010). According to (Anderson & Gerbing, 1991), convergent validity was tested by establishing if the items in a scale converged or loaded together on a single construct in the measurement model. In other words, convergent validity was the degree of convergence observed when two efforts to assess the same construct were made using maximally dissimilar methodologies. While there was no convergence, either the theory utilized in the study or the purification of the measure by deleting the elements had to be implemented.

Discriminant validity demonstrated that the measure was unique in a certain way. Discriminant validity assessed the degree to which assessments of two separate constructs differed from one another. (Campbell & Fiske, 1959). The degree to which one concept and its indicators differed from another concept and its indicators was measured by discriminant validity. It meant that items from one scale should not load or converge too closely with items from another scale, and that latent variables that correlated too strongly could be measuring the same concept rather than multiple constructs (Garver & Mentzer, 1999).

Table 4. Overall Validity And Reliability Indices Of Constructs

Factors	Indicator	CR	AVE	MSV	Cronbach's Alpha	Factor Loading
Employee Performance (EP)	EP1	0.92	0.64	0.48	0.92	0.78
	EP2					0.82
	EP3					0.82
	EP4					0.77
	EP5					0.77
	EP6					0.80
	EP7					0.80
Mental Well-being (WB)	MH1	0.88	0.55	0.45	0.87	0.64
	MH2					0.76
	MH3					0.78
	MH4					0.70
	MH5					0.75
	MH6					0.76
Inner-Life (IL)	IL1	0.88	0.65	0.11	0.88	0.79
	IL2					0.80
	IL3					0.83
	IL4					0.82
Connectedness (CNT)	CNT1	0.87	0.59	0.48	0.87	0.74
	CNT2					0.76
	CNT3					0.71
	CNT4					0.78
	CNT5					0.80
Meaning and Purpose (MP)	MP1	0.80	0.50	0.28	0.80	0.74
	MP2					0.70
	MP3					0.70
	MP4					0.69

Note(s): CR=Composite Reliability; AVE= Average Variance Extracted; MSV= Maximum Shared variance

The squared multiple correlations were 0.76 for employee performances, which showed that 76% of the variance in mental health was accounted for by Inner-Life, Connectedness and Meaning and Purpose. The squared multiple correlations were 0.54 for mental health, which showed that 54% of the variance in employee performances was accounted for by Inner-Life, Connectedness and Meaning and Purpose. The study assessed the impact of Inner-Life, Connectedness and Meaning and Purpose on Employee Performances with the mediating factor as mental health. The impact of Inner-Life (IL) on mental health was positive and significant ($b= 0.132$, $t= 2.765$, $p<0.01$), hence supported H1. The impact of Connectedness (CNT) on Mental Health was positive and significant ($b= 0.524$, $t= 8.193$, $p<0.01$), hence supported H2. The impact of MP on Mental Health was positive and significant ($b= 0.255$, $t= 4.432$, $p<0.01$), hence supporting H3. The impact of Meaning and Purpose (MP) on Employee Performances was positive and significant ($b= 0.322$, $t= 5.027$, $p<0.01$), hence supporting H4. The impact of IL on employee performance was positive and significant ($b= 0.098$, $t= 2.494$, $p<0.01$), hence supported H5. The impact of CNT on Employee Performance was positive and significant ($b= 0.428$, $t= 7.187$, $p<0.01$), hence supported H6. The impact of MP on Employee Performances was positive and significant ($b= 0.175$, $t= 3.615$, $p<0.01$), hence supporting H7. Model fit indices and hypotheses results have been presented in Table 5.

VALIDATION OF THE INNER-LIFE, CONNECTEDNESS AND MEANING AND PURPOSE, MENTAL HEALTH AND EMPLOYEE PERFORMANCE.

To confirm the appropriateness of the scales for measuring Inner-Life, Connectedness and Meaning and Purpose, mental health and employee performance in a new culture, the sample of the study was gathered from the organisations operating in India.

A number of CFAs were performed and the final sample of 400 was examined for the uniqueness of the constructs through variable validation in the Indian scenario. In order to establish convergent validity, the variable's composite reliability had to be more than the average variance extracted (AVE), i.e., greater than 0.50 (Hair, Black, Babin, & Anderson, 2010). Furthermore, for discriminant validity to be substantiated, AVE values had to be greater than the maximum shared variance (MSV) and average shared variance (ASV). The collected results demonstrated that all values satisfied the essential requirements of discriminating and convergent validity (Table 4).

Furthermore, this study demonstrated the model fit indices of five-factor model in comparison to one, two, three, four and five factor models. The fitness of the five-factor model was evident from χ^2 of 426.7918, df 282, $CMIN/DF$ 1.51, GFI 0.92, CFI 0.97, IFI 0.97, $RMSEA$ 0.03 (Table 6).

A structural equation model generated through AMOS was used to test the relationship. A good-fitting model was accepted if the value of the $CMIN/df$, the goodness-of-fit (GFI) indices (Hair et al., 2010); the Tucker and Lewis (1973) index (TLI); the Confirmatory fit index (CFI) (BENTLER,1990) was > 0.90 (Hair et al., 2010). In addition, an adequate-fitting model was accepted if the AMOS computed value of the standardized root mean square residual (RMR) was <0.05 , and the root mean square error approximation ($RMSEA$) was between 0.05 and 0.008 (Hair, Black, Babin, & Anderson, 2010). The fit indices for the model shown in Table 1 fell within the acceptable range: $CMIN/df = 1.662$, the goodness-of-fit (GFI) = 0.921, $TLI = 0.965$, $CFI = 0.970$, $SRMR = 0.04$ and $RMSEA = 0.045$.

THE EXAMINATION OF INNER-LIFE, CONNECTEDNESS, AND MEANING AND PURPOSE REVEALED INSIGHTS INTO MENTAL HEALTH AND EMPLOYEE PERFORMANCE.

The findings illuminate the mediation role of mental health in the intricate interplay between inner-life, connectedness, meaning, and purpose with employee performance. Notably, the analysis unveils a significant indirect effect, indicating a positive and statistically significant impact of inner-life ($b=0.035$, $p=0.001$), connectedness ($b=0.177$, $p=0.001$), and meaning and purpose ($b=0.086$, $p=0.001$) on employee performance, thus providing robust support for hypotheses H1, H2 and H3. (Table 7)

Table 5. Hypotheses

Hypothesis Relationship	Std. Estimates	t-value	p-value	Decision
H1 Mental Health \leftarrow IL	0.132	2.765	0.01	Accepted

H2 Mental Health ← CNT	0.524	8.193	0.01	Accepted
H3 Mental Health ← MP	0.255	4.432	0.01	Accepted
H4 Employee Performance ← Mental Health	0.322	5.027	0.01	Accepted
H5 Employee Performance ← IL	0.098	2.494	0.01	Accepted
H6 Employee Performance ← CNT	0.428	7.187	0.01	Accepted
H7 Employee Performance ←MP	0.175	3.615	0.01	Accepted

Table 6. Model Fit Indices of Various Factor Models

Models	χ^2/df	χ^2	df	RMSEA	CFI	GFI	IFI
Five-factor model	1.51	426.7918	282	0.035	0.97	0.92	0.97
Four-factor model	1.54	440.2256	285	0.036	0.97	0.92	0.97
Three-factor model	1.63	471.2422	288	0.039	0.97	0.92	0.97
Two-factor model	1.65	476.8660	289	0.040	0.97	0.91	0.96
One-factor model	1.86	545.2731	292	0.045	0.95	0.90	0.95

Note(s): N=400; aHypothesized model

Table 7. Result Of Mediation Analysis

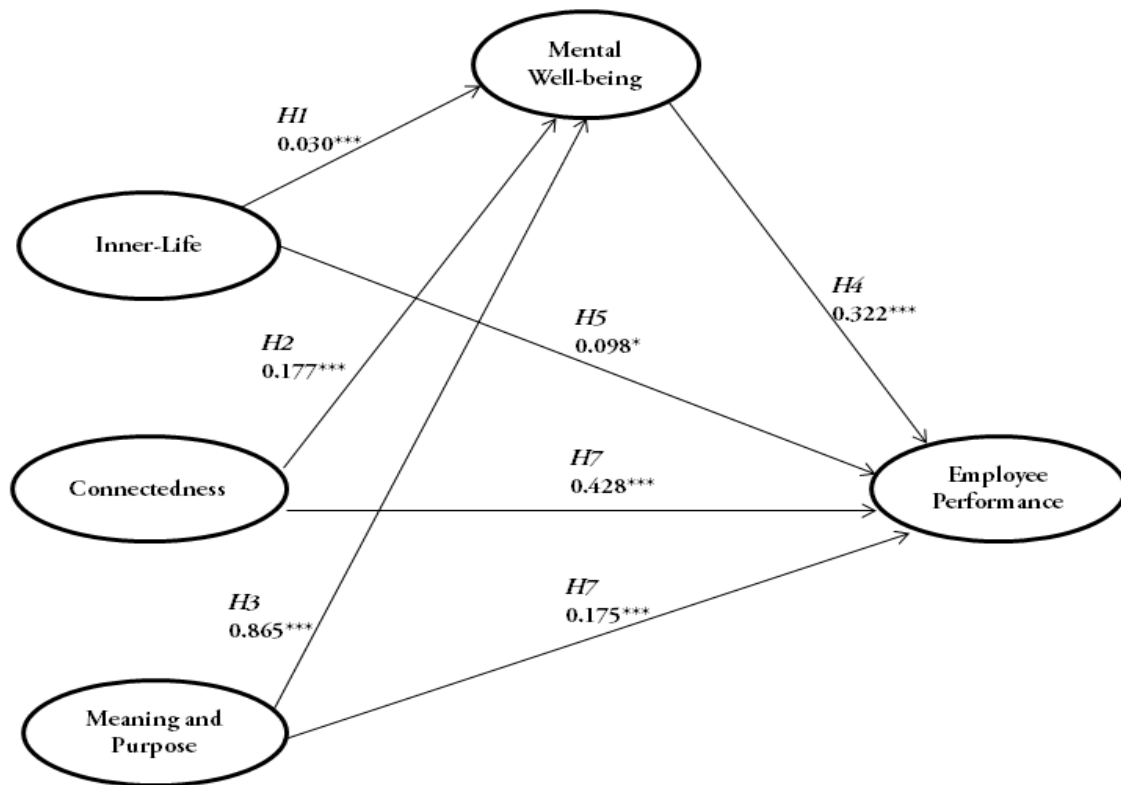
Relationship	Direct Effect	Indirect Effect	Confidence Interval		Sobel Test	P-Value	Conclusion
			Lower Bound	Upper Bound			
Inner-Life -> Mental Health -> Employee Performances	0.098	0.030	0.008	0.059	5.510	0.001	Partial Mediation
Connectedness -> Mental Health -> Employee Performances	0.524	0.177	0.103	0.276	10.75	0.001	Partial Mediation
Meaning and Purpose -> Mental Health -> Employee Performances	0.322	0.865	0.044	0.156	7.99	0.001	Partial Mediation

5. PRACTICAL IMPLICATION

The findings had a wide range of implications for the banking sector, particularly those with significant staff turnover due to job ambiguity and low morale value. This study only revealed that employee performance was connected with the three factors of workplace spirituality but mental health in the workplace could augment employee performance, as evidenced by a good attitude. Mental health also had a detrimental impact on employee performance at work, which supported self-development in order to be a member of a united environment. Human resource managers promoted spirituality at work because it encouraged the safe expression of emotions and values while also improving employee performance. It was shown that spirituality improved employee competency; thus, professionals should have searched for workers who were spiritual in nature as well as competent at work, because spirituality played a significant part in improving employee performance. It also emphasized the positive aspects of mental wellness. This decreased job stress and improved employee performance.

The study examined how Mental Health played a role in mediating the relationship between workplace spirituality on employee performance. The findings demonstrated a strong indirect influence of Inner-Life, Connectedness, and Meaning and Purpose, which was both positive and significant.

Figure 1 Conceptual Model, Path-Diagram and Standardised Estimate



Note(s): * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Source: Own illustration

6. DISCUSSION

The main objective of this study was to examine how various aspects of workplace spirituality, such as inner-life, connectedness, and meaning and purpose, directly affected employee performance. Additionally, the study aimed to explore whether mental well-being played a mediating role among banking employees in West Bengal. The findings of this research indicated a significant and positive direct impact of inner-life, connectedness, and meaning and purpose on employee performance. Previous research conducted on this issue also showed equivalent results; specifically, an analysis of the three dimensions of workplace spirituality as identified by Pradhan, Jena, and Merino (2017) also highlighted that connectedness, connectedness and meaning and purpose had the most substantial influence within the banking sector. Therefore, the results supported the theory and the alternative hypothesis, confirming that workplace spirituality had a notable impact on employee performance.

The research findings revealed a significant and positive direct impact of inner-life, connectedness, and meaning and purpose on the mental well-being of bank personnel. While numerous studies had explored workplace spirituality, investigations specifically focusing on spirituality in the Indian banking industry with mental well-being as a mediating variable were scarce. Historically, workplace spirituality had been associated with enhanced employee engagement, contrasting with the negative effects of employee involvement on mental health. On the other hand, there are more results similar to this research; employee engagement acted as a mediator in the relationship between workplace spirituality and mental health outcomes. However, it is important to note that workplace spirituality did not directly influence mental health outcomes (Astuti, Adiputra, & Astuty, 2024). These findings supported the theory and the alternative hypothesis, affirming the notable impact of workplace spirituality on employee mental well-being. There are more results similar to this research, such as (Pawar B., 2016) and (Astuti, Adiputra, & Astuty, 2024), the results of its research on the impact of workplace spirituality and mental health were similar to the findings of the current research.

This suggested that workplace spirituality correlated with reduced mental health concerns, acting as a form of meditation and mindfulness and providing employees with effective coping mechanisms for managing stress and anxiety. Consequently, employees experienced improvements in mental clarity, emotional resilience, and problem-solving abilities. Moreover, spirituality significantly influenced ethical decision-making within the financial sector. Employees guided by their moral principles were inclined to make ethical choices, particularly in challenging situations. This endeavour fostered an atmosphere of trust and integrity within the organization, enhancing its reputation and cultivating strong relationships with clients and stakeholders. Enterprises that promoted spiritual engagement were observed to achieve enhanced organizational performance and profitability. Consequently, there was a growing emphasis for both employees and managers to contemplate the integration of spirituality into the workplace, recognizing its potential to elevate job performance (Paul & Saha, 2015).

An extensive assessment of the literature revealed a dearth of studies on the effects of workplace spirituality on employee performance with mental health as a mediating factor among bank employees and their workplace activities and productivity. The primary contribution of this study to the existing body of literature was to identify the mediating role of mental health in the link between workplace spirituality and bank employee performance, as well as to examine the impact of workplace spirituality on working employees. Assaf (2022) uncovered that the strategic significance of mental health and well-being profoundly influenced employees' performance and productivity. Furthermore, the study elucidated the relationship between mental health and employee performance and productivity among employees in Jordan (Assaf, 2022). Notably, the examination in the current research also highlighted the substantial impact of employee mental well-being on the performance of bank employees.

The PLS-SEM results indicated strong positive correlations among workplace spirituality, employee mental health, and performance. Consistent with previous research, our findings demonstrated that workplace spirituality positively influenced bank employees' mental health and performance. This study provided empirical evidence of the impact of workplace spirituality on the mental health and holistic well-being of employees, contributing to the understanding of the partial mediation effect of mental health in the relationship between workplace spirituality and employee commitment, among other studies.

Overall, this study illuminated the importance of workplace spirituality in promoting employee mental health and performance. It highlighted the need for organizations to prioritize spirituality as a means of fostering a positive work environment and enhancing employee well-being.

7. CONCLUSION

The research explored into the critical nexus between workplace spirituality and employee performance, with a particular focus on innovative bank employees within both private and public sector banks. The aim was to cultivate a healthy work environment. Additionally, it examined the role of employee mental well-being as a mediator variable in the relationship between workplace spirituality and employee performance.

Given the myriad changes, role ambiguities, and heightened job demands prevalent in contemporary workplaces, there was a pressing concern regarding the psychological well-being of employees, with stress often precipitating depression and anxiety. Workplace spirituality, gauged by factors such as fostering meaningful work, promoting mindfulness practices, nurturing a sense of community, and encouraging active participation, emerged as a crucial determinant in enhancing the holistic perception of bank employees. Recognising the symbiotic relationship between work and self-esteem, as well as the profound mental and emotional involvement therein, accentuated the significance of addressing mental health concerns within the organisational context.

Moreover, this research highlighted the imperative for employers to be aware of mental health disorders, which may have been insufficiently acknowledged within organisational structures. Thus, a concerted effort towards enhancing workplace spirituality and mental well-being was advocated.

Implementation of strategies aimed at fostering a supportive environment was anticipated to yield significant enhancements in employee performance.

Additionally, this research examined the manner in which mental well-being acted as a mediator in the correlation between workplace spirituality and employee performance within the banking sector. Results demonstrated that mental well-being acted as a significant mediator, elucidating the mechanism through which workplace spirituality influenced employee performance.

8. LIMITATION

However, it is crucial to recognize certain limitations of the study. Firstly, due to its focus within the realm of human psychology, fluctuations in employees' mental states over time may have influenced the findings. Secondly, the evaluation of mental health did not extend to clinical levels, and additional spirituality-related factors like family background and religious affiliation were overlooked in the analysis although the emphasis was on investigating workplace spirituality, employee performance, and mental well-being among bank employees as indirect variables, longitudinal research could have yielded a more comprehensive understanding. The integration of moderating factors into the model could have facilitated a more comprehensive analysis of causal effects. Considering its coverage across private and public sector banks, future inquiries could explore comparative analyses, taking into account the varied pressures experienced in these sectors. Attending to employees' spiritual needs resulted in a more engaged, motivated, and ethical workforce, promoting greater mental and physical well-being, thereby enhancing productivity and reducing absenteeism.

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