

# EXPLORING THE INTERPLAY OF RELIGIOUS COMMITMENT AND SPIRITUALITY ON PSYCHOLOGICAL AND EMOTIONAL WELL-BEING IN THE WORKPLACE

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**Abstract:** Purpose: This study examines the interrelations between religious commitment, spirituality, and employee well-being in the Kingdom of Saudi Arabia with an emphasis on the serial mediating roles of the strength of religious faith and career calling. The integration of these variables is aimed at providing a more profound understanding of how intrinsic personal values influence psychological and emotional well-being in the workplace. Method: A cross-sectional design was used with data from 248 employees working in different departments across Saudi Arabia. The measurement of the constructs was based on validated scales used in earlier research. Data were analyzed using Stata for SEM to check the hypothesized relationships as well as to check the mediation effects. Results: Thereby, the results revealed that religious commitment and spirituality are positively contributing to psychological and emotional employee's well-being. All these relations are significantly mediated by religious faith and career calling. Findings highlight the salience of intrinsic values and purpose work, with the serial mediation model that shows robust explanatory power. Originality/Implication: This study advances theoretical frameworks by linking spirituality, faith, and professional purpose to well-being. It offers practical implications for organizations by bringing up the need for supportive environments accommodating religious and spiritual dimensions at the workplace, which increases the general satisfaction and performance in a workplace.

**Keywords:** Religious Commitment, Spiritual Aspect, Strength of Religious Faith, Career Calling, Well-Being from Work

## 1. INTRODUCTION

Interconnected with religion and spirituality, the issue of employee well-being has become one of the most important subjects in organizational and psychological research. Workplace well-being refers to the psychological and emotional dimension of an employee's feelings, satisfaction, mental health, and ability to handle stressors effectively (Li et al., 2024). As more and more issues regarding workplace stress are on the rise, organizations have become interested in the role religious commitment and spirituality play in a supportive environment for employee well-being (Smith, 2024). Religious commitment refers to the level of practicing religious tenets, while spirituality is a term beyond old lines that refer to meaning and connection in much broad ways (Dik et al., 2024). Concepts like these have also been related to the employees' hardness, job satisfaction, and emotional stability. According to researchers, religions and spirituality give a specific framework for meaning- and coping-related issues for humans (Ahmad, 2024). Prayers, meditation, and mindfulness practices are often saturated with spiritual roots that help build emotional regulation and stress management (Kieffer et al., 2024). The concept of career calling has emerged as an important mediator in understanding how the religious and spiritual dimensions would affect workplace well-being, that is, where a person views their job as a calling that fits with one's values (Chung et al., 2024). Interlinking personal beliefs with professional aspirations enhances the psychological fulfillment and emotional stability of employees, a basis for an investigation into such relationships. Extensive research has been conducted that shows that religious commitment and spirituality benefit the well-being of the employees, especially in highly stressful professional settings (Esat et al., 2024). There are many studies that indicate the psychological well-being of the person improves due to religious commitment, as it gives an individual a purpose and a kind of resilience against adversity (Rogers et al., 2024). Religious practices like praying and communal worship provide an environment that reduces feelings of loneliness and stress (Rogers et al., 2024).

Besides the dimensions above, religious belief strength has also been demonstrated to moderate: by inculcating hope and thankfulness in the divine intercession over mental health concerns (Mirhosseini et al., 2024). Spirituality has also, as a greater concept, been shown in empirical researches to strongly influence psychological and emotional quality of life (Otu, 2024). Spiritual persons have been demonstrated in most empirical researches to report levels of life satisfaction, lesser pressures from stressful moment occurrences, and greater emotional control (Abualigah et al., 2024). Such spiritual traditions and practices of meditation and

mindfulness improve the capacity to focus and become emotionally resilient, thus ensuring that one is better placed to cope at work (Watkins et al., 2024). Another related aspect is career calling. The employees who hold the opinion that their job is a calling have increased levels of job satisfaction and engagement, which translate to enhanced overall well-being (Watkins et al., 2024). Recently, serial mediation models have been in vogue for the study of these relationships. For instance, Watkins et al. (2024) argued that religious commitment affects psychological outcomes via religious faith and career calling. In this way, the sense of faith and purpose at work determines how spirituality influences emotional well-being. Such results show the complex interplay of religious, spiritual, and professional dimensions in employee well-being. Despite all these researches, the gap in understanding how subtle mechanisms religious and spiritual dimensions exert on workplace well-being remains quite large (Zhang, 2024). Most of the studies targeted direct relationships between religious commitment or spirituality and well-being and thus overlooked mediating roles of constructs like faith and career calling (Upenieks, 2024). Serial mediation models have been suggested, but empirical evidence supporting these models, especially in the workplace, is scarce (Ongaro & Tantardini, 2024). Another gap is between psychological and emotional well-being. Although these terms are sometimes used synonymously, they refer to different dimensions of employee health (Nowicki et al., 2024). Psychological well-being refers to cognitive and mental health, whereas emotional well-being focuses on affective states (Subhaktiyasa & Sintari, 2024). The study rarely discusses how religious and spiritual constructs uniquely impact these two dimensions, thus leaving some incomplete picture of their overall impacts (Koburtay et al., 2023). Also, most present studies generalize the findings across organizational and cultural contexts without actually accounting for the differences across religious practices, spiritual belief, and workplace norms (Puffer et al., 2023). The overall aim of the paper is to look at mechanisms by which religious commitment and spirituality influence workplace well-being, especially on psychological and affective dimensions. Particularly, the following research questions are addressed:

1. How does religious commitment influence psychological well-being, and what roles do religious faith and career calling play as mediators?
2. How does religious commitment affect emotional well-being, and how are these effects mediated by faith and career calling?
3. In what ways does spirituality enhance psychological well-being, and how do religious faith and career calling contribute to this relationship?
4. How does spirituality impact emotional well-being, and what mediating roles do faith and career calling have in this process?

This study aims to develop a robust serial mediation model by addressing the questions mentioned above and integrating religious and spiritual dimensions with professional aspirations to explain variations in workplace well-being. This research also fills in the gaps by differentiating between psychological and emotional outcomes and providing culturally sensitive insights into these complex relationships. This study contributes to an advanced understanding of how religious commitment and spirituality intersect with the workplace to shape employee well-being. The study contributes both theoretically and practically through exploring serial mediation models on ways of fostering a supportive work environment that focuses on psychological and emotional health. Organizational policies, leadership practices, and employee development programs can be impacted, particularly in culturally diverse and high-stress workplaces. The theoretical framework of this study is built on Conservation of Resources (COR) theory and Self-Determination Theory (SDT). COR theory claims that people want to build up and conserve resources for which they have a good reason to believe that acquiring or using them will protect, or enhance, well-being (Dik & Alayan, 2023). Religious commitment and spirituality become resource reservoirs that facilitate coping mechanisms and emotional support in stressful work environments. Strength of religious faith and career calling are other resources that translate these dimensions into workplace well-being (Binu Raj et al., 2023). SDT focuses on the intrinsic motivation that fosters well-being by aligning individual values with professional goals (Upenieks et al., 2023). Career calling as a construct, therefore, aligns religious and spiritual ideals to work, giving it a sense of purpose and fulfillment. The integration of these theoretical perspectives into the research is aimed at explaining the manner in which religious and spiritual dimensions impact psychological and emotional outcomes in workplace settings. Objectives of the study fit within these theories by searching for the mechanisms that mediate the relationships and provide actionable insights to improve employee well-being.

## **2. LITERATURE REVIEW**

Religiosity and spirituality are emerging critical predictors of employee well-being that organizational behavior researchers and psychologists are gaining interest in (Abbas et al., 2023). Religious commitment is the degree to which an individual engages in religious activities, and it has therefore been conceptualized as an organized way of dealing with the hassles of life. Spirituality, on the other hand, transcends any institutional allegiance; it has to do with the pursuit of meaning, transcendence, and serenity (Chirico et al., 2023). These dimensions have been

researched and indicated that these can act as buffers against workplace stressors, promoting resilience and enhancement of mental health (Faletehan, 2023). That is, employees who espouse spiritual values in their working lives often gain more job satisfaction, emotional stability, and work engagement (Small, 2023). Furthermore, religious and spiritual practices like prayer, meditation, and mindfulness are some ways that could contribute to managing the occupational stress and burnout syndrome by creating relaxation and emotional clarity (Whitehead et al., 2023). These practices also contribute to the cultivation of gratitude and optimism that work to give one an optimistic perspective in life and work. Inclusive workplace climates that are responsive to the different religious and spiritual practices employees embrace by necessity foster an environment of inclusion among valued and understood employees (Hunsaker & Jeong, 2023). These types of environments create trust, reduce workplace conflicts, and improve the sense of community, which also promotes well-being in an integral manner (Na'imah et al., 2023). Spiritual behaviors of leaders in showing sympathy and making ethical decisions give way to a culture of compassion and integrity, so that the team dynamics could be changed positively (Singh & Saxena, 2023). Based on research, organizations who create space for spiritual values within their mission and practice are characterized by better employee morale, lower rates of turnover, and higher productivity (Wang et al., 2023). This leads to the formation of a well-founded demand for the health of employees that these factors have the interrelation of spirituality, religious commitment, and organizational success.

### **3. THEORETICAL EXPLANATION AND HYPOTHESES DEVELOPMENT**

The relationships in this model are based on COR theory and SDT. According to COR theory, religious commitment and spirituality are resource reservoirs drawn upon to enhance well-being especially under workplace stress (De Clercq et al., 2023). The resources, including faith and career calling, serve as coping mechanisms to reduce psychological and emotional difficulties. SDT completes this view by pointing out that it is intrinsic motivation, which is based on the sense of purpose and in line with one's values, enhancing well-being (Ahmed et al., 2022). Combining the theories gives a good framework of how the spiritual and religious dimensions interplay with mediators that would improve psychological and emotional outcomes in professional contexts. Religious commitment has been a topic of research with regards to its impact on psychological well-being, in particular, at work. It has been shown that the higher the religious commitment, the lower the levels of stress and anxiety due to religion giving an individual a methodical way to cope and providing

meaning for one's life (Paul & Jena, 2022). Further consolidation into the effect is religious faith when it encourages resilience and even more when they build a social network sufficiently to reduce the psychological pay of work (Harris & Tao, 2022). Further studies also indicate career calling can be more of help to psychological outcomes because more often than not, their feelings are higher in life satisfactions and lesser emotional exhausted in comparison (Ardito et al., 2022). Further empirical evidence shows that career calling acts as a mediator by directing intrinsic values based on religious commitment into professional involvement and sense of purpose and therefore enhances positive psychological well-being (Jankowski et al., 2022). The previous study-based serial mediation model suggests that religious commitment affects the level of psychological well-being through the strength of religious faith and career calling (Obregon et al., 2022). This former provides feelings of discipline, purpose, and moral clarity which are the backbones of psychological stability (Maidl et al., 2022). It makes these benefits stronger because giving of emotional and spiritual tools is provided for navigating challenges in work (Jallim, 2022). This foundation allows people to view their work against the backdrop of their vocation, thus personal values come into alignment with professional goals (Almaraz et al., 2022). This interplay between faith and career calling leads to a cumulative effect that psychological benefits of religious commitment are fully realized at work.

H1: The relationship between religious commitment and psychological well-being from work is serially mediated by the strength of religious faith and career calling.

Religious commitment seems to have strong positive relations with emotional well-being in people, that involves high emotional states and no distress (Li et al., 2024). Empirical works suggest that individuals who commit much to religion have effective ways of emotional regulation because most religions teach virtues of being thankful, forgiveness, and compassion toward other individuals (Dik et al., 2024). The virtues, therefore, are very relevant for work stress management. This relationship is further strengthened because religious beliefs add an element of hope and trust in God who may be able to offer support and reduce fearfulness and uncertainty (Jahroni et al., 2024). The other significant mediator can connect career calling to emotional well-being by offering meaning and satisfactory feelings about work that lower negative affect and positive affects (Chung et al., 2024). These findings form a hypothesis: the relationship between religious commitment and emotional well-being is actually mediated by faith and career calling (Rogers et al., 2024). Religious commitment frames the framework of emotional regulation: hence it fosters good qualities, such as patient optimism that are necessary factors for stability in emotions (Mirhosseini et al., 2024). Strengthening religious faith amplifies

these effects via enhanced reliance on divine guidance over which emotions may be reduced (Abualigah et al., 2024). Career calling then takes such emotional stability and channels it into the environments of work, aligns personal goals with work activities (Watkins et al., 2024). Such an alignment in fact creates a harmonious and reduces conflictual emotionality, thus opening a synergistic route by which religious commitment becomes an emotional well-being (Zhang, 2024). Thus, the serial mediation model would advance that the conjoint influence of faith and calling was important in capturing how religious commitment influences emotional well-being in the workplace.

H2: The relationship between religious commitment and emotional well-being from work is serially mediated by the strength of religious faith and career calling.

Spirituality, being a more holistic construct than religious commitment, has been studied much regarding its impact on psychological well-being (Ongaro & Tantardini, 2024). It has been found that spirituality enhances resilience, creativity, and effective problem solving—all of which are essential skills for the preservation of psychological health at work (Subhaktiyasa & Sintari, 2024). The strength of religious faith, as a core component of spirituality, has been shown to provide individuals with a sense of existential clarity and purpose, enabling them to better manage workplace challenges (Puffer et al., 2023). Career calling further complements these aspects by integrating spiritual ideals into professional aspirations, promoting psychological fulfillment and satisfaction (Binu Raj et al., 2023). The three elements will make up a very sound psychological foundation, both in terms of the intrinsic and extrinsic sources of stress and motivation (Abbas et al., 2023). The hypothesis introduced claimed that faith and career calling mediate between spirituality and psychological well-being. Spirituality is perceived in terms of an experience of connectedness and transcendence, which therefore forms a type of psychological resource in the workplace (Faletehan, 2023). Strong religious faith expands the source of the strength in having a frame through which people can access religious practices such as mindfulness and meditation in order to increase psychological resilience (Whitehead et al., 2023). This might help explain purpose and direction, thereby fostering psychological well-being by operationalizing spiritual and faith-based values within the professional context (Na'imah et al., 2023). Accordingly, the serial mediation model draws attention to dynamic interplay between spirituality, faith, and career calling and its impact on work-based mental health.

H3: The relationship between the spiritual aspect and psychological well-being from work is serially mediated by the strength of religious faith and career calling.

Thus, the relationship between spirituality and emotional well-being is well understood. So many studies have proven the role of these spiritual practices in

reducing stress and enhancing emotional regulation. Spirituality develops the qualities of empathy, gratitude, and optimism which are the three elements identified to enhance emotional health (Wang et al., 2023). These emotional advantages are enhanced by the robustness of religious faith as inherently essential to spirituality, which offers hope and trust in a positive outcome in a higher authority (Ahmed et al., 2022). Career calling supports this relationship by connecting spiritual values with professional aims to create a harmonious work-life integration that enhances emotional satisfaction while reducing distress (Harris & Tao, 2022). The hypothesis is that the spiritual dimension influences psychological well-being through faith and career calling as mediators. Spirituality gives a basis of healthy emotions in balance and at peace (Jankowski et al., 2022). Strength in religious beliefs adds strength to the bases by adding emotional strength and conviction of being supported (Maidl et al., 2022). Career calling channels the spiritual and faith-based qualities into professional life to create an experience of fulfillment that builds emotional well-being (Almaraz et al., 2022). This process is well captured in the serial mediation model in which spirituality, faith, and career calling are integrated in terms of their roles for the building of emotional outcomes at work.

H4: The relationship between the spiritual aspect and emotional well-being from work is serially mediated by the strength of religious faith and career calling.

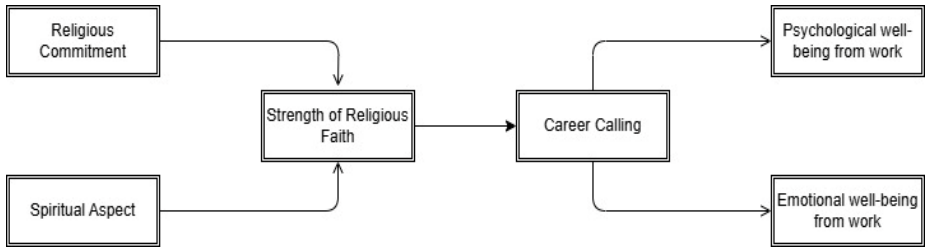


Figure 1: Research Framework

#### 4. METHODOLOGY

- *Research Design*

This research used a quantitative cross-sectional design to examine the serial mediating effects of strength of religious faith and career calling on relationships between religious commitment, spirituality, and employee well-being. The purpose of this study was to explore such complex relationships in the context of the Kingdom of Saudi Arabia, a region where religious and spiritual values are highly significant in people's personal and professional lives. The study used validated scales to provide



robust empirical evidence of the predicted relationships by utilizing advanced statistical techniques.

- *Sample and Sampling Technique*

There were 248 employees in the sample of participants working in various departments and organizations in the Kingdom of Saudi Arabia. The sampling method used was purposive to ensure that the participants varied widely in terms of job role and organizational background, ensuring an appropriately representative sample of employees. Participants were selected based on the criteria that they could provide rich insights into the interplay between religious and spiritual dimensions and workplace well-being. The sample size was determined to meet the requirements for structural equation modeling (SEM) analysis, thus providing sufficient statistical power for hypothesis testing.

- *Measures*

Adopted scales from previous researches (Table 1) which were validated are employed for the measurement of constructs in investigation. These were considered based on their reliability and validity of capturing the constructs. For adaptation, they are to suit the cultural setting in Saudi Arabia.

Table 1: (a) Instrumentation

Variable	Items	Source
Religious Commitment	1. My religious beliefs lie behind my whole approach to life.	(McGee et al., 2020)
	2. I spend time trying to grow in understanding of my faith.	
	3. It is important to me to spend periods of time in private religious thought and reflection.	
	4. Religious beliefs influence all my dealings in life.	
	5. Religion is especially important to me because it answers many questions about the meaning	
	6. I often read books and magazines about my faith.	
	7. I keep well informed about my local religious group and have some influence in its decisions.	
	8. I enjoy spending time with others of my religious affiliation.	
	9. I enjoy working in the activities of my religious organization.	
	10. I make financial contributions to my religious organization.	

Table 1: (b) Instrumentation

Variable	Items	Source
Spiritual Aspect	<ol style="list-style-type: none"> <li>1. I realize that God is the infinite gracious</li> <li>2. I realize that God is the infinite manage everything in universe</li> <li>3. I realize that God is the infinite nurture</li> <li>4. I realize that God is the infinite assign everything in universe</li> <li>5. I realize that God is the infinite reckon everything in universe</li> <li>6. I realize that God is the infinite balancing every thing in universe</li> </ol>	(Johan et al., 2017)
Strength of Religious Faith	<ol style="list-style-type: none"> <li>1. My religious faith is extremely important to me.</li> <li>2. I pray daily.</li> <li>3. I look to my faith as a source of inspiration.</li> <li>4. I look to my faith as providing meaning and purpose in my life.</li> <li>5. I consider myself active in my faith or church.</li> <li>6. My faith is an important part of who I am as a person.</li> <li>7. My relationship with God is extremely important to me.</li> <li>8. I enjoy being around others who share my faith.</li> <li>9. I look to my faith as a source of comfort.</li> <li>10. My faith impacts many of my decisions.</li> </ol>	(Dianni et al., 2014)
Career Calling	<ol style="list-style-type: none"> <li>1. I feel a strong sense of purpose in my chosen career path.</li> <li>2. My profession aligns well with my personal values and goals.</li> <li>3. I am passionate about my work and its impact.</li> <li>4. I am motivated to pursue growth and development in my career.</li> </ol>	(Anwar, 2024)
Psychological Well-Being from Work	<ol style="list-style-type: none"> <li>1. My work gives me a sense of purpose.</li> <li>2. My work adds meaning to my life.</li> <li>3. My work makes a meaningful contribution to society.</li> <li>4. My work allows me to develop new knowledge and skills.</li> <li>5. My job allows me to achieve my full potential.</li> <li>6. At work, I have the opportunity to do what I do best every day.</li> <li>7. The things I am asked to do at work are consistent with my personal values.</li> <li>8. I get asked to do things at work that I don't feel comfortable doing.</li> </ol>	(Peters et al., 2021)
Emotional Well-being from Work	<ol style="list-style-type: none"> <li>1. I feel engaged by my work.</li> <li>2. At work, my mind is focused on my job.</li> <li>3. I am satisfied with my job.</li> <li>4. I am satisfied with the kind of work I do.</li> <li>5. The kind of work I do makes me happy.</li> <li>6. My job makes me happy.</li> <li>7. My work adds to my overall life satisfaction.</li> <li>8. I love my job.</li> <li>9. I am enthusiastic about my work.</li> <li>10. My job is pointless (has no useful purpose).</li> <li>11. My job is boring.</li> </ol>	(Peters et al., 2021)

Each item was rated using a 5-point Likert scale. The scales range from 1-strongly disagree, to 5-strongly agree. The measures were pilot tested on a small subset of employees to test the relevance and clarity of the items for the culture of the specific population.

- *Data Collection Procedure*

An online survey was conducted to collect data, which allowed the participants to respond conveniently and anonymously. The link of the survey was distributed through professional networks, organizational contacts, and email invitations. Reminders were sent at regular intervals to enhance participation rates. The survey instrument was designed in both English and Arabic to make it inclusive and comprehensible for the participants.

- *Data Analysis Technique*

The data collected were analyzed using SEM in Stata. The choice of SEM was made because it allows for the examination of multiple relationships between constructs while accounting for measurement error. The analysis used a two-step approach.

1. **Measurement Model Evaluation:** Reliability and validity of the constructs were assessed using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Confirmatory Factor Analysis (CFA) was performed to evaluate the model's fitness and ensure that the measurement items adequately captured their respective constructs.

2. **Structural Model Testing:** The hypothesized relationships were tested using path analysis. Direct, indirect, and total effects were examined to evaluate the serial mediation effects of religious faith and career calling. Fit indices, such as SRMR and Chi-square, were used to confirm the adequacy of the structural model.

By employing Stata-SEM, the study provided a robust framework for testing the proposed theoretical model, ensuring reliable and generalizable results. This methodological rigor adds to the credibility and applicability of the findings in understanding the impact of religious and spiritual dimensions on employee well-being in the Saudi Arabian context.

## 5. RESULTS

Table 2 shows the reliability and validity criteria for all variables in the study based on Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). The criteria are essential when determining internal consistency, common reliability, and convergent validity for the constructs. As shown, Cronbach's Alpha value for all variables is above 0.70, which suggests good internal consistency. For instance, the Composite Reliability for Religious Faith is extremely

high at 0.830 and even stronger for Career Calling at 0.853, indicating good reliability of the measurement items themselves. Values of Composite Reliability of all constructs above the threshold value of 0.70 also ensure that the latent variables are well-measured by their respective indicators.

Table 2: Variables Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Religious Commitment	0.734	0.919	0.507
Spiritual Aspect	0.788	0.864	0.510
Strength of Religious Faith	0.830	0.898	0.538
Career calling	0.853	0.849	0.522
Psychological well-being from Work	0.772	0.816	0.652
Emotional well-being from Work	0.780	0.825	0.658

For instance, Religious Commitment (CR = 0.919) and Emotional Well-being from Work (CR = 0.825) show strong reliability. As far as convergent validity is concerned, the AVE for all constructs is higher than the minimum threshold of 0.50, meaning that a significant portion of variance is captured by latent variables compared to measurement errors. Constructs of the order Psychological Well-being from Work (AVE = 0.652) as well as Emotional Well-being from Work (AVE = 0.658) display, especially impressive validity. These results together imply that the measurement model is reliable and valid for measuring the hypothesized relationships depicted in this paper (Figure 2).

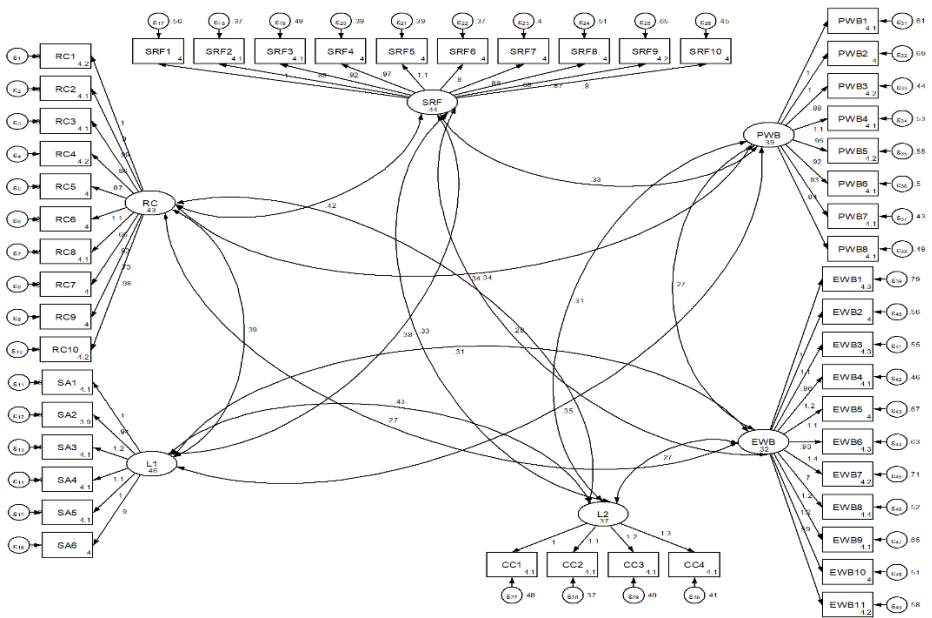


Figure 2: Estimated Model

Table 3 reports standardized factor loadings of the measurement items for each construct based on their individual contributions to latent variables. Generally, factor loadings above 0.50 are acceptable, and higher values indicate stronger item reliability. For Religious Commitment, the factor loadings range from 0.551 to 0.776. Indicators like RC9 (0.776) and RC3 (0.720) have strong loadings, which means that these items are good measures of the construct. However, some indicators like RC5 (0.558) and RC10 (0.570) are on the lower end, which means there is still room for refinement. Similarly, for the Spiritual Aspect, items like SA4 (0.702) and SA3 (0.666) exhibit strong contributions, while SA1 (0.520) shows comparatively weaker reliability. The Strength of Religious Faith displays a range of loadings, with indicators like SRF3 (0.815) and SRF2 (0.777) contributing strongly to the construct. Conversely, SRF7 (0.507) reflects the minimum acceptable level of reliability. For Career Calling, the loadings vary between 0.540 and 0.692, with CC1 at 0.692 performing the strongest. In the case of Psychological Well-being from Work, all indicators demonstrate robust loadings, particularly PWB2 at 0.819 and PWB4 at 0.805, which means that they represent the construct strongly. Emotional Well-being from Work also reflects high reliability, with items such as EWB10 at 0.838 and EWB5 at 0.819 showing excellent loadings. These results confirm that most indicators adequately represent their respective constructs, contributing to the measurement model's overall validity.

Table 3: (a) Measurement Items Fitness Statistics

Variable	Indicator	Original Sample
Religious Commitment	RC1	0.650
	RC2	0.699
	RC3	0.720
	RC4	0.652
	RC5	0.558
	RC6	0.551
	RC7	0.590
	RC8	0.601
	RC9	0.776
	RC10	0.570
Spiritual Aspect	SA1	0.520
	SA2	0.620
	SA3	0.666
	SA4	0.702
	SA5	0.594
	SA6	0.618
Strength of Religious Faith	SRF1	0.632
	SRF2	0.777
	SRF3	0.815
	SRF4	0.654
	SRF5	0.690

Table 3: (b) Measurement Items Fitness Statistics

Variable	Indicator	Original Sample
	SRF6	0.580
	SRF7	0.507
	SRF8	0.743
	SRF9	0.650
	SRF10	0.677
Career Calling	CC1	0.692
	CC2	0.547
	CC3	0.540
	CC4	0.671
Psychological well-being from Work	PWB1	0.713
	PWB2	0.819
	PWB3	0.775
	PWB4	0.805
	PWB5	0.761
	PWB6	0.702
	PWB7	0.731
	PWB8	0.747
Emotional well-being from Work	EWB1	0.591
	EWB2	0.583
	EWB3	0.724
	EWB4	0.713
	EWB5	0.819
	EWB6	0.775
	EWB7	0.805
	EWB8	0.761
	EWB9	0.649
	EWB10	0.838
	EWB11	0.615

Table 4 evaluates the goodness-of-fit statistics for the structural model, including the Standardized Root Mean Square Residual (SRMR), R-squared values, and likelihood ratio tests. The SRMR values for the saturated (0.066) and estimated (0.070) models fall below the threshold of 0.08, indicating a good fit between the observed and predicted correlations. The R-squared values indicate that how well the model explains the endogenous variables. Strong religious faith, R-squared = 0.266; Career calling, R-squared = 0.451; Psychological wellbeing at work, R-squared = 0.558; and Emotional well-being at work, R-squared = 0.344 together demonstrate that there is a strong explanatory fit for a good proportion of the variance of these measures. The relatively higher R<sup>2</sup> values for Career Calling and Psychological Well-being indicate that these variables are more directly influenced by the predictors in the model. The likelihood ratio (7847.654) and chi-square statistics (chi<sup>2</sup>\_bs = 3544.318) with significant p-values (p > chi<sup>2</sup> = 0.000) further validate the model fit. These findings affirm that the proposed model provides a statistically reliable and theoretically meaningful representation of the relationships among the constructs.

Table 4: Model Goodness of Fit Statistics

	Saturated Model	Estimated Model	R Square	Fit Statistic	Value	Description
SRMR	0.066	0.070		Likelihood ratio	7847.654	model vs. saturated
Strength of Religious Faith			0.266	p > chi2	0.000	
Career Calling			0.451	chi2_bs (2728)	3544.318	baseline vs. saturated
Psychological well-being from Work			0.558	p > chi2	0.000	
Emotional well-being from Work			0.344			

Table 5: Summary results of path analysis with strength, significance and confidence intervals of all paths between variables All hypothesized paths have positive and significant coefficients with p-values smaller than 0.001; hence, the hypotheses are accepted. The indirect effect mediated by Strength of Religious Faith and Career Calling for the relationship between Religious Commitment and Psychological Well-being from Work has a coefficient of 0.682,  $z = 10.421$ ,  $p = 0.000$ ; while the mediation effect on Emotional Well-being from Work has even a stronger coefficient (coef. = 0.747,  $z = 11.976$ ,  $p = 0.000$ ), indicating more prominence given to the emotional advantages gained by religious commitment.

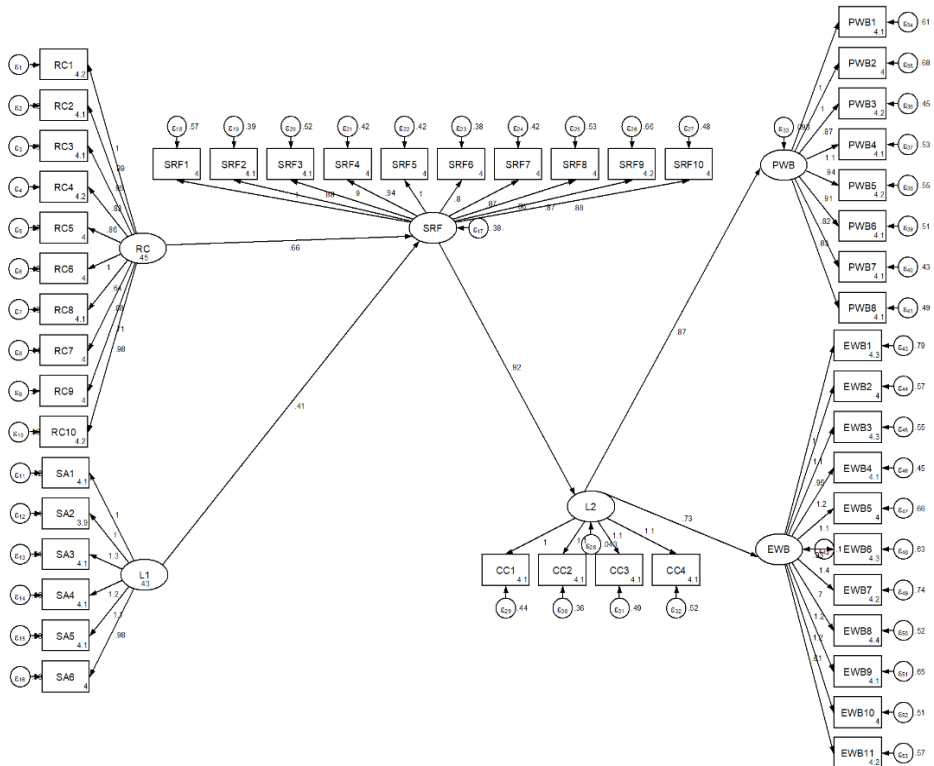


Figure 3: Structural Model for Path Analysis

The mediation effect of Work on Spiritual Aspect of Psychological Well-being is significant, though somehow relatively smaller than Religious Commitment (coef. = 0.642,  $z = 4.369$ ,  $p = 0.000$ ), showing the special contribution of spirituality to mental health by faith and purpose-driven work. The Spirituality and Emotional Well-being relationship exhibits the strongest mediation effect, with coef. = 0.727,  $z = 10.767$ , and  $p = 0.000$ . This means spiritual awareness indeed has deep emotional implications, especially when joined by faith and career calling. The findings support the suggested serial mediation model. It therefore validates the conceptual model and gives strong empirical evidence to the relationships that were considered.

Table 5: Path Analysis

	OIM Coef.	Std. Err.	z	P> z	[95% Conf. Interval]	
The Relationship between Religious Commitment and Psychological Well-Being from Work is Serially Mediated by the Strength of Religious Faith and Career Calling.	0.682	0.055	10.421	0.000	0.573	0.783
The Relationship between Religious Commitment and Emotional Well-Being from work is Serially Mediated by the Strength of Religious Faith and Career Calling.	0.747	0.053	11.976	0.000	0.644	0.675
The Relationship between the Spiritual Aspect and Psychological Well-Being from Work is Serially Mediated by the Strength of Religious Faith and Career Calling.	0.642	0.227	4.369	0.000	0.380	0.509
The Relationship between the Spiritual Aspect and Emotional Well-Being from Work is Serially Mediated by the Strength of Religious Faith and Career Calling.	0.727	0.057	10.767	0.000	0.615	0.831

## 6. DISCUSSION

Results show the complexity of relationships in the study of religious commitment and spirituality on employee well-being, mediated by the level of strength of religious faith and career calling. The outcome lends support to the theoretical frameworks that both religious and spiritual realms have considerable effects on working-related consequences such as producing positive psychological and emotional well-being. This study fills the previously existing gaps in literature by bringing serial mediation models into the fold and allows for nuanced understanding of how beliefs and values translate into professional satisfaction and, consequently, mental health. The studied insights not only augment the academic discourse but also hold practical implications for organizations seeking to cultivate a supportive and value-driven workplace environment. The acceptance of H1 supports the idea



that religious commitment definitely works to significantly enhance psychological well-being at work, mediated by the strength of religious faith and career calling. The findings are consistent with previous studies establishing that religious commitment provides a strong framework for meaning-making and resilience in the workplace (Li et al., 2024). Religious faith strength strengthens the effects because it engenders belief in the protection of a higher authority and diminishes cognitive stress, making employees cope with work-related problems more effectively. Career calling has been shown to be a salient mediator whereby intrinsic values extracted from religious commitment relate to professional ambitions, consequently linking personal beliefs to job-related expectations (Ahmad, 2024). This serial mediation indicates an additional inclusive path whereby religious commitment impacts the outcome on mental health, related to integrating personal values and workplace objectives.

H2 explicates the above understanding by probing further on the relationship between religious commitment and emotional well-being, mediated by religious faith and career calling. Findings show that religious commitment matters in the creation of emotional stability and lowering negative affect, which is in conformity with previous studies that mentioned how religious practices are beneficial towards regulating emotions (Chung et al., 2024). Strong religious faith provides emotional resources such as hope and gratitude that cushion stress at work. Meanwhile, career calling brings fulfillment and emotional satisfaction by aligning employees' spiritual values to their professional pursuits. This serial mediation affirms that emotional well-being is not only a direct outcome of religious commitment but also a function of the interplay between intrinsic faith and a purposeful professional identity. Together, the findings for H1 and H2 reveal the two-way advantage of religious commitment in fostering psychological as well as emotional well-being. As such, this study examining the serial mediation model is therefore a more complete understanding of these relationships, underlining synergistic roles of faith and career calling. These findings have important implications for organizational practice: It appears that supporting environments for employees' religious and vocational identities is related to improved well-being outcomes.

Acceptance of H3 confirms the hypothesis that the spiritual dimension affects psychological well-being by playing a mediating role in religious faith and career calling. This result is consistent with previous studies indicating that spirituality promotes resilience and self-transcendence, two essential components of psychological health (Rogers et al., 2024). The strength of religious faith further enhances these effects as it gives people a framework for making sense of their experiences, hence reducing workplace stress. Career calling further operationalizes these spiritual and faith-based values into meaningful professional engagements,

thereby promoting mental health and job satisfaction. This serial mediation model contributes to the body of literature on spirituality in that it shows how, when combined with faith and a calling, it can profoundly enhance the psychological well-being of employees.

H4 pushes this relationship even further to underscore how faith and career calling can play as a mediator. Findings indicated that spirituality indeed relates positively to emotional health because it fosters the kinds of affective states one should experience, including empathy, optimism, and gratitude (Abualigah et al., 2024). The addition of religious faith strengthened the relationship by providing an array of emotional resources in terms of hope and trust in a higher power that reduce anxieties related to the workplace. These effects are supplemented by career calling through which the spiritual ideals align with professional responsibilities to enhance emotional harmony and decrease job-related distress (Watkins et al., 2024). Serial mediation thus proves that emotional well-being is an outcome not only of spiritual awareness but also of its integration with faith and purpose-driven work. The findings for H3 and H4 highlight the important role that spirituality plays in both shaping outcomes of psychological origin as well as emotional origin in the workplace. Analyzing sequential mediating effects of faith and career calling does indeed capture a more nuanced view concerning how spiritual dimensions translate into workplace well-being; however, these insights do support the need for spiritual awareness and professional purpose in enhancing holistic worker health. Mediation is presented by the religious faith and career calling strength interplay to the discussion about religious commitment, spirituality, and employee well-being. The four hypotheses' acceptance further indicates integration of personal belief with professional aspirations for better job satisfaction and mental health. Hence, it offers both theoretical and practical implications and provides an organizations' interesting insight into being able to develop a supporting work environment as well as in relation to developing an inclusive working environment. By realizing the intrinsic and spiritual nature of employees, the organization can then create a culture that focuses on well-being, aligning individual values with collective goals.

- *Theoretical Implications*

This study contributes significantly to the body of existing theoretical frameworks on religious commitment, spirituality, and employee well-being by integrating the notions of the strength of religious faith and career calling as serial mediators. The findings affirm that religious commitment and spirituality do not operate in isolation but influence well-being through complex pathways that

integrate faith and professional purpose. This emphasizes the multilateral character of well-being and extends theoretical conceptions due to the emphasis of a dynamic interaction between intrinsic personal values and extrinsic professional identities. By accepting the serial mediation model, the study strengthens theories related to the connection of people's beliefs with results on the job, like self-determination theory and job demands-resources model, in spotlighting the pivotal roles of internal motivations and spiritual dimensions in fostering well-being. In addition, the study develops the area of vocational psychology and organizational behavior to include spirituality and religious faith as critical drivers for psychological and emotional well-being. The introduction of career calling as a mediator allows research to bridge the gap between the spiritual dimensions and workplace constructs and add depth to existing paradigms of theory. This integration widens the scope of applicability for theories on workplace spirituality and organizational behavior, focusing on how faith and calling-based intrinsic motivation can enhance job satisfaction, resilience, and emotional stability. This knowledge is not only useful in academic discussions but also helps lay a pathway for future studies on the more complex interactions between personal values and professional outcomes.

- *Practical Implications*

This study provides practical insights on value-based interventions for organizations in terms of improving employee well-being. The positive effects of religious commitment and spirituality on psychological and emotional well-being can guide employers in developing programs that reflect employees' intrinsic values and beliefs. Workplace spirituality programs, faith-based support groups, or even flexible policies for religious practices create an environment where people can effectively align their personal and professional lives. Such measures increase job satisfaction, reduce stress, and increase emotional resilience in general, leading to an overall improvement in organizational productivity. It also highlights the significance of career calling in mediating how personal beliefs influence well-being, and organizations are, in this case, recommended to promote work-related meaning-seeking activities.

Some activation strategies that managers can employ to promote this are providing mentoring programs, meaningful job roles, and fostering a purpose-driven work culture. It is, therefore, a call to human resource professionals in recruitment and training where these spiritual and faith-based dimensions should be thought of in relation to the employees for organizations to improve employee well-being and

attract talent motivated by deeper values and commitments through a workplace that fully addresses these dimensions.

- *Limitations and Future Research Directions*

While this study offers insights, it is not without its limitations. First, the cross-sectional research design does not allow for inferences about causal relationships between the variables. Future studies may take longitudinal or experimental designs to examine the temporal dynamics of the relationships examined in this study. Second, the study focused on a particular population and cultural context that might limit the generalizability of the findings. Future studies can expand the scope to include diverse demographic groups and cross-cultural comparisons to validate the model in different settings.

In addition, this study based its reliance highly on self-reports and this may provide common method bias. Later research studies may use multi variation data sourcing that might incorporate peer/ supervisor ratings for controlling the present bias. Lastly, with regard to mediating roles- religious faith and career calling, which this research really focused, the other areas that are unexplored include mediators such as social support and workplace. Future studies could investigate these additional factors to provide a more comprehensive understanding of the pathways linking personal beliefs and workplace well-being.

## **7. CONCLUSION**

This research has found that religious commitment and spirituality play important roles in the enhancement of psychological and emotional well-being at work, mediated by the strength of religious faith and career calling. The findings thus support the serial mediation model and underpin the importance of combining personal beliefs with professional purpose in fostering workplace well-being. This study not only enriches the academic discourse but also brings practical insight to organizations through actionable strategies to support their employees' mental and emotional health, bridging gaps in theories. In a nutshell, the study adds to the interplay between intrinsic motivations and the outcomes of workplaces. This research advocates for a holistic approach to the management of workplaces by showing how spiritual and religious dimensions can enhance employee well-being. Future explorations in this domain can further refine our understanding, ultimately contributing to the development of supportive and inclusive work environments that prioritize employees' overall well-being.

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