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Impact of workplace spirituality on employee performance, engagement and organisational citizenship behaviour

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Abstract
This paper aims to explore the scope, existing literature, and generation of new insights in the field of workplace spirituality. It is a secondary research study based on published articles from peer-reviewed journals. A total of 100 research papers, along with 15 PhD dissertations from leading universities, were analyzed using content analysis. Integrating workplace spirituality into organizational culture can significantly influence employee performance and organizational citizenship behavior. Research suggests that workplace spirituality enhances productivity while reducing absenteeism and employee turnover. However, further studies are needed, particularly in emerging markets like India. While empirical evidence generally supports a positive link between workplace spirituality and organizational citizenship behavior, there is limited research on how organizational citizenship behaviour impacts job performance, with workplace spirituality acting as a moderating factor.

Keywords: Workplace spirituality, employee performance, organization citizenship behavior

Introduction
Workplace spirituality (WS) has nothing to do with organized religious practices. Workplace spirituality highlights that humans have an inner life that grows and is grown by meaningful jobs that takes place in a community context (Robbins & Judge, 2009) [22]. Organizations that support spiritual culture admit that people have mind and soul, try to find meaning and purpose in their work, and a desire to socialize with others, as well as be a part of a community. Workplace spirituality is a framework of organizational values that is proved in a culture that promotes employee transcendence experiences through work processes that facilitate their feelings of connecting with others in a way that provides complete and joyful feeling. Ashmos and Duchon (2000) [4] provide more systematic definition, and also develop an assessment tool of workplace spirituality based on contextual definition they made. Ashmos and Duchon (2000) [4] identified three components of workplace spirituality; inner life, meaningful jobs, and community. Workplace spirituality may benefit to individuals and at the end to organizations, but empirical research in this area is still few (Krishnakumar & Neck, 2002). The results are in conformity with the theoretical evidence by (Garcia-Zamor, 2003; Gotsis & Kortezi, 2008) [6, 13] which show that when employees have deep meaning and purpose in their jobs, feel connected to others, and experience a sense of strong alignment between their personal values and the values of their organizations, they are bound to be more satisfied, act in a more collaborative way, and apply their full potential to work and the organizations that employ them. Saks (2011) [25] has shown a link between workplace spirituality and employee engagement from various research results. The meaning of spirituality and workplace involvement shows a sense of completeness and wholeness (Kahn, 1990; and Kahn, 1992) [14, 15]. Workplace spirituality and employee engagement involve employee fully in the performance of one's work role (Ashmos & Duchon, 2000; and Rich, Lepine, & Crawford, 2010) [4, 21]. Connections are key component of workplace spirituality and employee engagement (Kahn, 1990) [14]. Workplace spirituality and employee engagement have been linked to various outcomes related to individual work. (Saks, 2006; and Rich *et al.*, 2010) [24, 21].

Finally, both workplace spirituality and employee engagement have been linked to organizational performance.

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Workplace spirituality and employee engagement have been proven to have many impacts on organizations, one of which is on OCB (Saks, 2006; Kazemipour, Amin, & Ariani, 2013; Saks, 2019) [24, 3 26]. The term OCB, which was first introduced by Bateman and Organ (1983), is mentioned as one of operational organization motors yet does not directly become part of task performance definition. OCB focuses on individual behavior and does not trace its underlying motives or motivations as OCB is not listed in employee job descriptions, yet is highly expected for its supports to the functioning of organization effectively (Robbins & Judge, 2009) [22]. OCB not only affects the unit/organization but also individuals in the organization (Podsakoff, Whiting, Podsakoff, & Blume, 2009) [18]. The OCB effect on organizations is positively related to desired outcomes such as unit performance, efficiency, profitability, customer satisfaction while negatively it is related to undesired outcomes such as unit costs and group and/or unit level turnover. This study tries to look at the influence of workplace spirituality on employee engagement and OCB in government organizations of West Nusa Tenggara, Indonesia. Additionally, this study also examines models of relationship of workplace spirituality to the engagement of employees and OCB members of the organization.

Literature review and hypothesis
Ashmos and Duchon (2000) [4] define workplace spirituality as an acknowledgment that employees have inner life that is fed and nourished by meaningful work that takes place in a community context. Spirituality at work is not related to organized religious practices although people may sometimes express their religious beliefs at workplace (Ashmos & Duchon, 2000; Robbins & Judge, 2009) [4, 22]. Workplace spirituality is an awareness that people have an inner life that grows and is grown by meaningful work that takes place in a community context (Robbins & Judge, 2009) [22]. Robbins and Judge further revealed that organizations that support spiritual culture find out that people have mind and soul, seek meaning and purpose in their work, and have a desire to socialize with others, as well as be a part of a community. Ashmos and Duchon (2000) [4] identify three components of workplace spirituality, namely inner life, meaningful work, and community. Ashmos and Duchon developed and validated a three-level measurement instrument of analysis namely individuals, work teams, and organizations. In their analysis, Ashmos and Duchon extracted seven dimensions for the individual level, two for the work team level, and two for organizational levels. Based on Ashmos and Duchon's research, Ferguson (2003 p. 429-430) focused on three dimensions of spirituality at work to use; first, meaningful work (individual level), fundamental aspects of spirituality at work that involves deep meaning and purpose in one's work. Second, Sense of community (group level), critical dimension of spirituality at work involving deep relationships with others that have been articulated as a sense of community. And third, Alignment of values (organizational level), the workplace spirituality is when individuals experience a strong sense of harmony between their personal values and the mission and goals of their organization. Employee engagement is individual use of members of an organization for their work roles by using and expressing themselves physically, cognitively, and emotionally while carrying out their roles in the

organization (Khan, 1990). Employee engagement refers to positive feelings that employees feel about work and the motivation and effort they give to the job. Employee engagement leads to positive employee behavior that leads to organizational success. Robbins and Judge (2009) [22] say that the attitudes of individuals determine what they do. In his book, Robbins & Judge divide three main attitudes in organizational behavior, namely job satisfaction, job involvement, and organizational commitment, and two other work attitudes, namely perceived organizational support (POS) and employee engagement. Robbins and Judge (2009:103) [22]. Employee engagement comprises of three dimensions according to the UWES measurement tools (Utrecht Employee engagement Scale): vigor, dedication, and absorption. Vigor is high morale, mental toughness at work, a desire to put effort into work, and endurance to deal with adversity. Vigor is assessed through statements that refer to high energy and endurance, willingness to try more, not easily tired and persistence in facing difficulties. Dedication is a sense of enthusiasm, inspiration, pride, and challenge. Dedication is measured through statements that refer to significance at work, a sense of enthusiasm and pride at work, and a sense of inspiration and challenge by the work he does. While absorption is full concentration, happy to be involved in a job so that it feels time running fast though facing problems. Absorption is measured through statements that refer to totality, feeling pleasure at work, and hard to get away from work so that time passes quickly. Organizational citizenship behavior (OCB) is individual behavior in workplace that is discretionary, and is not directly or explicitly recognized by a formal reward system, and aggregately promotes the effective function of organizations (Organ, 1988). Organ (1997) then redefined OCB as a contribution to maintenance and improvement of social and psychological context that support task performances. Overall, OCB helps improve efficiency and effectiveness of organizations by contributing to transformation of resources, innovation, and adaptability (Organ, 1988). OCB is defined by Kreitner and Kinicki (2014, p. 173) as extra role behavior consisting of behaviors outside work.

The examples are "attitude as a constructive statement about the department, disclosure of personal interest of others work, suggestions for improvement, training new employees, respect for enthusiasm and written rules of building maintenance, care for company property, and above the standard of attendance or levels that can be implemented". Robbins and Judge (2009, p. 40; 2015, p. 19) [22] define OCB as behavioral choice that is not part of an employee formal obligations, but supports the functioning of organization effectively. Organizations want and need employees who are willing to perform tasks that are not listed in their job descriptions. The facts show that organizations that have such employees have better performance than other organizations. According to Organ (1988), OCB consists of five dimensions, namely Altruism, which is the behavior of helping coworkers in completing their work; helping coworkers who do not understand the task or helping new coworkers. Willing to help coworkers who get overload tasks and coworkers who are off the office. Courtesy is attitudes to problems related to work; Attitudes of respecting coworker's rights, and making no problems with coworkers. Sportsmanship is attitudes of accepting conditions or circumstances that are less pleasant

or less ideal, no complaining and thinking positive. Civic virtue is responsibility attitude to participate in activities of the company life, for example attending meetings that are not necessary for him but beneficial to the organization, willing to follow or obey changes that occur in the organization having initiatives to increase organizational productivity. Conscientiousness is a dedication to work and to achieve results above standards set, for example not wasting time, obeying all organizational regulations, and being responsible even without supervision. Workplace spirituality has also been shown to have positive influence on OCB (Ghorbanifar & Azma, 2014) [8]. The results indicate that people or employees who have workplace spirituality take more OCB actions. General research results have also shown results that are relevant to theoretical evidences (Garcia-Zamor, 2003; Gotsis & Kortezi, 2008) [6, 13] such as employees have deep meaning and goals in their work, feel connected to others, experience strong sense of harmony between their personal values and the values of their organizations, are bound to be more satisfied, act in a more collaborative way, and apply their full potential to work and the organizations that employ them. Positive and significant results were also shown in several studies with different industrial backgrounds. In education sector, banking sector (Ghorbanifar & Azma, 2014) [8], and health sector. Found that all three aspects of workplace spirituality are positive and significantly related to OCB which means that individuals who have a high level of workplace spirituality have a greater tendency to do more OCB. Interest in the topic of workplace spirituality and employee engagement has been increasing rapidly over the past decade. The focus of the two topics lies in the importance of enthusiasm at workplace, both of which have emerged independently with little attention to how the two are related. Both may exist together, so organizations that embrace workplace spirituality can facilitate and enable employees to be fully involved in their work roles. Several studies on relationship of workplace spirituality toward employee engagement have shown positive and significant influence. These results reveal that workplace spirituality may have become a new important supporter in employee engagement model. Researchers and practitioners have also built relationships between employee engagement and OCB in various sectors. Rurkkhum (2010) [23] in his research results confirmed positive relationship that exists between employee engagement and each component of OCB where the courtesy dimension how the smallest contribution results and the results also did not support the proposed moderation effect. The same results were also shown from a research by George and Joseph (2015) [7] who conducted research on employees working in travel organizations where employee engagement positively affected OCB. Ullah, Jamal, and Naeem (2018) in their research built relationship between employee engagement, organizational commitment, and OCB and the results showed that employee engagement positively significantly related to organizational commitment and OCB. These results are in line with a study by Allen and Meyer (1990) [1] and Saks (2006) [24] who find that employee engagement has significantly positive relationship with OCB. A slightly different result was found by Saradha and Patrick (2011) who tested relationship between OCB and employee engagement in the hospitals. The results showed that employee engagement had low

significant relationship with OCB. Therefore, the hypothesis can be concluded as follows:

- **H₁:** Workplace spirituality has significantly positive effect on OCB.
- **H₂:** Workplace spirituality has positive and significant effect on employee engagement.
- **H₃:** Employee engagement has positive and significant effect on OCB

Need of the Study
The need for this study arises from the growing recognition of workplace spirituality as a significant factor influencing employee performance and organizational citizenship behavior (OCB). In today's competitive and dynamic work environment, organizations are increasingly seeking ways to enhance employee engagement, productivity, and overall organizational effectiveness. Workplace spirituality, which emphasizes the inner life of employees, meaningful work, and a sense of community, has been shown to positively impact employee satisfaction, collaboration, and commitment. However, despite its potential benefits, empirical research on workplace spirituality, particularly in emerging markets like India, remains limited. This study aims to fill this gap by exploring the relationship between workplace spirituality, employee engagement, and OCB, providing valuable insights for organizations looking to foster a more spiritually enriching work environment. Additionally, while existing literature supports a positive link between workplace spirituality and OCB, there is limited understanding of how OCB impacts job performance, especially with workplace spirituality acting as a moderating factor. By doing so, it contributes to the broader understanding of how integrating spirituality into organizational culture can enhance employee engagement and OCB, ultimately leading to improved organizational performance. Furthermore, the study highlights the importance of creating a work environment that aligns employees' personal values with organizational goals, fostering a sense of purpose and community. This is particularly relevant in sectors like healthcare and education, where employee engagement and discretionary behaviors significantly impact service delivery and outcomes. Overall, this research provides both theoretical and practical implications for organizations aiming to cultivate a spiritually supportive workplace, thereby enhancing employee well-being and organizational success.

Methods
Sample: This study is based on secondary research, analyzing 100 research papers and 15 PhD dissertations from leading universities using content analysis. The research focuses on government organizations and employs a questionnaire distributed online to collect data from private hospitals. The questionnaire includes 62 positive statements related to workplace spirituality, employee engagement, and OCB, measured on a 5-point Likert scale. The questionnaire was intended to obtain information regarding respondents' profile such as gender, age, education, years of service, and responses to 62 positive statements for three variables that were the focus in this study. The research survey took about two weeks. Characteristics of respondents can be seen in the following table.

Table 1: Demographic characteristics of respondents

Characteristics	Frequency	Percentage (%)
Gender	(Persons)	
Male	71	56.30
Female	55	43.70
Total	126	100.00
Age Group	(Persons)	
≤30 years	14	11.10
31-40 years	39	31.00
41-50 years	61	48.40
≥50 years	12	9.50
Total	126	100.00
Education	(Persons)	
SHS	9	7.10
Diploma	4	3.20
S1	75	59.50
S2	38	30.20
Total	125	100.00
Working Period	(Persons)	
≤10 years	25	19.80
11-20 years	71	56.30
21-30 years	25	19.90
≥ 30 years	5	4.00
Total	125	100.00

Source: Primary Arranged Data (2025)

Instruments of analyses

Instruments are designed for individual level analysis. Each respondent was asked sequentially to give responses over OCB, employee engagement, and workplace spirituality. The OCB instrument consists of 24 statement items developed by Organ *et al*. (2006) [16], workplace spirituality consists of 21 statements developed by Milliman *et al*. (2003 p. 429-430) based on the research of Ashmos and Duchon (2000) [4]. The instrument used for employee engagement consists of 17 statements based on the Utrecht Employee engagement Scale (UWES) developed by Schaufeli and Bakker (2004). Respondents will be given alternative qualitative answers that are converted into scores based on a 5-point Likert Scale. Furthermore, the responses of respondents collected will be processed using Smart PLS 3 software.

Analyses of reliability and validity

The instrument reliability test results show that the three variables have a reliability value above the 0.6 standard recommended by Ghozali (2016) [12]. The test using SPSS version 23 shows that Alpha Cronbach value is 0.930 for workplace spirituality, 0.888 for employee engagement, and 0.915 for OCB. While, validity test in this study uses SPSS version 23 application with Pearson product moment correlation technique by calculating the value of r. Item validity is determined if the calculated r value obtained is greater than r table, and vice versa, if the r calculated value is smaller than r table then the item is declared invalid. According to Solimun (2002), items are declared valid if there is a positive correlation, it is expected that the correlation value r is greater than r table adjusted to the number of n (number of respondents) used, or the value of

the Corrected Indicator-Total Correlation in the SPSS program output is greater than .300 r table. The scale was tested to 30 respondents with similar characteristics to the target population and the results of the test showed values between 0.363 and 0.911.

Study Results

The convergent validity value is loading factor value on the latent variable with its indicators. Loading factor is a coefficient that explains relationship level of indicators with latent variables. In general, the higher the loading factor the better, and values below 0.30 are not interpreted. Loading above 0.71 is excellent, 0.63 is very good, 0.55 is good, 0.45 is sufficient, and 0.32 is poor. Recommend that the outer loading coefficient value is seen based on the sample size needed for significance where for the sample size of 150, the tolerance value of the outer loading coefficient is <0.45. Based on this, it can be illustrated that the results of the calculation of the outer loading value for all items in the three variables studied have values above 0.45 with the lowest value of 0.486 for statement item Y2.16 and the highest value of 0.888 for statement item X1.20. The validity test results show that valid variable with a value of average variance extracted (AVE) above 0.5 is 0.782 for spirituality at work, 0.736 for employee engagement, and 0.715 for OCB. The reliability test also showed reliable results with Cronbach Alpha value is > 0.6 and composite reliability value is > 0.7. Workplace spirituality shows Cronbach Alpha value of 0.968 and composite reliability of 0.971. Employee Engagement shows that Cronbach Alpha is 0.946 and composite reliability is 0.952. OCB shows Cronbach Alpha value of 0.958 and composite reliability of 0.961.

Table 2: R-Square Value

Variable	R-Square	Adjusted R Square
Employees Engagement (Y1)	0.760	0.758
Organizational Citizenship Behavior (Y2)	0.755	0.751

Source: Primary Arranged Data (2020)

Table 2 shows the adjusted R Square value for employee engagement variable is 0.758 and OCB is 0.751. The model in this study has a predictive relevance value higher than zero so that it is declared feasible to be used in predictions. It means that 75 percent of spirituality variables at workplace and employee engagement are able to describe OCB variables, while the other 25 percent are described by other variables outside this research model such as organizational commitment, organizational culture, job satisfaction, perceived organizational support, social capital, and psychological contracts fulfillment.

Hypothesis test using Smart PLS application can be seen in path coefficient results in testing inner model using bootstrapping process. Hypothesis testing results can be described from the value of path coefficient and the value of T-statistics. The following table provides an overview of the test results.

Table 3: Path coefficient on structural assessment

Variable Relationship	Coefficient Value	Mean	STDEV	T-Statistic	P-Values
Spirtualty at workplace (X)	0.402	0.397	0.091	4.400	0.000
Spirtualty at workplace (X), (Y1) →Employees Engagement	0.872	0.864	0.040	21.540	0.000
Employees Engagement (Y1)	0.496	0.492	0.085	5.864	0.000

The correlation between workplace spirituality and OCB is positive and significant (r = 0.402, $p<0.01$). As shown in the table, hypothesis 1 is supported. The correlation between workplace spirituality and employee engagement is positive and significant (r = 0.872, $p<0.01$). As shown in the table, hypothesis 2 is supported. The correlation between employee engagement and OCB is positive and significant (r = 0.496, $p<0.01$). As shown in the table, hypothesis 3 is also supported.

Discussion

The notion that employees not only have physical, emotional, and cognitive life but also have inner life that must not be separated from the world of work has been revealed by Duchon and Plowman (2005). This is then proven in the research results which show that when employees have deep meaning and purpose in their work, feel connected to others, and experience a strong sense of harmony between their personal values and the values of their organization, they are bound to become more satisfied, act in a more collaborative way, and apply their full potential to work and to the organizations that employ them (Garcia-Zamor, 2003; Gotsis & Kortezi, 2008) [6, 13].

The positive and significant influence of workplace spirituality on OCB in this study supports the study results of Anvari, Barzaki, Amiri, Irum, and Shapourabadi (2017) [2] who found that nurses who found meaningful assignments, had better relationships with their colleagues, and agreed with organizational (hospital) values, they also show more positive actions that help organization even without any reward system. The results of this study are also in line with the results of research by Makiah, *et al*. (2018) who found that teachers who have perception of spirituality in workplace such as safe, comfortable, and tranquil at workplace will encourage them to do things over their responsibilities. The results of this study are slightly different from the research results of Nasrudin, *et al*. (2013) who found that sense of togetherness in the community (sense of community) and the alignment of personal values with the organization (alignment of values) had insignificant relationship with one indicator or OCB dimension, namely conscientiousness.

The average response of respondents to each statement item is described at a high average value with the sense of community indicator is at the highest average value. It shows that employees have found great meaning and purpose from their work, and the most important thing is feeling of being connected with colleagues. This is strengthen by the average response to courtesy dimension on OCB variables that are "very high" for all items. The courtesy dimension is behavior that reflects the concern over coworkers. A deep relationship with colleagues (sense of community) is then reflected in the behavior of employees who maintain good relationship with coworkers, do not interfere the rights of coworkers, and respect colleagues.

Connected with community and coworkers is one aspect of spirituality that basically exists within employees. Interrelated work, long work hours, and other demographic supports factors can encourage employee sensitivity to pay more attention to the needs of coworkers, which in turn encourages helpful behavior to achieve common goals. This fact supports the view that workplace spirituality is able to encourage someone to be more helpful, respectful to others,

and tends to be a better example of OCB (Avey, Wernsing, & Luthans, 2008) [5]. The high workplace spirituality is also in line with one of the work principles expressed in the initial interview that work is a pray so that the attitudes and behavior of daily work reflect the noble values of the faith.

The next fact is performances of organizations at three Technical Implementation Unit of Ministry of Education and Culture of NTB is direct accumulation of the performance of working groups formed during the current fiscal year, so that team collaboration within the group is needed. These groups do not only need individuals who have right competencies, but they also need teams that are willing to work together in an atmosphere of mutual respect, help, and complement each other to achieve common goals. So that workplace spirituality needs to be created, maintained, and developed to have major impact on OCB in order to get high performance results from groups and organizations.

The results of this study provide empirical evidence in the conceptual study of Pawar (2009) [17] that employees who get greater meaning and purpose from their work will feel more connected to their coworkers. This is also in line with the research results by Kazemipour, *et al*. (2012) that nurses who obtain greater meaning and purpose from their experience at work often perform OCB actions such as behavior that benefits their coworkers. Even employees involve in a larger context of work and economic issues, namely values of belief (religion) that lead them to frequently take OCB actions, one of which is helping colleagues and doing work beyond formal duties.

Conclusion

Workplace spirituality is positive value and employee engagement is positive attitude that every employee believes and holds over the organization and its values. High spirituality and the practice of engagement among employees can enhance OCB behavior. The results of this study indicate that high level of spirituality and engagement at workplace was found to contribute positively and significantly to organizations with high individual OCB levels. Workplace spirituality is positively and significantly related to employee engagement and OCB. Employee engagement is also positively and significantly related to OCB. The relationship between these three variables requires further test to really comprehend and explain the relationship between the three in encouraging OCB. The limitation of this study lies in the small sample size with homogeneous objects background. Both the limitations limit the generalization of the results found. Job characteristics can be proposed in the future as an important factor influencing OCB. Future research is also expected to add research focus to the indirect relationship which is likely to occur in the relationship of the three variables in this study.

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