




**THE IMPACT OF WORKPLACE SPIRITUALITY, WORK-FAMILY CONFLICT, AND LONELINESS IN WORK ON INTENTION TO STAY: CASE STUDY ON WOMEN EMPLOYEES IN INDONESIA**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 31 January 2023</p> <p><b>Accepted</b> 28 March 2023</p>	<p><b>Purpose:</b> This study aimed to analyze the relationship between workplace spirituality, work-family conflict, loneliness in the workplace, and the intention to stay among women employees in the Indonesian manufacturing industry. It is important to understand the factors that increase employees' intention to stay as an essential resource for the company's survival.</p>
<p><b>Keywords:</b></p> <p>Workplace Spirituality; Work-Family Conflict; Loneliness in Work; Intention to Stay in Work; Women Employees.</p> <div data-bbox="172 1039 480 1285" style="text-align: center;">      </div>	<p><b>Design/methodology/approach:</b> Women employees were selected as the study object due to their unique roles, perspectives on work and family, and emotional sensitivity. This study was conducted with a sample of 300 women employees manufacturing in Indonesia and used the Smart-PLS analysis method.</p> <p><b>Findings:</b> The results showed that workplace spirituality positively and significantly impacted the intention to stay but had a negative and significant effect on work-family conflict and loneliness at work. Work-family conflict positively and significantly impacted loneliness at work but could not mediate the effect of workplace spirituality on the intention to stay. However, loneliness at work mediated the effect of workplace spirituality on the intention to stay among women employees in the manufacturing sector in Indonesia.</p> <p><b>Research, Practical &amp; Social implications:</b> The highlight the need to incorporate spiritual values in the workplace to increase employees' intention to stay. Additionally, companies should reduce work-family conflict and loneliness experienced by women employees at work.</p> <p><b>Originality/value:</b> This study identified the overwhelming influence of workplace spirituality, work-family conflict, loneliness at work, and intention to stay among women employees in the Indonesian manufacturing industry. Aside from being workers, women also have an important role in carrying out daily life. We examine the ramifications of these findings for research and practice.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i4.1473">https://doi.org/10.26668/businessreview/2023.v8i4.1473</a></p>

**O IMPACTO DA ESPIRITUALIDADE NO LOCAL DE TRABALHO, DOS CONFLITOS ENTRE TRABALHO E FAMÍLIA E DA SOLIDÃO NO TRABALHO SOBRE A INTENÇÃO DE PERMANECER: ESTUDO DE CASO SOBRE AS MULHERES EMPREGADAS NA INDONÉSIA**

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**RESUMO**

**Objetivo:** Este estudo teve como objetivo analisar a relação entre a espiritualidade no local de trabalho, os conflitos entre trabalho e família, a solidão no local de trabalho, e a intenção de permanecer entre as mulheres empregadas na indústria manufatureira indonésia. É importante compreender os fatores que aumentam a intenção dos funcionários de permanecer como um recurso essencial para a sobrevivência da empresa.

**Design/metodologia/abordagem:** As mulheres empregadas foram selecionadas como objeto de estudo devido a seus papéis únicos, perspectivas de trabalho e família, e sensibilidade emocional. Este estudo foi realizado com uma amostra de 300 mulheres empregadas fabricando na Indonésia e utilizou o método de análise Smart-PLS.

**Descobertas:** Os resultados mostraram que a espiritualidade do local de trabalho teve um impacto positivo e significativo na intenção de permanecer, mas teve um efeito negativo e significativo no conflito entre trabalho e família e na solidão no trabalho. Os conflitos trabalho-família tiveram um impacto positivo e significativo na solidão no trabalho, mas não puderam mediar o efeito da espiritualidade no local de trabalho sobre a intenção de permanecer. Entretanto, a solidão no trabalho mediou o efeito da espiritualidade do local de trabalho sobre a intenção de permanecer entre as mulheres empregadas no setor de manufatura na Indonésia.

**Pesquisa, implicações práticas e sociais:** O destaque foi a necessidade de incorporar valores espirituais no local de trabalho para aumentar a intenção de permanência dos funcionários. Além disso, as empresas devem reduzir os conflitos entre trabalho e família e a solidão vivenciada pelas mulheres empregadas no trabalho.

**Originalidade/valor:** Este estudo identificou a influência esmagadora da espiritualidade do local de trabalho, conflitos entre trabalho e família, solidão no trabalho e intenção de permanecer entre as mulheres empregadas na indústria manufatureira indonésia. Além de serem trabalhadoras, as mulheres também têm um papel importante na realização da vida diária. Examinamos as ramificações destas descobertas para pesquisa e prática.

**Palavras-chave:** Espiritualidade do Local de Trabalho, Conflito entre Trabalho e Família, Solidão no Trabalho, Intenção de Permanecer no Trabalho, Mulheres Empregadas.

## EL IMPACTO DE LA ESPIRITUALIDAD EN EL LUGAR DE TRABAJO, EL CONFLICTO TRABAJO-FAMILIA Y LA SOLEDAD EN EL TRABAJO SOBRE LA INTENCIÓN DE PERMANENCIA: ESTUDIO DE CASO EN MUJERES EMPLEADAS EN INDONESIA

**RESUMEN**

**Propósito:** Este estudio tiene por objeto analizar la relación entre la espiritualidad en el lugar de trabajo, el conflicto trabajo-familia, la soledad en el trabajo y la intención de permanecer entre las empleadas de la industria manufacturera indonesia. Es importante comprender los factores que aumentan la intención de permanencia de los empleados como recurso esencial para la supervivencia de la empresa.

**Diseño/metodología/enfoque:** Las empleadas fueron seleccionadas como objeto de estudio debido a sus funciones únicas, sus perspectivas sobre el trabajo y la familia y su sensibilidad emocional. Este estudio se llevó a cabo con una muestra de 300 empleadas de empresas manufactureras de Indonesia y se utilizó el método de análisis Smart-PLS.

**Resultados:** Los resultados mostraron que la espiritualidad en el lugar de trabajo influía positiva y significativamente en la intención de permanecer en la empresa, pero tenía un efecto negativo y significativo en el conflicto trabajo-familia y la soledad en el trabajo. El conflicto trabajo-familia influyó positiva y significativamente en la soledad en el trabajo, pero no pudo mediar en el efecto de la espiritualidad en el trabajo sobre la intención de permanecer. Sin embargo, la soledad en el trabajo medió en el efecto de la espiritualidad en el trabajo sobre la intención de permanecer en el empleo de las empleadas del sector manufacturero de Indonesia.

**Implicaciones sociales, prácticas y de investigación:** Se pone de relieve la necesidad de incorporar valores espirituales en el lugar de trabajo para aumentar la intención de permanencia de los empleados. Además, las empresas deberían reducir el conflicto trabajo-familia y la soledad que experimentan las empleadas en el trabajo.

**Originalidad/valor:** Este estudio identificó la abrumadora influencia de la espiritualidad en el lugar de trabajo, el conflicto trabajo-familia, la soledad en el trabajo y la intención de permanecer entre las empleadas de la industria manufacturera indonesia. Además de ser trabajadoras, las mujeres también desempeñan un papel importante en la vida cotidiana. Examinamos las ramificaciones de estas conclusiones para la investigación y la práctica.

**Palabras clave:** Espiritualidad en el Trabajo, Conflicto Trabajo-Familia, Soledad en el Trabajo, Intención de Permanecer en el Trabajo, Mujeres Empleadas.

## INTRODUCTION

Women are unique creatures with aspects that remain unknown and mysterious. Numerous aspects could be analyzed to improve human resource quality for organizational advancement, especially essential regarding women's perspectives, ways of thinking, and problem-solving methods that differ from approaches used by men. Understanding reasons for employee turnover are critical in designing the right strategies for recruitment, benefits, and compensation for the workforce. Furthermore, a study has shown structural differences in career development among certain groups, such as women and minorities (Ali et al., 2018). The workplace spirituality concept has gained popularity among studies on addressing organizational member issues. This approach recognizes that people have an inner life nurtured and actualized in the organizational context where they spend most of their time (Milliman et al., 2003). Workplace spirituality is about finding meaning at one's work, developing strong relationships with colleagues, and aligning core beliefs with organizational values (Ashmos & Duchon, 2000). Therefore, individuals, adopting a spiritual approach could cultivate a positive perspective in the work environment (Davis & Jr, 2023).

Employees are the backbone of an organization and retaining them is crucial in saving time and training costs (Roz, 2019). Studies have shown that leadership spirituality, openness culture, and justice have affected the experience of workplace spirituality, improving organizational performance (Milliman et al., 2003). Many studies have also analyzed the relationship between workplace spirituality and performance. However, only a few studies have examined the relationship between workplace spirituality and other outcomes, such as employee retention intentions (Yansens et al., 2021). Spirituality has been conceptualized as a psychological resource that enhances employees' well-being in the workplace. Employees' intentions to stay in an organization increase when they experience positive emotions at work (Anika & Nurhayati, 2021; Charzyńska et al., 2021). Subsequently, studies are examining the impact of workplace spirituality on work-family conflict and how this enhances the intention to stay in the organization.

Family-work conflict occurs more often in women employees than in men because of their dual roles as mothers, wives, and employees. According to Gamze (2020), women often bear the majority of responsibilities, including preparing meals, managing household chores, and caring for their children and husbands. This could become stressful for women when balancing household and work responsibilities. However, Aboobaker et al. (2020) found that workplace spirituality could help employees mitigate these conflicts. Understanding and

addressing these issues requires a feminist perspective that accommodates women's experiences and realities. Therefore, realities and everyday experiences expressed by groups such as women could enrich and contribute to existing theories.

Loneliness at work could negatively impact an employee's mental state due to a lack of socialization and meaningful interpersonal relationships. This experience mediates relationships between work-related factors and outcomes such as depression and turnover intentions. Fostering spirituality has been shown to positively correlate with fulfilling high-level needs (Milliman et al., 2003). This means that reducing loneliness feelings in the workplace could enhance employees' intentions to stay with the company. However, studies on the mediating role of loneliness in the workplace are relatively rare. It is necessary to understand the effect of workplace spirituality on employees' turnover intentions through mediating work-family conflict and loneliness in the work provides. This information could help organizations protect the rights of employees and minimize costs by reducing turnover intentions. Therefore, this study aimed to examine the relationship between workplace spirituality, work-family conflict, loneliness in the workplace, and intention to stay among women employees in Indonesia's manufacturing industry.

## **LITERATURE REVIEW**

### **Workplace Spirituality**

Ashmos & Duchon (2000) stated that workplace spirituality encompasses inner life, meaningful work, and friendliness. Inner life refers to expressing and recognizing spiritual strength beyond the mind, improving one's physical and social life. Therefore, workplace spirituality occurs when employees balance their spiritual aspirations and job responsibilities, making work enjoyable and comfortable (Foster & Foster, 2019; Hassan et al., 2016). Employees always strive to contribute to the organization for a more meaningful life. There are other things besides work spirituality, that the spirituality of a leader also has an important role (Khaddam et al., 2023). This study measured workplace spirituality using three indicators, including meaning, solidarity, and compliance with organizational values (Saadatyar et al., 2020).

### **Work-Family Conflict**

The work-family conflict occurs when the demands of family and work oppose each other (Aboobaker et al., 2020). From another perspective, conflict emerges when family

problems are brought indirectly into the workplace (Obrenovic et al., 2020; Panatik et al., 2011). The work-family conflict could occur when work interferes with family or vice versa. Referring to Matthews et al. (2010), this study measured work-family conflict using Work-to-family and Family-to-work indicators.

### **Loneliness at Work**

Loneliness in the work is an undesirable emotional state employee experiences due to a lack of good interpersonal friendship relationships (Aytac, 2015). According to Chan & Qiu, (2011), an employee experiencing loneliness in the workplace is isolated and has difficulty developing adequate relationships with themselves or other employees. This could increase stress, emotional deprivation, and reduced social interaction (Wright et al., (2006).

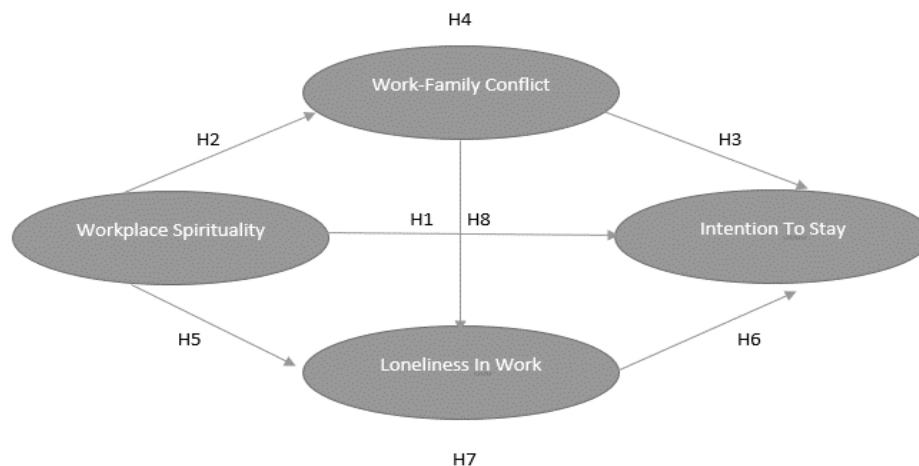
### **Intention to Stay**

Studies are using “intention to stay” as a more positive alternative to “turnover intention.” This is an employee's intention to stay with the organization. Understanding the factors that influence employees' retention intentions is crucial for the company's survival and long-term success (Achmad et al., 2023). The indicators used to measure this variable were adopted from Bloemer & Odekerken-Schröder, (2006), where the company becomes the primary choice and the intention to stay is legitimate in the coming years.

### **Hypothesis Development**

Aboobaker et al. (2020) found that workplace spirituality is important in predicting the intention to stay with the organization. According to Rego & Pina E Cunha, (2008), individuals experiencing spirituality at work feel more bound and loyal to their organization. Milliman et al., (2018) found that workplace spirituality affects the intention to stay among 292 employees at a US hospitality organization. Aboobaker et al., (2020) also found that workplace spirituality dimensions affect work-family conflict differently. Based on previous theory and findings, the following hypotheses were developed:

Figure 1. Study Model



H1: Workplace spirituality significantly and positively affects the intention to stay (Aboobaker et al., 2020)

H2: Workplace spirituality significantly and negatively affects work-family conflict (Aboobaker et al., 2020)

Purnawati et al., (2020) found that work-family conflict and role conflict positively affect the intention to quit. In contrast, Effendi (2020) found that family conflict negatively affects the intention to stay. Work-family conflict makes stressed employees want to leave the organization (Vong & Tang, 2017). Furthermore, Aboobaker et al., (2020) showed that work-family conflict mediates the relationship between meaningful work, a sense of community, and the intention to stay. Based on these findings, the following hypotheses were proposed:

H3: Work-family conflict significantly and negatively affects the intention to stay (Purnawati et al., 2020)

H4: Work-family conflict mediates the relationship between workplace spirituality and the intention to stay (Aboobaker et al., 2020; Purnawati et al., 2020)

Ghadi (2017) found that workplace spirituality towards the intention of voluntary transfers is mostly mediated by loneliness in the workplace. Therefore, the following hypothesis was proposed:

H5: Workplace spirituality significantly and negatively affects loneliness at work (Ghadi, 2017)

Aytac (2015) stated that loneliness mediates the relationship between job satisfaction and the intention to stay. According to KAYMAZ et al. (2014), workplace anxiety could trigger the intention to leave and cause actual departure behavior. Loneliness could cause an individual

to deviate from, endure, or leave the organization. Moreover, Ertosun & Erdil, (2012) stated that loneliness could stem from low social support and an effective negative factor. Wahyuni & Muafi, (2021) showed that an employee with low social relationships at work has a stronger desire to quit, reducing the intention to stay. Ghadi (2017) also showed that the effect of workplace spirituality on the intention to stay is partially mediated by loneliness at work. Therefore, the following hypotheses were proposed:

H6: Loneliness at work significantly and negatively affects the intention to stay (Aytac, 2015)

H7: Loneliness at work mediates the relationship between workplace spirituality and intention to stay (Aytac, 2015; Ghadi, 2017)

Firoz et al. (2021) stated that loneliness at work is related to age, marital status, and the number of friends. Tian et al. (2021) also showed that gender moderates the relationship between loneliness at work, job engagement, and OCB for women employees. These findings indicate that work-family conflict occurs due to marital status and is related to the number of friends at work. Therefore, the following hypothesis was formulated:

H8: The effect of work-family conflict on loneliness at work (Firoz et al., 2021; Tian et al., 2021)

## MATERIAL AND METHODOLOGY

This study aimed to analyze the relationship between variables to answer the problems formulated based on the objectives and test the hypothesis. A quantitative approach was used with the Smart-PLS method. The population comprised 1,114 women employees in the manufacturing industry in East Java, Indonesia. The sample used is based on the formula:

$$n = \frac{N}{1 + N(\alpha)^2}$$

$$n = \frac{1.114}{1 + 1.114(0.05)^2}$$

$$n = \frac{1.114}{3,785} = 294,31 \text{ (minimum sample)}$$

The study collected 300 questionnaires from women employees in the manufacturing industry using a random sampling technique because the population was homogeneous. Primary data were obtained from filling out questionnaires through Google forms. The study

also used secondary data obtained from relevant literature such as books, journals, articles, profiles of women employees, and the internet. The outer model was tested using the validity and reliability tests regarding the seriousness of the respondents' answers. The validity test was performed to establish the study instrument's ability to take measurements. In this case, reflexive indicators are correlated with existing variables.

The variables were measured to determine whether their loading factor coefficients exceeded 0.7. AVE value greater than 0.5 indicates that the variables being measured have sufficient convergent validity. Furthermore, a composite reliability test was performed to determine the reliability value between the indicator blocks of constructs. The construct is considered reliable when the composite reliability value exceeds 0.6 (Ghozali, 2013). Data were analyzed using the Partial Least Square (PLS) method applicable for nominal, ordinal, interval, and ratio data scales. PLS also measures the relationship between indicators and their constructs and could be used for hypothesis tests and exploratory purposes. This method is mainly used to explain the relationship between constructs and emphasize the understanding of the relationship value.

## RESULTS AND DISCUSSION

### Respondent Characteristics

The study was conducted on 300 women employees in the manufacturing industry in East Java. Based on age, 158 employees or 52.6% were 36-45 years old. Furthermore, 284 employees or 94.6% were married, and 263, or 87.7% have 1-3 children. Regarding education level, 136 employees, or 45.4% were senior or vocational school graduates. The data also showed that 177 employees or 59% earned from Rp 2,000,000 to 4,000,000. Table 1 shows the respondent characteristics.

Table 1. Respondent Demographics

Characteristics	Frequency	%	
Age	<25	8	2.7
	26-35	125	41.7
	36-45	158	52.6
	>45	9	3
Marital Status	Single	5	1.7
	Married	284	94.6
	Widow	11	3.7
Number of Children	Do not have	13	4.3
	1-3	263	87.7
	>3	24	8
	Elementary	31	10.3
	Junior HighSchool	129	43



Education	Senior HighSchool	136	45.4
	Undergraduate	4	1.3
Family Income	<Rp 2.000.000	81	27
	Rp 2.000.000	177	59
	Rp 4.000.000		
	>Rp 4.000.000	42	14

Source: Prepared by the authors (2022)

### Measurement Model

The outer loading values for all indicators for the variables of workplace spirituality, work-family conflict, loneliness at work, and intention to stay exceed 0.7 with a p-value < 0.05. Therefore, all indicators fulfill the convergent validity, meaning they are good at measuring each variable.

Table 2. AVE Test Results

Construct Variables	AVE
Intention to Stay	0.842
Loneliness in Work	0.763
Work-Family Conflict	0.807
Workplace Spirituality	0.845

Source: Prepared by the authors (2022)

The output results showed that the AVE value for each construct exceeds 0.5. This means that workplace spirituality, work-family conflict, loneliness in work, and intention to stay constructs are good models. Therefore, all constructs in the estimated model fulfill the criteria of discriminant validity.

Table 3. Composite Reliability Test Results

Constructs	Composite Reliability
Intention to Stay	0.915
Loneliness in Work	0.864
Work-Family Conflict	0.893
Workplace Spirituality	0.942

Source: Prepared by the authors (2022)

Composite reliability is good when its value exceeds 0.70. Table 3 shows that the composite reliability values for intention to stay, loneliness in work, work-family conflict, and workplace spirituality are 0.915, 0.864, 0.893, and 0.942, respectively. These values exceed 0.70, meaning the reflective indicator outer model has a high validation level.

Table 4. Cronbach's Alpha Test Results

Constructs	Cronbach's Alpha
Intention to Stay	0.813
Loneliness in Work	0.725
Work-Family Conflict	0.763
Workplace Spirituality	0.909

Source: Prepared by the authors (2022)

The construct reliability is good when Cronbach's alpha value exceeds 0.70. Table 4 shows that the Cronbach's alpha values for intention to stay, loneliness in work, work-family conflict, and workplace spirituality are 0.813, 0.725, 0.763, and 0.909 respectively. These values exceed 0.7, meaning that all the constructs have high construct reliability. Therefore, the model in this study has fulfilled the construct reliability.

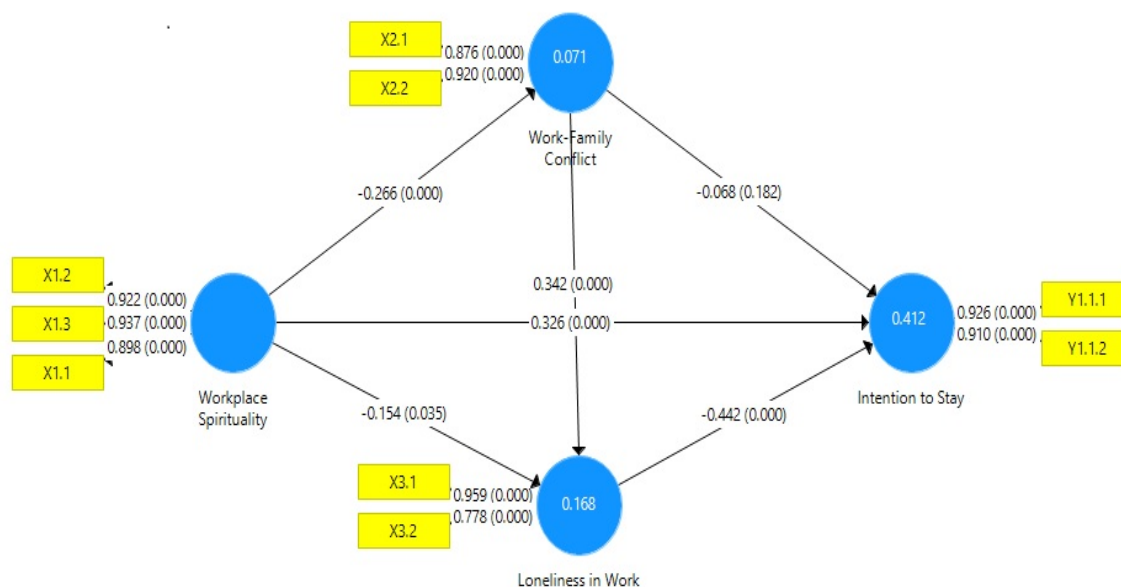
### He Structural Model

Table 5. R-square Value of The First Model

Construct	R-Square
Intention to Stay	0.412
Loneliness in Work	0.168
Work-Family Conflict	0.071

Source: Prepared by the authors (2022)

Figure 2. Path analysis for PLS Output Results



Based on Table 5, the Q2 value obtained is as follows:

$$Q2 = 1 - (1 - R21) (1 - R22) (1 - R23)$$

$$= 1 - (1 - 0,412) (1 - 0,168) (1 - 0,071)$$

$$= 1 - 0,4547 = 0,5453 = 54,53\%$$

The Q-square value generated in the overall model equation is high at 54.53%. This means the structural model has a high predictive relevance and is more suitable for use in prediction.

Table 6. Direct Effect Test Results

	Original Sample (O)	t statistics ( O/STDEV )	p-value	Result
Workplace Spirituality -> Intention to Stay	0.326	6.943	0.000	Supported
Workplace Spirituality -> Work-Family Conflict	-0.266	4.403	0.000	Supported
Work-Family Conflict -> Intention to Stay	-0.068	1.337	0.182	Not Supported
Workplace Spirituality -> Loneliness in Work	-0.154	2.119	0.035	Supported
Loneliness in Work -> Intention to Stay	-0.442	7.083	0.000	Supported
Work-Family Conflict -> Loneliness in Work	0.342	5.446	0.000	Supported

Source: Prepared by the authors (2022)

Table 5 shows that the estimation results of the inner model for the direct effect of workplace spirituality on the intention to stay have a p-value of 0.00. This value is smaller than alpha 0.05, meaning that workplace spirituality significantly and positively affects the intention to stay at 0.326. Therefore, better workplace spirituality increases the intention to stay. The results for the direct effect of workplace spirituality on work-family conflict showed a p-value of 0.000. This value is smaller than alpha 0.05, indicating that workplace spirituality significantly and negatively affects work-family conflict at -0.266. Therefore, lower workplace spirituality increases work-family conflict and vice versa.

The results for the direct effect of work-family conflict on the intention to stay showed a p-value of 0.182 exceeding alpha 0.05. This result means that work-family conflict does not significantly affect the intention to stay. Therefore, the effect is very small at -0.068 and does not impact the intention to stay. The estimation results for the direct effect of workplace spirituality on loneliness at work showed a p-value of 0.035. This value is smaller than alpha 0.05, meaning that workplace spirituality significantly and negatively affects loneliness at work at -0.154. Therefore, lower workplace spirituality increases loneliness at work and vice versa.

The direct effect of loneliness at work on the intention to stay had a p-value of 0.000, smaller than the alpha of 0.05. This result means that loneliness at work significantly and negatively affects the intention to stay at -0.442. Therefore, lower loneliness at work increases the intention to stay and vice versa. The direct effect of work-family conflict on loneliness at

work showed a p-value of 0.000, smaller than the alpha of 0.05. This value indicates that work-family conflict significantly and positively affects loneliness at work at 0.342. Therefore, higher work-family conflict increases loneliness at work and vice versa.

Table 7. Indirect Effect Test Results

	Original Sample (O)	t statistics ( O/STDEV )	p-value	Result
Workplace Spirituality -> Work-Family Conflict -> Intention to Stay	0.018	1.144	0.253	Not Supported
Workplace Spirituality -> Loneliness in Work -> Intention to Stay	0.068	2.157	0.031	Supported

Source: Prepared by the authors (2022)

Table 6 shows that the path coefficient for the indirect effect of workplace spirituality on the intention to stay through work-family conflict is 0.018, with a p-value of 0.253. This value exceeds 0.05, implying an insignificant indirect effect of workplace spirituality on the intention to stay through work-family conflict. Therefore, changes in workplace spirituality insignificantly impact the variations in work-family conflict and the intention to stay. The path coefficient for the indirect effect of workplace spirituality on the intention to stay through loneliness at work is 0.068, with a p-value of 0.031. This value is smaller than 0.05, indicating a significant indirect effect of workplace spirituality on the intention to stay through loneliness at work. Therefore, higher workplace spirituality increases loneliness at work and the intention to stay.

## CONCLUSION

This study found that workplace spirituality significantly and positively affects the intention to stay. The result supports Aboobaker et al., (2020) that workplace spirituality increases employees' intention to stay in the company. Meaningfulness at work, cohesiveness, and adherence to company values increase employees' intention to stay (Ashfaq et al., 2020; Saks, 2006). Additionally, workplace spirituality reduces work-family conflict experienced by women employees. This study found that work-family conflict does not reduce the intention to stay in the company. The reason is most employees are the breadwinner of the family and many husbands are jobless or earn less income. This makes women employees stay in the company despite experiencing work-family conflict. Furthermore, workplace spirituality reduces feelings of loneliness at work (Ghadi, 2017). Paying attention to loneliness is important because it reduces employees' intention to stay in the company (Aytac, 2015). Many women employees feel a lack of emotional connection with their colleagues, causing discomfort at work.

Furthermore, work-family conflict contributes to increasing loneliness at work (Firoz et al. 2021; Tian et al. 2021). This means the company should help employees overcome the conflict through guidance and counseling programs. The results also showed that implementing better spiritual values in the workplace increases employees' intention to stay and reduces work-family conflicts. However, the level of work-family conflict does not change employees' intention to stay in the company. This means that implementing spiritual values in the workplace reduces work-family conflict but does not influence the intention to stay in the company.

Implementing spiritual values in the workplace reduce feelings of loneliness at work. Increased loneliness reduces employees' intention to stay in the company. Better implementation of spiritual values in the workplace reduces loneliness and increases the intention to stay. A higher occurrence of work-family conflict among employees increases their loneliness at work. Therefore, the company should cultivate and implement spiritual values to increase employees' intention to stay as well as reduce family-work conflict and loneliness. Steps should also be taken to overcome feelings of loneliness which reduce employees' intention to stay in the company. This may require holding a sharing session to enhance social interactions among employees.

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