



Workplace Spirituality and Meaningful Work in Enhancing Employee Well-Being through Organizational Identification among Millennial Employees

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Abstract. Employee well-being has become increasingly important as millennial employees seek work environments that provide purpose, meaningful experiences, and organizational belonging. This study examines the effects of workplace spirituality and meaningful work on employee well-being through organizational identification. A quantitative explanatory approach was employed involving 250 millennial employees from private and public organizations selected using purposive sampling. Data were collected through a five-point Likert-scale questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results demonstrate that workplace spirituality and meaningful work positively and significantly influence organizational identification and employee well-being. Organizational identification also has a significant positive effect on employee well-being. Furthermore, organizational identification partially mediates the relationships between workplace spirituality and employee well-being and between meaningful work and employee well-being. Meaningful work shows the strongest effect on organizational identification. These findings indicate that meaningful and spiritually supportive workplaces can enhance millennial employees' well-being by strengthening their psychological connection with the organization.

Keywords: Employee Well-Being; Meaningful Work; Millennial Employees; Organizational Identification; Workplace Spirituality.

1. INTRODUCTION

The contemporary workplace is characterized by increasing job demands, rapid organizational change, and evolving employee expectations, making employee well-being an increasingly important organizational concern. Workplace well-being reflects employees' psychological and work-related experiences that enable them to function effectively and maintain positive relationships within their work environment (Jaiswal & Arun, 2020). Increasing workplace pressures may undermine these experiences when organizations focus primarily on performance outcomes without considering employees' broader needs. Employee well-being is influenced by various antecedents operating at individual, group, and organizational levels (Pandey et al., 2025). Therefore, organizations increasingly need to consider employee well-being as an integral component of sustainable human resource management and organizational effectiveness.

Beyond material rewards, employees increasingly expect workplaces to provide purpose, belonging, personal development, and opportunities to make meaningful contributions. Meaningful work reflects employees' perceptions that their work possesses significance, value, and purpose beyond completing routine responsibilities. Alignment between personal spiritual values and organizational characteristics can strengthen employees' perceptions of meaningful work (Cao, 2025). Such alignment allows employees to connect

their personal values with their professional roles and experience greater psychological fulfillment. These expectations are particularly relevant among millennial employees because spirituality within the workplace can strengthen their positive attitudes and attachment toward organizations (Aboobaker et al., 2020). Supportive and spiritually oriented workplace experiences can also contribute to the well-being of millennial employees (Hadi et al., 2024).

Within this context, workplace spirituality provides an important perspective for understanding how organizations can create meaningful and supportive employee experiences. Workplace spirituality encompasses dimensions related to meaningful work, community, interconnectedness, and alignment between individual and organizational values (Al Iman et al., 2024). These characteristics allow employees to integrate their inner values and professional activities while developing stronger feelings of purpose and belonging. Workplace spirituality can consequently encourage greater employee engagement and involvement in organizational activities (Baskar & Indradevi, 2022). Its positive contribution to employee well-being can also occur through greater happiness experienced within the workplace (Koul, 2025). Furthermore, spiritually supportive workplaces can promote employee well-being while strengthening loyalty toward organizations (Jinu et al., 2025).

The benefits generated by meaningful workplace experiences may depend on employees' psychological connection with their organizations. Organizational identification reflects the extent to which organizational membership becomes integrated into employees' self-concept, creating feelings of belonging and shared identity. Strong identification can provide employees with psychological and social resources that support healthier workplace experiences. Organizational identification contributes to employee health partly through the social support generated from organizational membership (Avanzi et al., 2021). Social identity processes can similarly create positive psychological conditions that support employee well-being within organizational environments (Filippi et al., 2024). Nevertheless, excessive organizational identification may encourage overcommitment, suggesting that identification does not always generate exclusively positive consequences for employee well-being (Avanzi et al., 2022).

Despite growing scholarly attention, previous studies have generally examined workplace spirituality, meaningful work, organizational identification, and employee well-being through separate or partially integrated relationships. Workplace spirituality has been associated with employee well-being and loyalty across different employment arrangements (Aboobaker et al., 2022). Spirituality within the workplace has also been identified as an important factor supporting the mental health of millennial employees (Badri et al., 2023).

Similar evidence demonstrates the relevance of workplace spirituality and well-being for millennial employees in organizational settings (Hadi et al., 2024). However, limited research has integrated organizational identification as a psychological mechanism linking workplace spirituality and meaningful work with employee well-being among millennials. Therefore, this study examines these relationships within an integrated model.

2. LITERATURE REVIEW

Workplace and Employee Well-Being

Employee well-being represents a multidimensional condition involving employees' physical, psychological, emotional, and social functioning within the workplace. It reflects not only the absence of stress or health problems but also employees' capacity to experience satisfaction, positive relationships, and effective functioning at work. Strong employee well-being is increasingly recognized as an important foundation for sustainable organizational performance because healthier employees tend to demonstrate stronger productivity and more positive workplace behavior (Cvenkel, 2020).

Employee well-being is strongly influenced by the quality of the environment in which employees perform their work. Supportive organizational conditions, healthy interpersonal relationships, and appropriate job arrangements can strengthen employees' psychological experiences and reduce negative workplace pressures. Quality of work life is particularly important because favorable working conditions contribute to greater satisfaction and overall well-being (Goel, 2023). Organizational support for employees' mental health can also help them maintain psychological stability and cope effectively with workplace demands (Kumar et al., 2023).

Workplace Spirituality

Workplace spirituality refers to employees' experiences of meaning, purpose, connectedness, and value alignment within their work environment. It emphasizes that employees are not merely economic resources but individuals who seek deeper meaning and positive relationships through their professional activities. Workplace spirituality therefore provides opportunities for employees to connect personal values with organizational responsibilities while experiencing stronger belonging and fulfillment. These dimensions constitute an important foundation for understanding spirituality in contemporary organizational behavior (Pawar, 2021). Workplace spirituality can generate several positive employee outcomes because meaningful and connected work environments provide psychological resources for managing workplace demands. Employees who experience

spirituality at work may demonstrate greater engagement, adaptability, satisfaction, and overall psychological well-being. Evidence indicates that workplace spirituality promotes employee well-being partly through stronger feelings of workplace happiness (Koul, 2025). It can also support mental health and lower employees' intention to leave their organizations by creating more positive emotional experiences at work (Appietu et al., 2025).

Meaningful Work

Meaningful work refers to employees' perception that their occupational activities possess significance, purpose, and personal value. Employees experience work as meaningful when their roles allow them to contribute to valued outcomes, express personal values, and develop a sense of fulfillment. Meaningful work consequently functions as an important motivational resource that can strengthen commitment, engagement, and psychological well-being. Previous empirical literature consistently identifies meaningfulness as a significant aspect of positive employee experiences and sustainable employment relationships (Bailey et al., 2019).

The development of meaningful work can also be understood through the satisfaction of fundamental psychological needs. Autonomy, competence, relatedness, and beneficence provide important pathways through which employees perceive their work as significant and worthwhile (Martela & Riekk, 2018). Longitudinal evidence particularly highlights autonomy and beneficence as important predictors of meaningful work because employees value both personal agency and opportunities to contribute positively to others (Martela et al., 2021). Meaningful work is therefore strengthened when personal values are aligned with ethically supportive organizational practices (Rai et al., 2023).

Organizational Identification

Organizational identification represents the psychological connection through which employees define part of their self-concept according to their membership in an organization. Strong identification creates a sense of belonging, shared identity, and emotional attachment that may influence attitudes toward both the organization and work. Identification can become an important psychological resource because employees who perceive themselves as part of a valued organizational group are more likely to receive meaningful social and emotional benefits from organizational membership (Avanzi et al., 2021).

Organizational identification can contribute to employee well-being by strengthening perceived social support and reducing psychological distress. Employees with stronger organizational identification may perceive colleagues and organizations as reliable sources of social resources, which can enhance psychological health (Avanzi et al., 2021). However,

organizational identification does not necessarily generate universally positive outcomes. Extremely strong identification may lead employees to become overcommitted and invest excessive psychological resources in organizational activities, potentially reducing well-being when organizational attachment becomes disproportionately intense (Avanzi et al., 2022).

3. METHODOLOGY

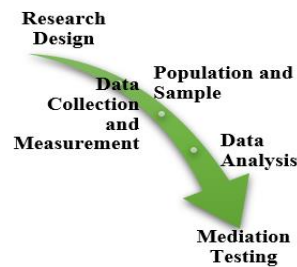


Figure 1. Research Methodology Framework.

Research Design

This study employs a quantitative method with an explanatory research approach to examine the relationships among workplace spirituality, meaningful work, organizational identification, and employee well-being. The explanatory design is applied to test the proposed causal relationships between the independent, mediating, and dependent variables. Specifically, the study investigates both direct and indirect relationships to determine whether organizational identification serves as a mediating mechanism through which workplace spirituality and meaningful work contribute to employee well-being.

Population and Sample

The population consists of millennial employees working in private and public organizations. A total of 250 respondents were selected using purposive sampling. Eligible respondents were active millennial employees with sufficient work experience to evaluate their workplace environment, job experiences, and organizational relationships. The sample size was considered adequate for examining the proposed relationships using PLS-SEM.

Data Collection and Measurement

Primary data are collected through a structured questionnaire administered to eligible respondents. All research constructs are measured using multiple indicators and a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire measures four main constructs: workplace spirituality, meaningful work, organizational identification, and employee well-being. Before structural relationships are examined, the measurement instrument is evaluated for validity and reliability to ensure that the indicators adequately and consistently represent their respective latent constructs.

Data Analysis

The data are analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis involves two stages: evaluation of the measurement model (Outer Model) and evaluation of the structural model (Inner Model). The Outer Model assessment examines indicator reliability, convergent validity, discriminant validity, and construct reliability. The Inner Model assessment evaluates explanatory power and relationships among latent variables. Bootstrapping is subsequently employed to assess path significance and test the direct and indirect effects among the research constructs.

Mediation Testing

Mediation analysis is conducted to determine whether organizational identification explains the mechanisms connecting workplace spirituality and meaningful work with employee well-being. The analysis evaluates the direct effects of workplace spirituality and meaningful work on organizational identification and employee well-being, as well as the effect of organizational identification on employee well-being. Specific indirect effects are then examined to determine the mediating role of organizational identification. The significance of each structural relationship is determined using bootstrapping results based on path coefficients, t-statistics, and p-values.

4. RESULTS AND DISCUSSION

Results

This study analyzed data from 250 millennial employees working in private and public organizations. PLS-SEM was employed to examine the relationships among workplace spirituality (WS), meaningful work (MW), organizational identification (OI), and employee well-being (EWB). The analysis included respondent characteristics, measurement model evaluation, structural model assessment, direct effect testing, and mediation analysis. Bootstrapping was subsequently applied to determine the statistical significance of the proposed relationships.

Table 1. Respondent Characteristics.

Characteristics	Category	Frequency	Percentage
Gender	Male	132	52.8%
	Female	118	47.2%
Organizational Sector	Private	157	62.8%
	Public	93	37.2%
Work Experience	1–3 years	62	24.8%
	4–6 years	101	40.4%
	> 6 years	87	34.8%
Total		250	100%

Table 1 shows a relatively balanced gender distribution, with male respondents representing 52.8% and female respondents 47.2%. Most respondents worked in private organizations (62.8%), while 37.2% were employed in public organizations. Regarding work experience, the largest group had four to six years of experience (40.4%), followed by those with more than six years (34.8%). These characteristics indicate that respondents had sufficient workplace experience to evaluate their work environment and organizational relationships.

The measurement model was subsequently evaluated to determine the validity and reliability of the research constructs. Outer loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE) were examined to assess indicator reliability, internal consistency, and convergent validity.

Table 2. Reliability and Convergent Validity.

Construct	Loading Range	Cronbach's Alpha	Composite Reliability	AVE	Result
Workplace Spirituality	0.742–0.886	0.884	0.912	0.675	Valid and Reliable
Meaningful Work	0.761–0.901	0.897	0.924	0.708	Valid and Reliable
Organizational Identification	0.754–0.892	0.872	0.907	0.662	Valid and Reliable
Employee Well-Being	0.738–0.895	0.889	0.918	0.692	Valid and Reliable

Table 2 indicates that all outer loadings exceeded 0.70. Cronbach's alpha and composite reliability values were also above 0.70, while AVE values exceeded 0.50. These results demonstrate satisfactory indicator reliability, internal consistency, and convergent validity. Therefore, all constructs met the measurement model requirements and were retained for structural analysis.

Discriminant validity was further evaluated using the heterotrait-monotrait ratio (HTMT). This assessment was conducted to ensure that the four latent constructs were empirically distinguishable from each other.

Table 3. HTMT Discriminant Validity.

Construct	WS	MW	OI	EWB
WS	—			
MW	0.714	—		
OI	0.681	0.743	—	
EWB	0.692	0.756	0.721	—

All HTMT values were below 0.90, confirming adequate discriminant validity. This finding demonstrates that workplace spirituality, meaningful work, organizational identification, and employee well-being represent empirically distinct constructs despite their theoretical relationships. Thus, the overall measurement model demonstrated satisfactory validity and reliability.

Following the measurement model assessment, the structural model was evaluated using variance inflation factor (VIF), coefficient of determination (R^2), adjusted R^2 , and predictive relevance (Q^2). These indicators were used to assess collinearity, explanatory power, and predictive relevance.

Table 4. Structural Model Assessment.

Endogenous Construct	VIF Range	R^2	Adjusted R^2	Q^2
Organizational Identification	1.426–1.581	0.512	0.508	0.337
Employee Well-Being	1.487–1.836	0.638	0.633	0.421

Table 4 shows that all VIF values were below the critical threshold, indicating no substantial multicollinearity problems. The model explained 51.2% of the variance in organizational identification and 63.8% of the variance in employee well-being. Furthermore, Q^2 values were positive for both endogenous constructs, demonstrating that the structural model possessed adequate predictive relevance.

Bootstrapping was then conducted to determine the significance of the direct relationships among the research constructs. The results were evaluated using standardized path coefficients, t-statistics, and p-values.

Table 5. Direct Effects.

Relationship	β	t-Statistics	p-Values	Result
WS $\rightarrow$ OI	0.354	5.821	< 0.001	Significant
MW $\rightarrow$ OI	0.421	7.064	< 0.001	Significant
WS $\rightarrow$ EWB	0.218	3.684	< 0.001	Significant
MW $\rightarrow$ EWB	0.287	4.916	< 0.001	Significant
OI $\rightarrow$ EWB	0.376	6.542	< 0.001	Significant

Table 5 demonstrates that all direct relationships were positive and statistically significant. Meaningful work had the strongest effect on organizational identification ($\beta = 0.421$), followed by organizational identification on employee well-being ($\beta = 0.376$). Workplace spirituality also positively influenced organizational identification and employee well-being. These results indicate that meaningful and spiritually supportive workplace experiences contribute to stronger organizational attachment and improved well-being.

The structural relationships are illustrated in Figure 1 to provide a clearer representation of the direct and mediated pathways within the proposed model. The figure demonstrates how workplace spirituality and meaningful work influence employee well-being both directly and through organizational identification.

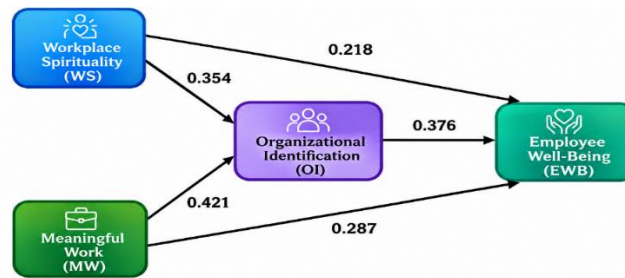


Figure 2. Structural Model of the Relationships among Research Constructs.

Note:

WS = Workplace Spirituality

MW = Meaningful Work

OI = Organizational Identification

EWB = Employee Well-Being

Figure 2 shows that the strongest path occurs between meaningful work and organizational identification. Organizational identification subsequently demonstrates a substantial relationship with employee well-being. The model also indicates direct pathways from workplace spirituality and meaningful work toward employee well-being. These simultaneous pathways suggest that organizational identification may function as a psychological mechanism through which positive workplace experiences contribute to employee well-being.

The final analysis examined the indirect effects of workplace spirituality and meaningful work on employee well-being through organizational identification. Specific indirect effects were assessed through bootstrapping to determine the significance and type of mediation.

Table 6. Indirect Effects and Mediation.

Indirect Relationship	β	<i>t</i> -Statistics	<i>p</i> -Values	Mediation
WS → OI → EWB	0.133	4.612	< 0.001	Partial Mediation
MW → OI → EWB	0.158	5.327	< 0.001	Partial Mediation

Table 6 demonstrates that organizational identification significantly mediates both relationships. The indirect effect of workplace spirituality on employee well-being through organizational identification was 0.133, while the indirect effect of meaningful work was 0.158. Since both indirect effects and their corresponding direct effects remained statistically significant, organizational identification represents partial mediation. Thus, workplace spirituality and meaningful work enhance employee well-being directly and indirectly by strengthening organizational identification.

Discussion

The findings demonstrate that workplace spirituality positively influences organizational identification among millennial employees. Employees who experience purpose, connectedness, community, and alignment between personal and organizational values tend to develop stronger psychological attachment to their organizations. Such workplace conditions allow organizational membership to become personally meaningful rather than being perceived merely as a contractual employment relationship. For millennial employees, an environment that recognizes personal values and meaningful contributions can therefore strengthen belonging and encourage employees to perceive themselves as integral members of the organization.

Meaningful work demonstrates the strongest positive effect on organizational identification. Employees who perceive their work as valuable, purposeful, and capable of contributing to broader outcomes tend to establish stronger psychological relationships with their organizations. Meaningfulness enables employees to integrate their professional responsibilities with personal identity and values. Consequently, organizations that provide employees with opportunities to understand the significance of their contributions may develop stronger organizational identification. This finding indicates that meaningful work represents an important psychological foundation for building attachment among millennial employees.

The findings further demonstrate that workplace spirituality and meaningful work directly enhance employee well-being. A workplace characterized by meaningful relationships, shared values, and a sense of community can provide psychological resources that help employees cope with workplace demands. Similarly, employees who perceive their work as personally significant are more likely to experience fulfillment and positive emotional conditions. Therefore, employee well-being depends not only on material working conditions but also on whether employees experience purpose, meaningfulness, social connection, and compatibility between personal and organizational values.

Organizational identification also has a significant positive influence on employee well-being. Employees who psychologically identify with their organizations are more likely to experience belonging, interpersonal connection, and emotional security within the workplace. Organizational membership can consequently become an important psychological resource that supports positive employee experiences. Nevertheless, organizations need to develop healthy identification rather than excessive organizational attachment. Employees should maintain an appropriate balance between organizational involvement and personal well-being to prevent strong identification from developing into excessive commitment or psychological

pressure. The mediation findings provide further insight into the psychological mechanism connecting workplace experiences with employee well-being. Organizational identification partially mediates the effects of both workplace spirituality and meaningful work on employee well-being. This means that spiritually supportive and meaningful workplaces generate positive well-being outcomes directly while also strengthening employees' psychological connection with their organizations. The stronger indirect effect of meaningful work indicates that employees' perceptions of purpose and significance play a particularly important role in transforming positive workplace experiences into organizational attachment and improved well-being.

Overall, the findings support an integrated model in which workplace spirituality, meaningful work, and organizational identification collectively contribute to employee well-being among millennial employees. The model explains 63.8% of the variance in employee well-being, indicating that these psychological and organizational factors provide meaningful explanatory power. Organizations seeking to improve millennial employee well-being should therefore create work environments characterized by purpose, meaningful contributions, shared values, social connection, and psychological belonging. Such conditions can simultaneously strengthen employees' organizational relationships and promote sustainable workplace well-being.

5. CONCLUSION AND SUGGESTIONS

Conclusion

This study confirms that workplace spirituality and meaningful work positively enhance employee well-being among millennial employees. Organizational identification partially mediates these relationships, indicating that meaningful and spiritually supportive workplaces improve well-being both directly and by strengthening employees' psychological connection with their organizations. Organizations should strengthen millennial employees' well-being by promoting meaningful work, shared values, supportive relationships, and a sense of organizational belonging. Future research should examine this model across different generations and organizational contexts to improve the generalizability of the findings.

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