

# Exploring the Link between Organizational Identification, Workforce Agility, and Employee Wellbeing in Indonesia's Banking Sector

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## Abstract:

This study looks at how employee wellbeing is enhancing by organisational identification, workforce agility, and workplace spirituality. Understanding employee wellness is essential for modifying the company's operational plans in light of the banking industry's continuous business developments. A sample of 280 banking workers from Jakarta, the commercial center of Indonesia, participated in this conceptual study using questionnaires. With the use of SmartPLS4.0 software, path analysis was used to examine the data. A statistical method similar to multiple regression, path analysis tests the links between several independent variables and dependent variables in order to assess causal hypotheses. The results show that organizational identity and workforce agility influence the association between workplace spirituality and employee wellbeing, underscoring the importance of the suggested components. Furthermore, regardless of working situations, workplace spirituality has a major impact on worker agility, organizational identity, and employee well-being. The passive response of workers to agility while looking for a new job is novel in this study.

**Keywords:** workplace spirituality, organizational identification, workforce agility, employee wellbeing

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## 1. INTRODUCTION

The restructuring of organizational processes necessitates that employees exhibit agility, a commitment to continuous learning, and robust mental resilience. This includes social competencies that make workers more receptive and responsive in collaborative settings, facilitated through emotional intelligence, teamwork, cooperation, and intercultural skills. Employees serve both as agents

and beneficiaries of a nation's development policies. However, successful development in the labor sector requires empirical research to thoroughly examine labor dynamics.

Research attention is warranted on aspects such as the physical and mental health of employees, fair compensation and benefits, and opportunities for personal growth, which affect workers, their families, and their communities. Conversely, challenging work conditions, varied job demands, or adverse psychosocial experiences can lead to occupational illnesses and heighten the risk of productivity losses due to mental strain.

The link between employee well-being and labor productivity as a macroeconomic contributor is well-established in the literature. Labor productivity, a core concept in ecological-economic studies, typically refers to the market value generated (e.g., GDP) per unit of labor (e.g., hours worked) within an economy. It plays an essential role in understanding and managing economic resources and their allocation (Mair et al., 2020; Stratford, 2020; Dávila-Fernández & Sordi, 2020; Jackson & Victor, 2011)

Studies on employee well-being span multiple disciplines; however, when integrated as a priority in organizational settings, the relationship between well-being and HRM practices in specific industries becomes evident. Research has shown that employee well-being in the hospitality sector, for instance, faces distinctive challenges like extended operational hours, high work demands, and variable work periods. If organizations do not actively support employee well-being, staff may become more susceptible to negative outcomes (Ariza-Montes et al., 2019). However, successful development in the labor sector requires empirical research to thoroughly examine labor dynamics.

Psychological Well-Being (PWB) and Subjective Well-Being (SWB) relate differently to organizational outcomes. PWB is a predictor of performance variation among employees (Wright & Cropanzano, 2004), while SWB is associated with reduced absenteeism (Ramsey et al., 2008) and increased intrinsic motivation (Van De Voorde et al., 2012). Though related, SWB and PWB are distinct constructs that contribute to positive psychological functioning in unique ways. For instance, aspirations and goal-setting show a stronger link with PWB than with SWB (Chen et al., 2013).

Our study undertakes a focused analysis of the banking sector, which is undergoing significant shifts in customer expectations and regulatory demands, impacting the capabilities of banking personnel. Our research highlights three main contributions: First, it expands theoretical understanding of how workplace spirituality, workforce agility, and organizational identification influence employee well-being in the banking industry. Second, it offers insights for policy development on labor issues. Third, from a managerial perspective, it provides banking leaders with strategies to enhance the potential of their workforce.

This paper is organized as follows to support these interests: The study's origins and scope in relation to general employee well-being issues are covered in section 1. In order to develop hypotheses, section 2 offers specifics of pertinent theories and literature. The study's methodology is covered in section 3. study findings are presented in section 4, and Section 5 offers recommendations for future study directions based on the findings and references.

## 2. LITERATURE REVIEW

### 2.1 *Workplace Spirituality*

Spirituality is distinct from religious practice. However, workplace spirituality acknowledges that individuals possess an inner life that flourishes through meaningful work within a community context. Organizations that foster a spiritual culture understand that employees have both minds and souls, seek meaning and purpose in their work, and desire to connect with others and be part of a community (Robbins & Judge, 2008). The spiritual component prompts employees to question the reasons behind their actions and strive for fundamentally better ways of operating. It encourages individuals to ensure that their lives and efforts make a positive impact on the world (Zohar & Ian Marshall, 2004). Workplace spirituality is defined as an individual's self-awareness as a spiritual being whose soul requires nurturing through workplace values. This includes three levels: individual (meaningful work), community (sense of community), and organizational (alignment of values) (Milliman et al., 2003). In organizations, spirituality is not about promoting specific ideologies but about creating a culture that acknowledges and encourages employees' passions (Devendhiran & Wesley, 2017).

Additionally, workplace spirituality can be viewed from the perspective of individuals who find ultimate purpose in life, engage in meaningful work, and align their personal values with organizational values. It helps employees manage the stresses and challenges of modern organizational life while enhancing their well-being and organizational performance (Purnamasari et al., 2020).

Workplace spirituality encompasses both organizational and individual perspectives. From an organizational standpoint, it can be described as a value framework that fosters a culture encouraging employees' transcendental experiences during work and enhances their sense of connectedness with others, leading to well-being, fulfillment, and joy. Inner life, meaningful work, and a sense of community (Ashmos & Duchon, 2000) represent the three dimensions of workplace spirituality: 1) *Inner Life*, expressing 'heart knowledge' within individuals; 2) *Meaning and Purpose in Work*, the ability to manage life and work; and 3) *Sense of Community*, focusing on group-level employee behavior.

Spirituality at work differs from classical organizational and management theories that view workers merely as means to an end. Instead, it emphasizes individuals' abilities to transcend material needs to find and express meaning and purpose and connect with others. Employees seek meaning, purpose, and fulfillment at work because their social identity is partially defined by their work. Based on these relationships, the following hypotheses are proposed:

Hypothesis 1: *there is a significant influence of workplace spirituality on employee wellbeing.*

Hypothesis 2: *there is a significant influence of workplace spirituality on organisation identification.*

Hypothesis 3: *there is a significant influence of workplace spirituality on workforce agility.*

### 2.2 *Workforce Agility*

Workforce agility can be understood primarily through the concept of an agile workforce. This refers to employees' ability to proactively enhance their skills before changes are necessitated. The practical benefits of an agile workforce are believed to stem from both internal and external collaborations

within an organization. These collaborations can manifest in various forms, including cross-functional project teams, partnerships with other companies, or virtual organizations. Effective implementation of an agile workforce requires employees to act swiftly, accurately, and efficiently in any collaborative setting (Breu et al., 2002).

According to (Kidd, 1995), workforce agility comprises two core elements: the ability of employees to respond appropriately to changes and their capacity to leverage these changes as opportunities. Further defines workforce agility as the ability of employees to manage and react to change by quickly adapting to new conditions, demonstrating proactivity, adaptability, and generative behaviors (Muduli, 2016). This necessitates that employees continuously learn and educate themselves across various competency areas, actively sharing information and knowledge (Alavi et al., 2014). Workforce agility is also seen as a measurable attribute of employees' behavior in the workplace, rather than as a personality trait or tendency (Sya & Mangundjaya, 2020). Additionally, workforce agility can be described as the condition reflecting employees' ability to adapt to changes in their work environment (Paul et al., 2020).

Several factors are influential in fostering workforce agility, including information sharing, training, rewards, power distribution, workforce management practices, organizational structure, and organizational commitment (Sya & Mangundjaya, 2020). The functions that accelerate organizational pace are fundamental support functions within the organization, with Human Resources (HR) driving the agile culture (Kavitha & Suresh, 2021). (Alavi et al., 2014) identify three dimensions of workforce agility: proactivity, adaptability, and resilience. This view is supported by (Sherehiy & Karwowski, 2014) who also categorize workforce agility into these three dimensions. (Muduli, 2016) expands on this by identifying four dimensions: proactiveness, radicalness, responsiveness, and adaptiveness.

Responding to and exploiting uncertainty strategically, swiftly, and accurately in a dynamic industrial environment is critical, leveraging employees' knowledge and technical capabilities. The ability to respond not only aims to enhance personal development but also benefits the organization. Workforce agility arises from a combination of attributes, behaviors, competencies, capabilities, and thinking patterns exhibited by employees within a company. Based on this relationship, the following hypothesis is proposed:

Hypothesis 4: *there is a significant influence of workforce agility on employee wellbeing.*

### **2.3. Organisation Identification**

The initial understanding has been formed by researchers to defining organisation identification as a psychological bond between employees and the organisation as a social entity (Edwards & Peccei, 2007) or extent to which employee attributes align with organisational attributes (Dutton et al., 1994). Organisation Identification is an essential element for the effective functioning of an organisation (Fuller et al., 2006). Therefore, organisations must maintain positive and strong working relationships by creating a sense of strong identification with the organisation among employees (Karanika-Murray et al., 2015). Some types of jobs are considered undesirable due to harsh working conditions, low wages, long working hours, high work pressure, or lack of career development opportunities. Therefore, it is essential for organisations to encourage employee identification to prevent high turnover and turnover (Getz & Page, 2015; Yang et al., 2012). A study of the Chinese hotel industry

found that when employees identify with the organization, it increases feelings of relatedness, a significant dimension of workplace spirituality (Peng et al., 2020). From several opinions it is proposed that when an employee is high in organizational identification, he or she feels oneness with the organization. In addition, efficiency strategies due to the shortage of skilled labor and high levels of attrition between parts of the internal organization and from external factors of the organization, so it is very important to focus on appropriate HR practices and a positive work environment to encourage organizational identification and counteract negative images (Santhanam et al., 2014).

Cognitive awareness of one's group membership (self-categorization) from the extent to which one feels emotionally involved with the group in question (affective commitment). This distinction is based on empirical evidence that proves that people who belong to the same social group can show differential responses, depending on the extent to which they feel affectively committed to that group (Branscombe & Wann, 1994; Doosje et al., 1995; Ellemers & Rijswijk, 1997).

Other researchers prefer the term 'affective commitment' to describe emotional attachment to the organization (Bergami & Bagozzi, 2000). Affective commitment in Meyer and Allen's 1996 terms is, as identification with, deep involvement, and emotional attachment to the organization (Allen & Meyer, 1996) and uses the Affective Commitment Scale to assess the emotional side of organizational identification (Bergami & Bagozzi, 2000).

Conceptually, it can be interpreted that when someone increasingly identifies with an organization, the individual self-perception of members tends to become depersonalized so that members see themselves as representatives that can be exchanged with the social category, namely the organization. Organizational Identification has a close relationship with Employee Well-being.

Mael and Ashforth developed measurement indicators for organizational identification in their research (Ashforth & Mael, 1989). They created a measurement scale consisting of 6 questions to measure the extent to which someone identifies themselves with the organization where they work: 1). Level of Loyalty (Affective Commitment). 2). Feelings of Pride. 3). Identity Unification (Cognitive Identification).

Modified to cover adaptation to the organization (Stoner et al., 2011). The Multi-Dimensional Identification Scale is a measurement tool used to measure the extent to which someone identifies themselves with the organization where they work. The following are the main dimensions in the Multi-Dimensional Identification Scale modified by Stoner to cover the focus on the organization: 1). Affective Identification, 2). Cognitive Identification, 3). Evaluation and Pride, 4). Internalization, 5). Symbolic Identification. Based on these relationships, the following hypotheses are proposed.

Hypothesis 5: *there is a significant influence of organizational identification on employee wellbeing*

#### **2.4. Employee wellbeing**

The beginning when talking about employee wellbeing cannot be separated from the understanding of Psychological wellbeing which is an integration of several clinical psychology theories. including self-actualization according to Maslow 1968 (Maslow, 1968), formulation of maturity according to Alport 1961 (Mauss & Hammons, 2000), account of individualism by C.G Jung 1933 (Jung, 2014), fully

functional person according to C. Roger 1961 (Rogers, 1961). Refers to the theory of psycho-social development according to Erikson 1959 (Erikson, 1994).

Then it was proven by further researchers that there is a relationship between Employee Wellbeing and Labor Productivity as an economic support, labor productivity is a key concept in many jobs in the ecological-economic concept. Usually, labor productivity describes the amount of market value (eg GDP) that can be generated from a certain amount of labor (eg hours worked) in the economy. Labor productivity plays a key role in understanding and directing the economy using and distributing resources (Dávila-Fernández & Sordi, 2020; Mair et al., 2020; Stratford, 2020; Jackson & Victor, 2011). Employee wellbeing is a concept that is built globally and is operationalized by including employee job satisfaction, family satisfaction and physical and psychological well-being (Diener, 2000).

Briefly, it can be explained that the concept of employee well-being is built on the concept of workplace well-being which is a parallel construct with the construct of subjective well-being and psychological well-being that Subjective well-being consists of life satisfaction and dispositional affect (personality expression) while workplace well-being includes job satisfaction and work-related affect. Both dispositional affect and work-related affect consist of positive and negative components. While psychological well-being consists of six dimensions: self-acceptance, positive relationships with others, environmental mastery, autonomy, self-development, and purpose in life (Page & Vella-Brodrick, 2009).

The implications of the development of research with the basic concept of employee well-being are a practical approach built on employees' personal experiences of reactions to improve both physical and mental psychological conditions of employees so that their work productivity increases and employees are able to create competitive advantages. Employees as the center of research are very relevant to the needs of today's modern organizations with the various dynamics that follow. Therefore, we propose a hypothesis to see the influence of workplace spirituality, workforce agility and organizational identification on employee well-being:

*Hypothesis 6: there is a significant influence of workplace spirituality on employee wellbeing which is mediated by workforce agility*

*Hypothesis 7: there is a significant influence of workplace spirituality on employee wellbeing which is mediated by organizational identification.*

## **2.5. Conceptual Model**

Employee wellbeing conceptually means a reaction to improve the physical and mental psychological conditions of employees and employees are able to create competitive advantages. Employee wellbeing is one of the benchmarks of employee success in achieving life and the success of the company because it is able to meet employee needs. The conceptual model that we proposed is:

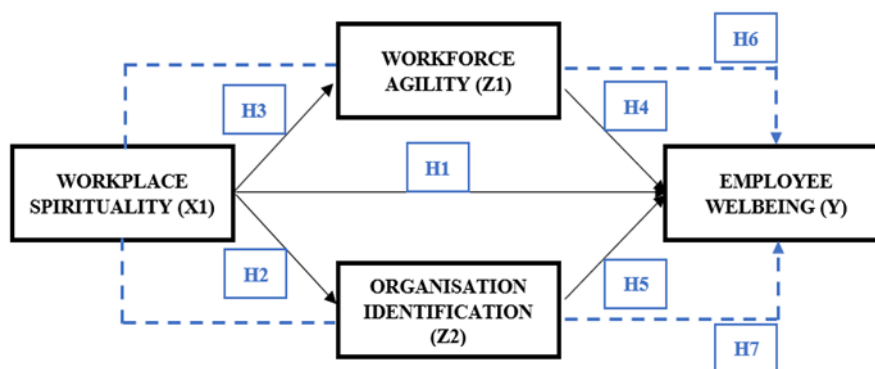


Figure 1. Conceptual model

Notes:

1. Direct effect =
2. Indirect effect =

### 3. METHODOLOGY

#### 3.1. Sample and data collection

This is a quantitative research approach with expectations can be generalized to a wider population. Involving the population of employees in the banking sector working in Jakarta. The sampling method using a purposive approach with the intention of reflecting the desired characteristics of the population being studied.

A total of 280 samples were taken with a duration of June 2024 to August 2024, respondents were private bank employees working in Jakarta, considering Jakarta is the center of business in Indonesia. Respondents work at 9 (nine) different private banks in Jakarta.

The sample size uses a reference from Hair which explains the sample size in the SEM (Structural Equation Model) analysis of multiplied by 10 the number of indicators (J. F. Hair et al., 2019).

Table 1. Summary respondent profile

Description	Category	f	%	Description	category	f	%
Gender	Male	112	40.0	Work experience (years)	2 - 4 years	236	84.3
	Female	168	60.0		4 - 6 years	28	10.0
					> 6 years	16	5.7
Total		280	100	Total		280	100

Description	Category	f	%	Description	Category	f	%
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Employee Status	Permanent	105	37.5	Position	Staff	212	75.7
	Nonpermanent	175	62.5		Manager	68	24.3
Total		280	100	Total		280	100

Description	Category	f	%	Description	Category	f	%
Education Level	Diploma	84	30.00	Salary range	< 4 mio	37	13.2
	Bachelor	183	65.36		4 - 6 mio	68	24.3
	Master	13	4.64		> 6 mio	175	62.5
Total		280	100	Total		280	100

Source: data procesing (2024)

Table 1 showing from 280 respondent profile result of questionnaire collection, most of the respondent were female with precentage 60.00% or 198 employee, and experience, income, and education level represent to answering questions about employee wellbeing

### 3.2. *Instrument development*

The instruments in this study were adapted from several bibliographies, and data collection was through questionnaires. Employee wellbeing uses 8 indicators (Pradhan et al., 2017; Zheng et al., 2015) with dimensions that have been developed by previous experts, namely psychological well-being, social well-being, workplace well-being, and subjective well-being (Page & Vella-Brodrick, 2009; Tom Rath & Jim Harter, 2010). There are 6 workplace spirituality indicators adapted from previous studies representing individual level, group level, and organization level (Ashmos & Duchon, 2000; Milliman et al., 2003; Srivastava & Gupta, 2022). Workforce agility as a mediating variable consistently uses 6 indicators that have existed in previous studies containing elements of proactive, adaptive, and resilience behavior (Breu et al., 2002; Raut et al., 2022). Organization identification as a mediating variable represents the dimensions of Self-Categorization, Goodness of Fit, Affective-Attachment, Behavioral Involvement and uses 8 indicators that refer to previous studies (Srivastava & Gupta, 2022; Stoner et al., 2011). Data were collected through a questionnaire with 5 levels of Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to obtain answers from respondents.

### 3.3. *Measurement and structural model.*

The analysis technique used in this study is Partial Least Squares Structural Equation Modeling, using SmartPLS 4.0 software. The basic reason for using the PLS-SEM method is because of its advantages in overcoming situations where previous theories have not been strongly validated. The main purpose of this study is not only to test the proposed hypothesis but also to explain variations in the dependent

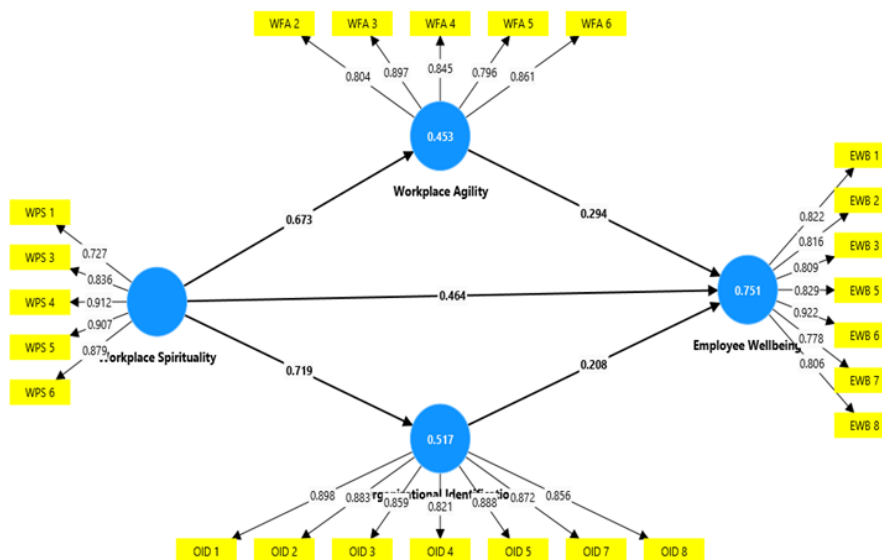
construct and test data based on the proposed model. Evaluation is carried out on the outer model and inner model.

#### 4. RESULT AND DISCUSSION

##### 4.1. Evaluation of measurement model (outer model)

The measurement model evaluation includes three stages, namely testing convergent validity, discriminant validity, and composite reliability. In the convergent validity test, the factor loading value of each indicator is decisive. In the convergent validity test, the loading factor value of each indicator is the determinant (J. F. Hair et al., 2019) explaining that the correlation procedure is used to ensure convergent validity, the loading factor value above 0.5 is considered adequate. An indicator is considered reliable if it has a loading factor value above 0.7 (J. Hair et al., 2017). The results of the outer loading calculation PLS SEM ALGORITHM. The results of outer loading are shown in figure 2 after the data has been reduced because it does not meet the requirements, then it is reprocessed to obtain results that meet the validity requirements.

Figure 2. Loading factor after reduction



Source: SmartPLS data processing, PLS ALGORITHM (2024)

After the PLS ALGORITHM image is displayed, a summary is made in the form of a table (see table 2) to see the requirements in the measurement model.

Table 2. Outer Loading, Cronbarch Alpha, Composite Reliability and Average Variance Extracted (AVE)

Variable	Measurement Item	Outer Loading	Cronbach Alpha	Composite Reliability		AVE
				(rho_a)	(rho_c)	
Employee Wellbeing	EWB 1	0.822	0.922	0.926	0.938	0.684
	EWB 2	0.816				

	EWB 3	0.809				
	EWB 5	0.829				
	EWB 6	0.922				
	EWB 7	0.778				
	EWB 8	0.806				
<i>Organizational Identification</i>	OID 1	0.898	0.946	0.946	0.956	0.754
	OID 2	0.883				
	OID 3	0.859				
	OID 4	0.821				
	OID 5	0.888				
	OID 7	0.872				
	OID 8	0.856				
	<b>Work Force Agility</b>	WFA 2	0.804	0.896	0.898	0.924
WFA 3		0.897				
WFA 4		0.845				
WFA 5		0.796				
WFA 6		0.861				
<i>Workplace Spirituality</i>		WPS 1	0.727	0.906	0.909	0.931
	WPS 3	0.836				
	WPS 4	0.912				
	WPS 5	0.907				
	WPS 6	0.879				

Source: SmartPLS data processing (2024)

The average value of variance Extract (AVE) on each variable all exceeds the prerequisite value of 0.5. The composite reliability value has a value above 0.70.

**Table 3. Discriminant validity with HTMT values**

	Employee Wellbeing	Organizational Identification	Work Force Agility	Workplace Spirituality
Employee Wellbeing				
Organizational Identification	0.792			
Work Force Agility	0.816	0.737		
Workplace Spirituality	0.886	0.778	0.742	

Source: SmartPLS data processing (2024)

Evaluation of discriminant validity by looking at the fornel and lacker criteria, and HTMT (Heterotrait-Monotrait Ratio) in this study the HTMT value has met the requirements (J. F. Hair et al., 2019) below

0.90 (see table 3). Discriminant validity is an evaluation to ensure that variables are theoretically different and proven empirically/statistically.

Fornell and Larcker's criteria to prove that the measured variables focus on measuring the variables compared to other variables (see table 4)

**Table 4. Fornell Lacker Criterion**

	EMPLOYEE WELLBEING	ORGANISATION IDENTIFICATION	WORKFORCE AGILITY	WORKPLACE SPIRITUALITY
EMPLOYEE WELLBEING	0,827			
ORGANISATION IDENTIFICATION	0,742	0,869		
WORKFORCE AGILITY	0,748	0,681	0,841	
WORKPLACE SPIRITUALITY	0,811	0,719	0,673	0,855

Source: SmartPLS data processing (2024)

**4.2. Model fit (goodness of fit)**

Based on the recommendation of (Hu & Bentler, 1999), the standardized mean square residual (SRMR) was used to test the fit index, and the accepted model was less than 0.085.

**Table 5. Goodness of fit (GOF)**

	Saturated model	Estimated model
SRMR	0,071	0,087
d_ ULS	1,503	2,266
d_ G	1,449	1,495
Chi-square	1977,124	2009,360
NFI	0,731	0,727

Source: SmartPLS data processing (2024)

The results of the study showed that the SRMR was 0.071 (<0.085) which indicated that the criteria were met. In addition, the Normed Fit Index (NFI) value was 0.731 which indicated that the NFI met the marginal fit requirements (see table 5).

**4.3. Evaluation of structural model (inner model)**

Structural model evaluation is related to testing the hypothesis of the influence between research variables. Structural model evaluation is carried out in several stages. The first stage checks for the

absence of multicollinearity between variables with the Inner VIF Variance Inflated Factor measure. An Inner VIF value below 5 indicates the absence of multicollinearity between variables (Sarstedt et al., 2020).

**Tabel 6. multicollinearity statistics (Inner VIF)**

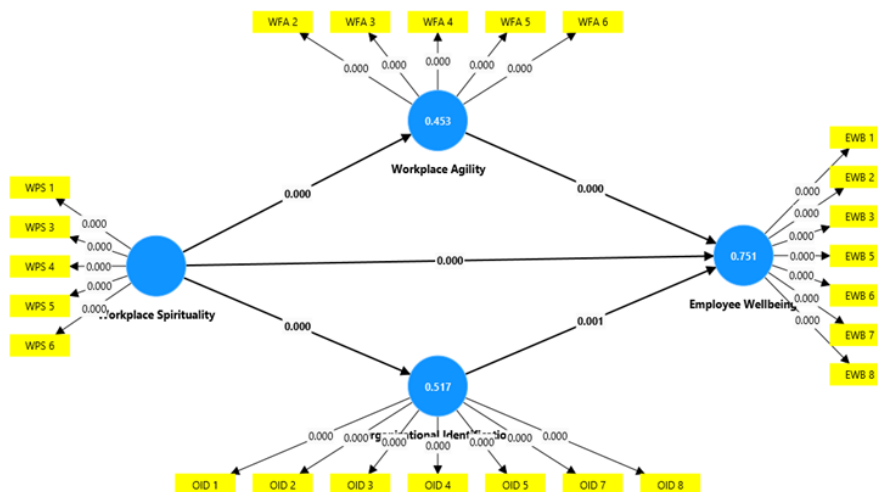
	Employee Wellbeing	Organizational Identification	Workplace Agility	Workplace Spirituality
Employee Wellbeing				
Organizational Identification	2,428			
Workplace Agility	2,144			
Workplace Spirituality	2,378	1,000	1,000	

Source: SmartPLS data processing (2024)

The estimation results show an inner VIF value <5, meaning there is no collinearity problem (See Table 6) The analysis shows that the VIF value is between 1,000 - 2,428 which means there is no collinearity problem (see table 6) or this study is robust (unbiased).

The second stage is testing the hypothesis between variables by looking at the t-statistic or p-value. If the calculated t-statistic is greater than 1.96 (t table) or the p-value of the test results is less than 0.05, then there is a significant influence between the variables. Verification of all hypotheses is carried out through structural model testing, producing a linear equation. Acceptance or rejection of the hypothesis depends on the t-statistic or p-value. The path coefficient is used to indicate the direction of the simultaneous relationship between exogenous and endogenous variables.

**Figure 3. the result SEM analysis**



Source: SmartPLS data processing, bootstrapping (2024)

After displaying the SEM analysis results image, a table is displayed to present a summary of the findings from the hypothesis test.

**Table 7: Coefficient test and hypothesis testing**

<i>Hypothesis</i>	$\beta$	<i>t-value</i>	<i>p-value</i>	<i>Decision</i>	<i>R-square</i>
Workplace Spirituality -> Employee Wellbeing	0.464	7.057	0.000	H1. Accepted	0,751
Workplace Spirituality -> Organizational Identification	0.719	18.177	0.000	H2. Accepted	0,517
Workplace Spirituality -> Work Force Agility	0.673	18.544	0.000	H3. Accepted	0,453
Work Force Agility -> Employee Wellbeing	0.294	4.468	0.000	H4. Accepted	
Organizational Identification -> Employee Wellbeing	0.208	3.325	0.001	H5. Accepted	
Workplace Spirituality -> Work Force Agility -> Employee Wellbeing	0.198	4.237	0.001	H6. Accepted	
Workplace Spirituality -> Organizational Identification -> Employee Wellbeing	0.150	3.206	0.001	H7. Accepted	

Hypothesis 1 statistically has a significant influence, T-statistic of 7.057 exceeds the T-table limit value of 1.95 and standardized coefficient ( $\beta$ ) with a positive value of 0.464. The positive direction of the path coefficient corresponds to the direction of influence in the directional hypothesis. Decision H1 is accepted.

Hypothesis 2 statistically has a significant influence. T-statistic of 18.177 exceeds the T-table limit value of 0.05 significance of 1.95 and standardized coefficient ( $\beta$ ) with a positive value of 0.719. The positive direction of the path coefficient corresponds to the direction of influence in the directional hypothesis. Decision H2 is accepted.

Hypothesis 3 statistically has a significant influence. T-statistic of 18.544 exceeds the T-table limit value of 0.05 significance of 1.95 and standardized coefficient ( $\beta$ ) with a positive value of 0.673. The positive direction of the path coefficient corresponds to the direction of influence in the directional hypothesis. Decision H3 is accepted.

Hypothesis 4 statistically has a significant effect, T-statistic of 4.468 exceeds the T-table significance limit of 0.05, which is 1.95, and the standardized coefficient ( $\beta$ ) with a positive value of 0.294. The positive direction of the path coefficient is in accordance with the direction of influence in the directional hypothesis. The decision H4 is accepted

Hypothesis 5 statistically has a significant effect. T-statistic of 3.325 exceeds the T-table significance limit of 0.05, which is 1.95, and the standardized coefficient ( $\beta$ ) with a positive value of 0.208. The positive direction of the path coefficient is in accordance with the direction of influence in the directional hypothesis. The decision H5 is accepted.

Hypothesis 6 statistically has a significant effect. The path of workplace spirituality through work force agility with an indirect effect coefficient ( $\beta$ ) of 0.198, then a T-statistic of 4.237. The decision of hypothesis 6 is accepted, namely workplace spirituality has a significant effect on employee wellbeing through work force agility.

Hypothesis 7 statistically has a significant effect. The path of workplace spirituality through organizational identification with an indirect effect coefficient ( $\beta$ ) of 0.150 and a T-statistic of 3.206. The decision of hypothesis 7 is accepted, namely that workplace spirituality has a significant effect on employee wellbeing through organizational identification.

#### **4.4. Discussion**

The main objective of this study is to reveal the influence of workplace spirituality, workforce agility, and organizational identification on employee wellbeing in employees in the banking sector in Indonesia. We consider that this study has urgency as a material for evaluating banking sector policies is in a new order

Theoretical studies suggest that the principles of workplace spirituality can vary depending on the industry in which they are applied and each business organization has different goals in implementing workplace spirituality, but there are some general principles that are often associated with the application of workplace spirituality in work, for example the importance of meaning and purpose in work (Aboobaker, 2022). The findings in this study, the impact of shifting on the banking business is tight competition, and branch offices that continue to shrink because banking services in Indonesia are currently often through digital channels (cnbcindonesia, 2023). On the other hand, workers are required to work in more detail and involve work teams between departments, it was also found that many workers still have abilities only at the basic level. This study proves and is in line with previous studies, whatever the conditions at work, it cannot be denied that workplace spirituality is a predictor for influencing employee well-being (Pawar, 2019; Aboobaker, 2022; Jnaneswar & Sulphay, 2021; Saxena, 2019)

Workplace Spirituality in current research proves to be able to increase employees' feelings of connectedness and identification with the organization as a place of work built by training methods. Supporting workers by providing training and development opportunities to ensure workers are ready to face the changing labor market and its associated challenges (Morandini et al., 2023). Banking e-learning facilities require employees to participate in the implementation of the training which is supervised by the banking authorities in Indonesia

Workplace spirituality contributes to increased workforce agility. Studies by (Soliman et al., 2021) and (Cai et al., 2018) found that workplace spirituality affects workforce engagement and agility and becomes important in dealing with uncertainty and change. Therefore, the implementation of workplace spirituality in the banking sector in Indonesia has strong evidence of influencing workforce agility.

The important findings of the current study recommend that high adaptability should be a concern for employees, employee agility emerges by engaging in continuous learning and skills development. This can provide employees with a sense of accomplishment and opportunities for growth, leading to increased well-being. Also building collaborative inter-department work teams and supporting open and effective communication., the accepted hypothesis is supported by the condition of respondents who have a desire to learn and adaptability so that increasing work demands can still be accepted. Consistent with the research literature that workforce agility can help employees adapt to change and improve their well-being (Petermann & Zacher, 2022) (Junianti & Rony, 2023).

This study supports the hypothesis that organizational identification has a positive and significant effect on employee wellbeing. The social status of banking workers provides its own meaning so that it becomes a strong bond between employees and the organization. Studies by (Dóra et al., 2019) and (Hameed et al., 2022) show the same results although not identical, namely organizational support and organizational identification are related to increased employee wellbeing.

Workforce agility becomes support for workplace spirituality towards employee wellbeing but passive employee response means that employees are waiting for replacement jobs.

Organization identification becomes support for workplace spirituality towards employee wellbeing. In line with research reports by (Srivastava & Gupta, 2022; Varshney & Varshney, 2020) shows that workforce agility and organisation identification can improve adaptability and work performance, which in turn improves employee wellbeing.

## **5. Conclusion**

This study clarifies that, regardless of working conditions, workplace spirituality has a major impact on employee well-being. Furthermore, organizational identity and workforce agility were effective mediators for improving employee well-being. It's critical to remember that when waiting for new employment options, employees react passively to agility. Strong ties between employees and the company are facilitated by the sense of pride and the social standing connected to particular professions. Leaders of banking companies can implement employee-well-being-focused policies and modify their operational plans to incorporate training and skill-development initiatives. Employee adaptation in quickly evolving situations can be improved by these programs. A systematic and detailed execution of these policies is recommended to increase company value and create employee wellbeing.

The primary limitation of the current research lies in the respondent profile, which predominantly consists of staff with over two years of work experience. We propose pursuing analogous research future to derive insights at the managerial level. Although the sample distribution across banks in business centers allows for generalization of the findings.

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