Workplace Spirituality and Turnover Intentions: Mediating Role of Job Satisfaction

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Abstract

The voluntary staff turnover problem is a significant challenge for the IT industry. This study examines how workplace spirituality affects IT workers' job happiness and quitting intentions. Data was gathered from 302 IT organisation employees using the "Temporal separation" method, which addresses common method variance bias, to assure accurate results. To analyse and evaluate the hypotheses, the researchers used Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM). According to the research's conclusions, job happiness fully mediates the association between workplace spirituality and employees' intention to leave. Industry practitioners should prioritize fostering workplace spirituality by promoting positive interpersonal relationships and meaningful job designs, as well as establishing an organizational culture centered on the organization's vision and mission. This study offers potential solutions to IT industry practitioners who struggle with managing attrition.

1. Introduction

The Information Technology (IT) sector is the largest private-sector employer and plays an important role in India's economic growth (NASSCOM, 2022). Among many other challenges, retaining the workforce is the most critical challenge faced by Indian IT organizations (Murthy & Sundar, 2021). The loss of highly talented, productive, and valuable employees disrupts the organization's day-to-day operations (Kapadia, 2021). Understanding the detrimental effects of increasing voluntary turnover rates on organizational effectiveness has been the focus of research. In order to solve this problem, academics like Huang *et al.,* (2021) have emphasized the significance of pinpointing the essential elements that can lower employee turnover intention. Extrinsic motivation is currently heavily discussed in the research as a way to surge job satisfaction and reduce employee turnover intentions (Calisir *et al.*, 2011; Prasad *et al.*, 2007; Shikun *et al.*, 2021; Von Hagel & Miller, 2011). However, it is important to understand that intrinsic motivation, as opposed to the work values associated with extrinsic motivation, plays a major influence in numerous work attitudes inside an organization, such as work devotion and job vitality (Froiland *et al.*, 2020). Despite its importance, there is little research on how intrinsic motivation distresses turnover intentions (Aboobaker *et al.*, 2019; Ghadi, 2017; Zheng *et al.*, 2021). To better understand its impact in relation to employee turnover intentions, more research is necessary. The current research focuses on exploring how the experience of workplace spirituality among employees impacts their level of job satisfaction and the intention to quit.

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Studies in other industries have shown that spiritual workplaces can have a positive influence on employee well-being, commitment to the organization, and satisfaction with their job, resulting in lower turnover rates. However, the fast-paced environment and strong demand for technical skill that characterise the IT sector mean that workplace spirituality must be approached in a particular way. Therefore, there is a requirement for focused study that explores the relationship between workplace spirituality, employee turnover, and job happiness in the IT industry. Such studies ought to consider the particular difficulties and needs of the sector, including the value of technical know-how, ongoing education, and the impact of quick technological advances. Additionally, it is essential to look into how different aspects of workplace spirituality, like finding purpose in one's work, fostering a sense of community, and following moral principles, affect employee retention and job happiness in the IT industry. Understanding these relationships can provide valuable insights for organizations aiming to enhance employee retention and job satisfaction in this industry.

The current study espouses the self-determination theory by Deci and Ryan (1985) to elucidate the association between the variables. According to self-determination theory, individual motivation (in this case, intention to quit) depends on the alignment of the environmental context (sense of community and values) or work orientations (meaningful work) with an individual's needs, values, and beliefs for self-development or growth at work (Vansteenkiste *et al.*, 2007). According to earlier research, employee demands, environmental circumstances, and personal values and beliefs all interact to influence workplace spirituality (Mitroff & Denton, 1999). Self-determination theory's guiding principles clarify the motivations underlying people's pursuit of the dimensions of workplace spirituality (Gatling *et al.*, 2016).

The organization of the study is as follows, the main points that support the hypothesis are the focus of the opening paragraph. The subsequent sections dive into the study's methodology by providing in-depth details about the samples and metrics used. An extensive study of the data and results follows this. The study's important findings are presented in the closing part, together with their theoretical and practical ramifications, and any constraints that were encountered. The section also offers ideas for prospective directions for additional study.

2. Literature Review

2.1 Workplace Spirituality (WPS)

The concept of WPS is defined by Milliman *et al.,* (2003) as "individual experience of meaning and purpose in their work, strong connection with co-workers, and high alignment between one's core beliefs and organizational values." This explanation of workplace spirituality is extensively accepted and utilised as a starting point. In order to better comprehend workplace spirituality, Milliman *et al.,* (2003) combined the component of the arrangement of values with the dimensions of meaningful work and a sense of community from Ashmos and Duchon (2000). In the sparse investigation of workplace spirituality, their study found that meaningful work, alignment of values, and a feeling of community, were major factors impacting employee views (Milliman *et al.*, 2018).

2.2 Intention to Quit

The presence of talented workers and their retaining are essential for IT organizations in the rapidly evolving business landscape of today (Huang & Lin, 2017). Assuming that the desire to leave acts as both a substantial predictor and a proxy for real turnover, previous research on turnover has mostly focused on intent to leave rather than actual turnover (Caillier, 2020). This study concentrates on turnover intention because it is strongly correlated with actual turnover.

According to Lacity *et al.,* (2009), there are two subsections of turnover intentions: the purpose to stay and the intention to leave. The likelihood of leaving is one of these, and it is of certain importance to employers since workers who are more inclined to leave are more likely to participate in risky behaviour that could damage the company (Akgunduz & Eryilmaz, 2018).

As a result, the study's primary focus is on employees' intentions to leave the company. Rendering to Tett & Meyer (1993), the definition of intention to resign is a conscious effort made by an employee to voluntarily depart the company in the near future.

Previous research suggests that a worker's choice to leave a job is influenced by a variety of factors influencing their attitudes at work (Akgunduz & Eryilmaz, 2018). These factors include job security, prospects for promotion, and satisfaction with the employed environment (Joo *et al.*, 2015). Promotion opportunities may also include incentives and acknowledgement (Gkorezis & Petridou, 2012). The definition of "intention to quit" used in the current study, which is described as "an individual's consideration to leave their current organization and pursue alternative employment prospects," is consistent with Milliman *et al.*'s (2003, p. 431) definition.

2.3 Job Satisfaction

The management literature has devoted a lot of time to pursuing employee satisfaction at work (Jung & Takeuchi, 2017). According to Wang *et al.,* (2018), it has a noteworthy impact on key organizational outcomes like employee performance and engagement. In accordance with Berson and Linton's definition of job satisfaction (2005), it is "an individual's perception of contentment with the expectation of resources, work, and association with the organization." Working conditions and job fit are believed to be particularly important among the many variables determining job satisfaction (Dalkrani & Dimitriadis, 2018). Our present study aims to use a unique measure of employee job satisfaction that specifically reflects their level of contentment with their employment and working environment.

3. Hypothetical Framework

3.1 Workplace Spirituality and Intention to Quit

Previous studies (Ahmed *et al.*, 2016) emphasize that attention should be given to comprehending how employee experiences affect inclinations to leave. Previous studies have shown that cultivating workplace spirituality might help individuals reach their complete potential and feel more intrinsic motivation (Norouzi *et al.*, 2018). Conferring to the self-determination theory, integrating one's individual experience with that of the group supports personal development and a sense of belonging within the social structure (Deci & Ryan, 2000). Based on this, the study's main premise is that entities who experience workplace spirituality are more likely to feel a sense of autonomy and belonging in their workplace, which lowers the risk that they would leave the company.

H_1: The presence of workplace spirituality will negatively influence the information technology industry employee's intention to quit.

3.2 Workplace Spirituality and Job Satisfaction

The importance of inherent motivation in inspiring employee job satisfaction is highlighted by previous studies (Gheitani *et al.*, 2019). According to prior study, when employees believe their work is captivating, worthwhile, or significant, they are more likely to reach their full potential and feel satisfied with their jobs (Demircioglu, 2018). In addition, rendering to self-determination theory, the understanding of connectedness with coworkers at work satisfies the need for belongingness is an important psychological need (Deci *et al.*, 2017). Given the connection between job satisfaction and facets of workplace spirituality, such as meaningful work and a sense of community, the study's goal is to find out how employees' perceptions of workplace spirituality affect job satisfaction.

H_2: The presence of workplace spirituality will positively influence the information technology industry employee's job satisfaction.

3.3 Job Satisfaction and Intention to Quit

Turnover intentions and Job satisfaction are aspects that affect organizational effectiveness, according to Pang and Lu (2018). Discontent at work may result in a lack of commitment to the company and may persuade

people to look for new employment possibilities (Cherif, 2020). Therefore, the drive of this research is to understand whether satisfied workers in the information technology sector are less likely to leave their companies.

H$_3$: Job satisfaction negatively influences the information technology industry employee's intention to quit.

3.4 Job Satisfaction as a Mediator

The study by Manganelli *et al.,* (2018) highlight the importance of fulfilling employees' psychological needs, which results in constructive consequences for both organizations and individuals, refining workplace experiences. When employees understand the extents of workplace spirituality, they tend to feel that their organizations prioritize addressing their needs. Consequently, they are more possibly to be intrinsically driven and experience greater levels of job satisfaction (Gatling *et al.*, 2016).

Several factors influence job satisfaction, including valuations of the working environment and job characteristics, which are considered important (McKnight *et al.*, 2009). Job satisfaction also plays a central role in managing employees' turnover intentions (Scanlan & Still, 2019). Built on the above conversation, it is conceivable to contemplate the three extents of workplace spirituality as predictors of employee turnover intentions through job satisfaction. However, the existing organizational literature has rarely explored or articulated these mechanisms.
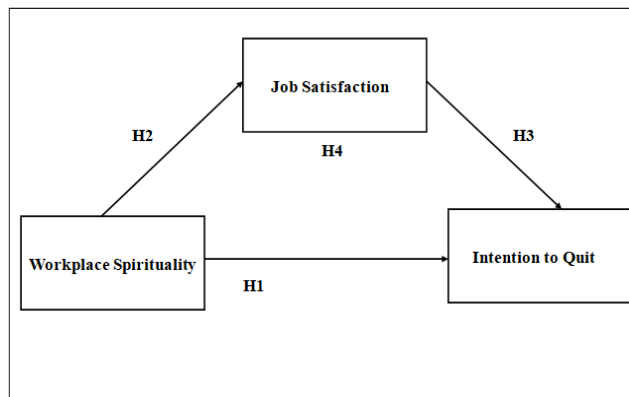

Figure 1. Conceptual model.

H$_4$: Job satisfaction mediates the relationship between workplace spirituality and the IT employee's intention to quit

4. Method

4.1 Sample and Data Collection

The information for this research were collected from specific private information technology organizations located in India. To address the common method variance bias that can occur when using self-report measures, a "temporal separation" approach was employed. The workplace spirituality instrument was distributed in the first part of the survey, followed by the distribution of the job satisfaction instrument after two weeks. Finally, the intention to quit instrument was distributed after three weeks of distributing the job satisfaction instrument. Nevertheless, it is imperative to highlight that Spector *et al.,* (2019) have stressed the importance of avoiding excessively short time-lag intervals to efficiently capture the predictor's impact on the criterion variable.

In this study, the duration of time was determined based on the researcher's observations from previous studies utilizing time-lag designs, where the average time duration ranged from one week to one month (Walumbwa *et al.*, 2008). All the participants were assigned unique codes to maintain anonymity and for mapping the different instruments. From the 450 questionnaires circulated, a notable total of 302 responses were collected, indicating response rates of 85 percent for the workplace spirituality measure, 91 percent for the job satisfaction measure, and 91 percent for the intention to quit measure. Total, the response rate averaged at 67 percent. The respondents had an average age of 30.48 years (with a standard deviation of 6.79). Among the respondents, 38 percent were women, 53 percent were married, and their average job tenure was 3.87 years (with a standard deviation of 3.25).

4.2 Measures

The instruments used in this study, along with their Confirmatory Factor Analysis (CFA) results, are

described. All the measures used in the study were self-reported by the employees.

5. Workplace Spirituality

The assessment tool used to assess workplace spirituality was developed by Milliman *et al.*, (2003). They defined the WPS construct, as comprising of three dimensions: meaningful work (six items), sense of community (seven items), and alignment of values (eight items), resulting in a total of 21 items. Respondents esteemed their responses on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Subsequently eliminating five items with poor factor loading, the model's fitness indices (Table 1) established satisfactory fit without any additional item removal.

The results presented high R2 values and factor loadings (E) in the standard regression weights (Table 1), all above 0.85. These results strongly support the idea that "Workplace Spirituality" is composed of three sub-constructs: "Meaningful Work," "Sense of Community," and "Alignment of Values" (Gupta & Singh, 2014). Furthermore, the three first-order factors significantly contributed to measuring the second-order factor, "Workplace Spirituality." The model with these three first-order factors had good fit (χ2 [101] = 232.38, p < .01; CFI = .93; IFI = .93; TLI = .91; RMSEA = .06) confirmed a good fit (MacCallum & Austin, 2003). The Cronbach's alpha values for each dimension in this measure were as follows: alignment of values (α = 0.82), sense of community (α = 0.86) and

meaningful work (α = 0.73). These values are found to be acceptable (Hair, 1998).

Job satisfaction: The authors assessed job satisfaction using a tool created by Berson and Linton (2005). This instrument comprised five items, appraised on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Its drive was to measure the level of job satisfaction experienced by individuals. This explicit instrument is extensively used to evaluate overall job satisfaction among employees. The measure demonstrated good construct reliability and internal consistency with a (Cronbach's alpha value of 0.72), as reported by Hair *et al.,* (1998).

Intention to quit: To evaluate the intention to quit, the researchers administered a tool industrialized by Milliman *et al.*, (2003). This instrument consisted of three items precisely designed to evaluate employees' intention, desire, and propose to leave the organization in the near forthcoming, which aligned with the study's objectives. The measure exhibited decent internal consistency, as evidenced by a (Cronbach's alpha value of 0.77).

In addition, the research considered several control variables based on previous literature. These variables included gender (Joseph *et al.*, 2007), organizational tenure (Joseph & Ang, 2003), marital status (Igbaria & McCloskey, 1996), and total work experience (Lacity *et al.*, 2009), as they have been shown to influence employee turnover intentions.

Table 1. CFA for WPS

	Standardized Regression weights	Squared multiple correlation	Regression Weights				χ2	df
	E	R2	E	SE	CR	P		
MW ⟵----- WPS	.873	.867	.889	.087	8.340	<.001		
SOC ⟵----- WPS	.894	.873	.996	.108	9.226	<.001	241.405	101
AV ⟵----- WPS	.940	.884	Reference group					
Note: E-error, SE-standard error, ER-Critical ratio, WPS-Workplace spirituality, MW-Meaningful work, SOC-Sense of community, AV-Alignment of values,								

6. Results

6.1 Descriptive Statistics and Inter-Correlations

Table 2 presents the correlations and descriptive statistics among the variables. As expected, WPS shows a substantial and robust positive correlation with "job satisfaction" ($r = 0.74$, $p < 0.001$), suggesting that higher levels of workplace spirituality are connected to increased job satisfaction. Additionally, workplace spirituality demonstrates a noteworthy negative correlation with the "intention to quit" ($r = -0.469$, $p < 0.001$), implying that higher levels of workplace spirituality are related with a reduced intention to quit. Similarly, job satisfaction shows a sturdy negative correlation with the "intention to quit" ($r = -0.72$, $p < 0.001$), signifying that greater job satisfaction is related to a lower intention to quit. Furthermore, total work experience is negatively correlated with the intention to quit ($r = -0.189$, $p < 0.001$), suggesting that more work experience is linked to a decreased intention to quit.

Prior to hypothesis verification, validity tests were made to ensure the reliability of the measurements.

Convergent and discriminant validity were evaluated through confirmatory factor analysis using AMOS 22 (Table 3). The results point to that the average variance extracted is greater than 0.5, and the values for discriminant validity are higher than the correlation values between latent variables, thus attesting the lack of association between unrelated measurements (Furr & Bacharach, 2008).

Moreover, the recommended three-factor model was subjected to a comparison with two-factor models. In Model A, a two-factor approach shared the variables WPS and job satisfaction, while Model B combined job satisfaction and intention to quit variables as a two-factor structure. On the other hand, Model C collective workplace spirituality and intention to quit variables within a two-factor framework. Additionally, a single latent factor model including all the variables was also evaluated. To compare the models, the researchers employed the chi-square difference test (Bentler & Bonett, 1980). The outcomes, mentioned in Table 4, specify that the proposed three-factor model outperforms the alternative models. Consequently, built on the model comparison analysis, it is considered to be an acceptable fit (Gupta & Singh, 2014).

Table 2. Means, Standard deviations and correlations

	Mean	SD	1	2	3	4	5	6	7
WPS	3.42	0.599	1						
JS	2.78	0.610	.746**	1					
IQ	3.21	0.834	-.469**	-.729**	1				
Gen	1.38	0.486	-0.107	-.121*	0.021	1			
Mar	1.47	0.500	0.036	-0.012	.123*	-0.056	1		
OT	3.88	3.262	0.016	0.017	-.114*	-.142*	-.360**	1	
TWE	7.47	6.200	0.055	0.086	-.189**	-.313**	-.462**	.619**	1

Note: *. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).WPS-Workplace Spirituality, JS-Job Satisfaction, Gen-Gender, Mar- Marital Status, IQ-Intention to Quit, JT-Job tenure in the present organization, TWE- Total Work Experience

Table 3. Convergent and discriminant validity

	AVE	MW	SOC	AV	JS	IQ
MW	0.664570	0.815211				
SOC	0.737581	0.626	0.858825			
AV	0.672706	0.689	0.803	0.820186		
JS	0.660739	.197	.059	.815	0.812858	
IQ	0.560061	-.472	-.489	-.267	-0.729	0.748372

Note: AVE: Average Variance Extracted, MW-Meaningful work, SOC-Sense of community, AV-Alignment of values, The values in the diagonal indicate the Discriminant validity values

Table 4. Confirmatory factor analysis and model comparison

Model	χ^2	df	χ^2/df	IFI Delta2	TLI rho2	CFI	RMSEA
One- factor model	1037.394	252	4.116	.770	.747	.769	.102
Three- factor (Hypothesized model)	838.597	249	3.367	.828	.808	.826	.089
Two- factor model A	901.272	251	3.590	.793	.770	.791	.097
Two- factor model B	947.162	251	3.773	.810	.789	.809	.093
Two- factor model C	960.106	251	3.825	.797	.775	.795	.096
*p<0.001							

6.2 Hypotheses Testing

In this study, we have utilized AMOS 22 and SPSS 22 to examine the study hypotheses. Administering Baron and Kenny's (1986) model, they steered Structural Equation Modeling (SEM) to assess the interconnections between workplace spirituality, employee intention to quit and job satisfaction. The study of the structural model fit indices revealed an acceptable fit with the data (χ^2 = 595.001, p < .001; CFI = .897; IFI = .898; TLI = .885; RMSEA = .069).

The hypotheses H1 and H2 suggested that there would be a adverse association between workplace spirituality and the intention to quit, as well as a constructive association between job satisfaction and workplace spirituality. The findings mentioned in Table 1 confirmed significant results. Firstly, there was
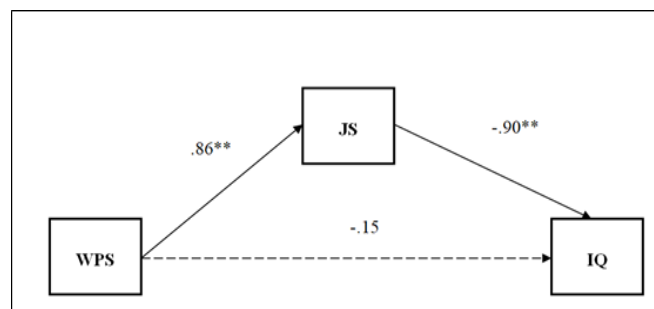
Note:
1. WPS-Workplace Spirituality, JS-Job Satisfaction, IQ-Intention to Quit.
2. ——▶ Significant effect;——▶ Non-Significant effect
3. ** p<.001; N=302
4. Control variables(Gender, Age, Job Tenure, Total Work experience) are not shown for ease of presentation

Figure 2. SEM path diagram.

Figure 3.   Structural equation model with standardized path coefficients.
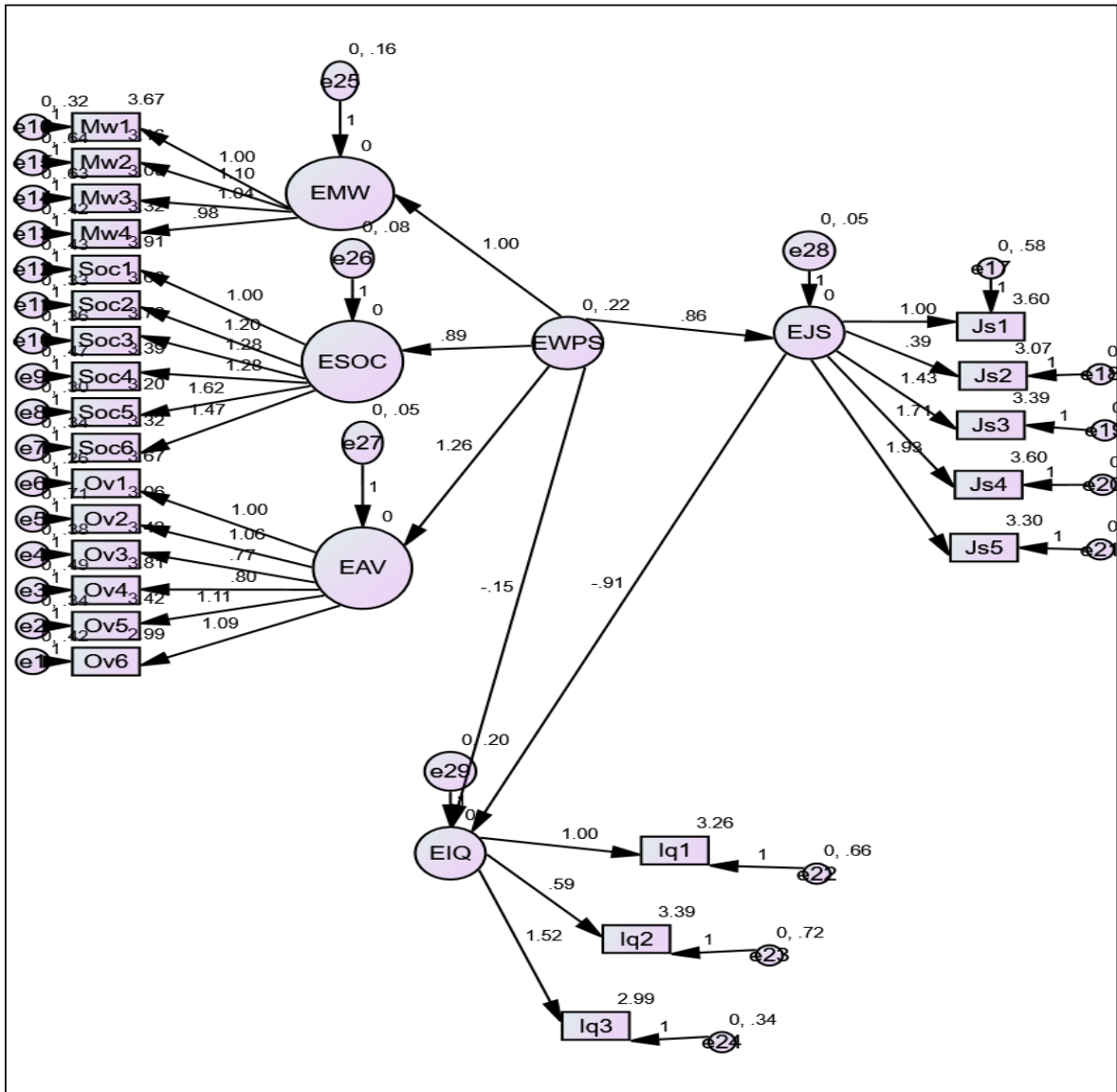
Note:
1. EWPS-Workplace Spirituality, EMW-Meaningful work, ESOC-Sense of Community, EAV-Alignment of values, EJS-Job Satisfaction, EIQ-Intention to Quit.
2. Mw(1-4)-Meaningful work items, Soc(1-6)-Sense of Community items, Ov(1-6)-Alignment of values items, Js(1-5)-Job Satisfaction items, Iq(1-3)-Intention to Quit items.

a noteworthy negative correlation between workplace spirituality and the intention to quit (r = -0.469, p < .001). Furthermore, there was a significant positive correlation between workplace spirituality and job satisfaction (r = 0.746, p < .001). Finally, a noteworthy negative correlation was observed between intention to quit and job satisfaction (r = -0.729, p < .001).

Subsequently, these results provided support for H1, H2, and H3.

Figure 2 highlights the summary of the findings associated to the indirect impact of workplace spirituality on the intention to quit, mediated by job satisfaction. Hypothesis H4 proposed that job

Table 5. SEM model fit

Model	χ2	df	χ2/df	IFI Delta2	TLI rho2	CFI	RMSEA	PCLOSE
WPS-JS-IQ	595.001	246	2.418	.898	.885	.897	.069	.000

Table 6. Path analysis results

			Estimate	S.E.	C.R.	P
MW	←-----	WPS	Reference group			
SOC	←-----	WPS	.886	.111	8.009	***
AV	←-----	WPS	1.257	.130	9.656	***
JS	←-----	WPS	.864	.119	7.289	***
IQ	←-----	JS	-.907	.270	-3.361	***
IQ	←-----	WPS	-.151	.240	-.630	.529

satisfaction serves as a mediator between workplace spirituality and the intention to quit. Analyzing Table 6, the total impact of workplace spirituality on the intention to quit was negative but did not reach statistical significance (= -.907, p = .001). However, upon including job satisfaction, the indirect effect of workplace spirituality on the intention to quit became significant and negative (= -.151, p = .001) (Table 5). These results specify that job satisfaction explains almost all of the effect of workplace spirituality on the intention to quit, thereby providing support for hypothesis 4.

Inclusive, the findings sustenance the mediating role of job satisfaction in the relationship between workplace spirituality and the intention to quit among employees in the Indian information technology industry.

7. Discussion

Previous research steered by Norouzi *et al.,* (2018), Pawar (2009), Pradhan, Pradhan, & Jena (2016), and Zhang (2018) has largely focused on studying how workplace spirituality influences different organizational outcomes. However, there has been inadequate exploration of the fundamental mechanisms that link workplace spirituality to job-related results (Milliman *et al.*, 2003). Built on this,

the present research endeavors to scrutinize the impact of workplace spirituality on the intents of information technology personnel to quit their jobs, with a detailed emphasis on job satisfaction as a mediator. To attain this, the paper presents a complete theoretical framework and precisely examines the hypothesized relationships.

In alignment with previous research and in accord with the hypotheses, the paper divulge a positive association between employees' encounters with workplace spirituality and their job satisfaction. This can be accredited to information technology employees recognizing the fulfillment of their needs as an important factor driving intrinsic motivation, as demonstrated by the findings of Howard *et al.,* (2016). Additionally, the study conducted by Hui, Lee, and Rousseau (2004) validated that individuals who perceive their organizations as more spiritually oriented tend to report elevated levels of job satisfaction.

Based on the self-determination theory of motivation and the dimensions of workplace spirituality as mentioned by Meyer & Gagne (2008), workplace spirituality is suggested to serve as an innate catalyst for people to meet their intrinsic needs, such as attaining purpose, meaning in work, and counterfeiting associates with values and colleagues. Through

its sustenance of intrinsic motivation, workplace spirituality is recommended to exert a more significant influence on job satisfaction, particularly among information technology workers, as emphasized by the research of Thatcher *et al.,* (2006). Later, employees who happenstance workplace spirituality are to display better levels of job satisfaction within the information technology context.

Further, the study directed by Jawadi and Tahir (2019) shed insight on job satisfaction as a mediator in connotation between intentions to quit and workplace spirituality. It advocates that workplace spirituality can indirectly diminish employees' intentions to quit by fostering job satisfaction. Similarly, Lu and Gursoy (2019) provided an indication that workplace spirituality can act as a barrier against the hostile influence of job stress on intentions to quit. This paper, recommends that employees who experience better levels of workplace spirituality are not so easily inclined towards quitting their jobs, even when subjected to high levels of job stress. These findings are consistent with the results of the present study, reinforcing the notion that workplace spirituality has a positive impact on employees' job satisfaction and their intentions to remain with the organization.

In conclusion, these research findings acclaim that spirituality at the workplace positively affects employee satisfaction with their job and condenses their intent to leave the job, accenting the importance of endorsing spiritual values and practices in the workplace.

8. Implications

The present paper delves into the aspects that influence employees' intention to quit within the Information Technology (IT) sector, with a specific accent on intrinsic motivation. The primary objective is to offer valued insights for both practitioners and researchers aiming to understand the reasons behind employees' decisions to leave their organizations. To attain this, the study introduces and assesses a mediation model, perusing how workplace spirituality and job satisfaction are interrelated and how they jointly impact the intent of IT professionals to quit their jobs

in the Indian context. By contributing to the existing body of empirical research, this study offers valuable guidance to organizations on methods to improve job satisfaction and decrease employee turnover rates.

To improve satisfaction in job the IT sector, organizations can nurture a more spiritual work environment. This can be accomplished through ingenuities such as providing for employees to engage in spiritual practices, encouraging meaningful work, and promoting of a sense of community (Jawadi & Tahir, 2019). By encouraging workplace spirituality, organizations can diminution employees' intentions to quit. This can be accomplished by instilling a sagacity of drive and ambition in employees' work, arranging employee well-being, and offering opportunities for personal growth and development. Workplace spirituality also backs to employee commitment in the IT sector by emphasizing values like honesty, morality, and respect and creating a culture that values the holistic well-being of individuals, beyond just their technical skills (Kaur & Kaur, 2021).

Human resource managers should focus on enabling workplace spirituality by nurturing positive interpersonal relationships, offering meaningful job roles, and endorsing an organizational culture rooted in the organization's broader vision and mission. Pfeffer (2003) recommends that organizations can engage employees by aligning their values and mission. Additionally, organizations should provide employees with training and development opportunities to help them unlock their full potential and nurture their spirit at work. Executing an effective recruitment process that matches individuals' skills to appropriate jobs is crucial, as it consents employees to feel a sagacity of orientation and ease in their work, benefiting both the organization and the employees in terms of time saved and total productivity.

9. Limitations and Scope for Future Research

As this paper aims to contribute to the prevailing literature, it also is subjected to several limitations that should be acknowledged. Firstly, common-method

variance or single-method bias may be present, possibly introducing response bias among respondents and persuading the derived relationships. However, efforts were made to alleviate this bias by collecting data from respondents at different time points using a time-lag method. Future studies could profit from conducting longitudinal research to provide additional value to the literature.

The study was based on a sample size of 302 respondents, which strength limit the generalizability of the findings. A larger sample size would strengthen the results and enhance their reliability. Furthermore, future researchers could consider utilizing mixed methods to further explore the topic of workplace spirituality. Moreover, the planned model's explanatory power could be improved by including additional variables that comprehensively elucidate the relationship between workplace spirituality and turnover intentions. Aspects such as demographics (e.g., age, gender, work experience), personality traits, and psychological capacities could be considered as moderating variables to improve understanding.

It is suggested that future research on workplace spirituality in the IT sector also take into account moderating variables such as organizational culture and the nature of work. Additionally, while the current study focused on job satisfaction as a mediator due to its strong influence on IT employees' turnover intentions, supplementary variables like organizational commitment, organizational identification, and employee engagement could also mediate the relationship. Imminent research could explore these alternative mediators.

Furthermore, future studies could consider the outcomes of workplace spirituality, such as sustainability, profitability, organizational performance, and overall improvement. Additionally, substitute conceptualizations of workplace spirituality should be considered. While this study based its theoretical argument on the analogy between self-determination theory and workplace spirituality dimensions, the congruence remains theoretical and could be empirically tested in future studies.

Finally, future academics are encouraged to explore and test organizational antecedents, such as transformational leadership, perceived organizational support, and organizational justice, which may kindle employees' experiences of workplace spirituality and contribute to a deeper understanding of the phenomenon.

10. Conclusion

In conclusion, this study establishes that job satisfaction is a vital factor in the association between workplace spirituality and employees' intent to leave their jobs. When personnel find purpose and meaning in their work, they tend to experience a stronger link to their job, which boosts their overall job satisfaction. The IT sector, being an inimitable and rapidly growing industry with high job demands and technological changes, presents detailed challenges for its employees. Hence, this study provides valuable insights into the distinct challenges faced by individuals in this sector and how workplace spirituality can help them effectively cope with these challenges.

Furthermore, this research suggests and tests the facilitating role of satisfaction in a job in connection to the association between turnover intention and workplace spirituality. By doing so, it sheds light on the basic mechanisms that link these variables, highlighting the critical role played by job satisfaction.

Another significant contribution of this paper is the examination of spirituality at workplace in a non-western context. While many studies have engrossed on workplace spirituality in Western countries, this research explores the concept within the context of the IT sector in India. Doing so offers a unique perspective on workplace spirituality in a non-western setting.

Overall, this paper adds to the prevailing research on intention to quit, job satisfaction, and workplace spirituality by precisely analysing these constructs within the IT sector. It integrates workplace spirituality into the study of job satisfaction and turnover and explores the facilitating role of job satisfaction in this relationship.

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