

Research Article

Understanding The Relationship Between Workplace Spirituality, Organizational Commitment and Organizational Citizenship Behavior In Indian Banking Sector

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ABSTRACT:

Drawing from the concept of spirituality as described in the theories of organizational behavior, such as values, ethics, motivation, leadership, and work-life balance, we consider some positive work behaviour of organizational members to establish a relationship among those. Towards this, we hypothesize that workplace spirituality has a positive relationship with organizational citizenship behaviour. Further, a positive relationship between organizational commitment and organizational citizenship behaviour has been hypothesized. Also, we argue that organizational commitment can be a mediator in the relationship between workplace spirituality and organizational citizenship behaviour. In order to test these hypotheses, we distributed questionnaires among 210 employees working in the banking sector of various regions of India. All the hypotheses were proved significantly in this study. Accordingly, we propose certain suggestions for the policy makers in organizations and scholars in the area of workplace spirituality to improve the employee well-being in organizations and further organizational performance as well. Limitations of the study are also mentioned.

KEYWORDS: Banking, organizational citizenship behaviour, organizational commitment, Workplace spirituality.

Article History

Received: 01 Jul 2024

Revised: 15 Aug 2024

Accepted: 20 Sep 2024

How to cite this article:

Ramez. R., & Yousuf. S. (2024) Understanding The Relationship Between Workplace Spirituality, Organizational Commitment and Organizational Citizenship Behavior in Indian Banking Sector. LEADER: International Journal of Business Management, 12(3):93-101.

1. Introduction

The history of Indian banking is extensive, originating in the 18th century with the founding of the General Bank of India and the Bank of Hindustan in 1786 and 1790, respectively. Subsequent banks, such as the Bank of Bengal, Bank of Bombay, and Bank of Madras, were founded under the license of the British East India Company (Goyal, & Joshi, 2011). In 1921, these three banks amalgamated to establish the Imperial Bank of India, which subsequently transformed into the State Bank of India. From 1906 to 1911, several banks were founded, including the Bank of India, Bank of Baroda, Canara Bank, Corporation Bank, Indian Bank, and Central Bank of India.

Banking institutions profoundly impact economic development and growth by effectively allocating capital and financial instruments. The financial performance of the banking system is a significant concern for academics and policymakers (Yeh, 1996). Historically, financial ratios have been employed to evaluate the performance and effectiveness of banking organizations; however, this approach has problems stemming from its subjectivity and reliance on benchmark ratios. Sherman and Gold (1985) introduced the frontier analysis methodology for assessing bank performance, promoting frontier analysis techniques over traditional financial measurements.

The growing and sustained interest in the integration of spirituality and religion in the workplace suggests that we are experiencing more than a mere fad (Brooke, & Parker, 2009). This mainstream interest in faith and work has various motivations and ramifications emanating from a broad spectrum of constituencies (Belwalkar & Vohra, 2016). The present state of academic research in the field of workplace spirituality is in many ways reminiscent of where leadership research was some fifty years ago (Pawar, 2008). Academics are still trying to define basic terms, determine standards for measurement and interpretation, and explore the interrelationships between various variables and their impact on organizational behavior, leadership, and performance.

The growing interest in integrating spirituality and religion into the workplace signifies a lasting trend (Ashmos & Duchon, 2000; Brooke, & Parker, 2009). Researchers persistently delineate essential concepts, formulate measurement and interpretation criteria, and explore the relationships

among factors and their impacts on organizational behavior, leadership, and performance (Pawar, 2009). This article examines the growing amount of quantitative and theoretical research on workplace spirituality, suggesting a relationship between workplace spirituality, organizational citizenship behavior, and organizational commitment.

2. Literature Review

Workplace Spirituality

Workplace spirituality is essential to organizational efficacy since it impacts individuals, the environment, and the organization (Keet al., 2017). It fulfills employees' spiritual requirements and enables them to participate actively in and contribute to society. Workplace spirituality indicates that individuals have souls and can be influenced by their professional surroundings (Ashmos & Duchon, 2000). As organizations evolve from just economic and social pursuits to encompass spiritual development, dialogues around spirituality in business are gaining prominence and interest (Milliman et al., 2003).

Workplace spirituality encompasses the quest for purpose, connectivity, and transcendence, seen as a vital component of individual learning. It affects work behavior via job satisfaction, performance, attitude, work ethic, morale, and management (Fry et al., 2017). It functions as a method for organizations to manage personnel. Spirituality in the workplace can be assessed at two levels: individual and organizational (Kolodinsky et al., 2008). It is a condition or event that provides direction, meaning, comprehension, assistance, and inner wholeness or unity. Connections may occur between individuals, others, the cosmos, God, or other supernatural beings (Fry et al., 2010).

Workplace spirituality encompasses the expression and experience of spirituality, shaped by various organizational elements such as the environment, culture, leadership, and practices (Pio & Tampi, 2018). Workplace spirituality can be defined as a system of organizational principles that cultivates interpersonal connections, enhancing fulfillment and joy (Belwalkar, Vohra, & Pandey, 2018).

Organizational Citizenship

Workplace spirituality is a notion that recognizes employees' inner experiences and the significance of purposeful work within a community. It cultivates an organizational culture that encourages employee transcendence and satisfaction, enhancing a sense of fulfillment and happiness (Kazemipour et al., 2012). Workplace spirituality

motivates employees to perceive their work as beyond mere financial gain, emphasizing their potential contributions to the organization (Helmy & Wiwoho, 2016). Empirical research indicates that workplace spirituality significantly influences organizational citizenship behavior (OCB), characterized by individual contributions that surpass role expectations and are recognized through improved task performance. This conduct includes aiding colleagues, engaging in volunteerism, and complying with workplace standards. Robust linkages and a cohesive vision inside the workplace are crucial for demonstrating enhanced organizational citizenship behavior (OCB). The preliminary hypothesis indicates that workplace spirituality significantly contributes to promoting organizational citizenship behavior among employees.

H1: Workplace spirituality has a positive effect on organizational citizenship behavior

Organizational Commitment

Workplace spirituality significantly influences organizational citizenship behavior and commitment (Ingsih et al., 2020). It is especially advantageous for individuals seeking motivation in their careers (Astuty & Udin, 2020). Organisational commitment, a psychological state that delineates an employee's affiliation with the organisation, affects their choice to sustain or sever membership. An optimal work environment is crucial for promoting spirituality and impacting job engagement behaviour. Compelling work spirituality is enhanced by a respectable work attitude, promoting individual spirituality to cultivate an excellent organizational environment (Rustiarini et al., 2019). Studies indicate that employees in organizations characterized by elevated workplace spirituality demonstrate more helpful behaviors and enhanced dedication than their counterparts in environments lacking these characteristics (Milliman et al., 2003).

H2: Workplace spirituality has a significant positive effect on organizational commitment

Organizational Commitment and OCB

Organisational Citizenship Behaviour (OCB) is affected by several internal factors, such as job satisfaction and employee engagement (Bies & Organ, 1989; Zeinabadia, 2010). Employees content with their organization typically exhibit enhanced performance and contribute positively to the company's objectives (Capaldi, 1992). A robust commitment to the organization fosters job happiness (Purnama, 2013). Research indicates that organizational commitment mediates the

association between spiritual leadership and organizational citizenship behavior (Qing et al., 2019). Furthermore, job satisfaction and organizational citizenship behavior correlate positively, with both elements influencing OCB. The third hypothesis posits that organizational commitment acts as a mediator in the relationship between job satisfaction and organizational citizenship behavior.

H3: Organizational commitment has a significant positive effect on OCB

Workplace Spirituality, Organizational Commitment, and OCB

Organizational citizenship behavior is essential for employees to demonstrate positive conduct and meet their obligations (Purnama, 2013). Job satisfaction and dedication are crucial, as they promote employee engagement and connectivity. Organisational commitment serves as a conduit between workplace spirituality and organisational citizenship behaviour (OCB), enabling employees to recognise interpersonal connections, experience camaraderie with peers, align their values and goals with the organisation, and consider the organization's welfare as important (Soleimani, Khosravi, & Kashani, 2017). Research has identified workplace spirituality as a factor influencing employment attitudes, such as job satisfaction, organisational citizenship behaviour, trust, and engagement. The fourth hypothesis is stated as follows:

H4: Organizational commitment is a mediating variable in the relationship between workplace spirituality and organizational citizenship behavior.

3. Research Methodology

Scales and methods

A questionnaire was sent to personnel in the Indian banking sector, yielding 210 replies for data analysis. The utilized scales were the Organisational Spiritual Values Scale (OSVS), the scale by Mowday et al. (1979), and the five-dimensional scale by Podsakoff and Mackenzie (1989). The OSVS analyses workplace spirituality, the Mowday et al. (1979) scale measures organizational commitment, and the Podsakoff and Mackenzie (1989) scale evaluates organizational citizenship behavior. The poll additionally gathered demographic data from the respondents.

The summary of the survey results provides descriptive statistics for questions about workplace spirituality, organizational commitment, and organizational citizenship behavior. The evidence indicates that respondents typically exhibit elevated workplace spirituality, organizational

commitment, and organizational citizenship behavior. The average scores for these questions are predominantly elevated, signifying affirmative responses. The standard deviation quantifies the dispersion of responses from the mean, with elevated values signifying more significant variability. The scores range from 1 to 5, with 25% being the first quartile, 50% the median, and 75% the third quartile.

The scores for organizational commitment are elevated, signifying robust dedication among responders. The average scores fluctuate between 1.08 and 1.12, with a median of 1 to 5. The results indicate a comparable trend with an increased concentration of scores at the upper end of the scale. Scores for organizational citizenship behavior are elevated, signifying robust OCB. The standard deviations indicate variety; nonetheless, the elevated median values across questions imply a prevailing trend toward affirmative responses. The data offers significant insights into employee perception and engagement in these domains.

Correlation

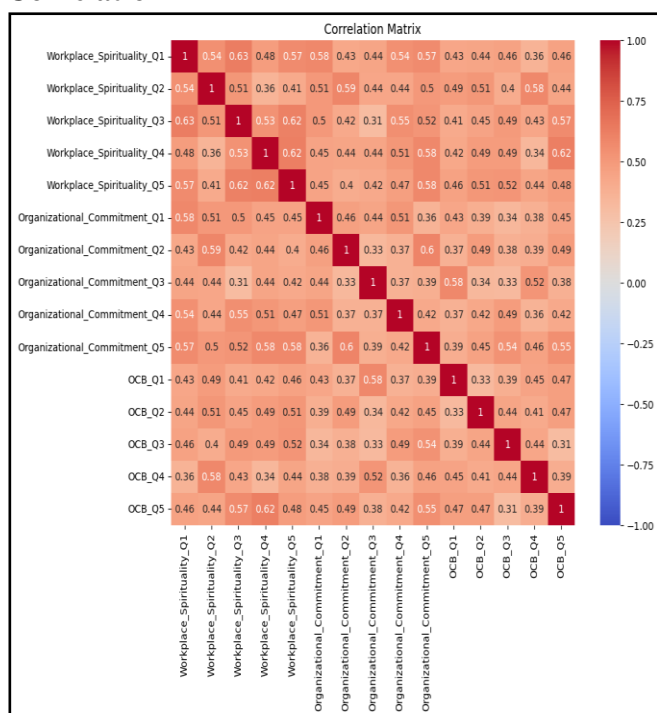


Figure 1. Correlation

The correlation shows strong positive relationships between Workplace Spirituality, Organizational Commitment, and Organizational Citizenship Behavior.

Parameter	Value	Parameter	Value
Dep. Variable	OCB	R-squared	0.672
Model	OLS	Adj. R-squared	0.67
Method	Least	F-statistic	425.2

	Squares		
Prob (F-statistic)	3.52E-52	Log-Likelihood	-126.87
No. Observations	210	AIC	257.7
Df Residuals	208	BIC	264.4
Df Model	1	Covariance Type	nonrobust
Coefficient Summary			
Variable	coef	std err	t
const	1.2684	0.139	9.15
Workplace Spirituality	0.7029	0.034	20.62
Diagnostic Statistics			
Omnibus	42.825	Durbin-Watson	2.235
Prob (Omnibus)	0	Jarque-Bera (JB)	196.794
Skew	-0.669	Prob (JB)	1.85E-43
Kurtosis	7.55	Cond. No.	19.4

Ordinary Least Squares (OLS) regression study indicates that Workplace Spirituality significantly enhances Organisational Citizenship Behaviour (OCB). The model accounts for roughly 67.2% of the variance in OCB, exhibiting a high R-squared value and an adjusted R-squared of 0.670. The F-statistic is 425.2, signifying a solid fit for the data. The coefficients are consistent, with the intercept at 1.2684 and workplace spirituality at 0.7029, showing a positive and significant influence of Workplace Spirituality on OCB. Standard errors and t-values are employed to evaluate the null hypothesis that the coefficient equals zero. The constant and workplace spirituality exhibit p-values below the conventional significance threshold, which indicates statistical significance. Diagnostic data comprise Omnibus (42.825), Durbin-Watson (2.235), Jarque-Bera (196.794), Skewness (-0.669), Kurtosis (7.550), and Condition Number (19.4). The findings indicate that Workplace Spirituality exerts a robust and significant favorable influence on Organisational Citizenship Behaviour, accounting for a considerable fraction of the variance in OCB. The predictors are statistically significant; nevertheless, potential concerns regarding the normality of residuals warrant additional investigation. The findings indicate that Workplace Spirituality exerts a substantial positive influence on Organisational Citizenship Behaviour, with the predictors being statistically significant. The examination of the

correlation between "Workplace Spirituality" and "

Parameter	Value	Parameter	Value
Dep. Variable	Organizational Commitment	R-squared	0.696
Model	OLS	Adj. R-squared	0.694
Method	Least Squares	F-statistic	475.1
Prob (F-statistic)	1.29E-55	Log-Likelihood	-126.41
No. Observations	210	AIC	256.8
Df Residuals	208	BIC	263.5
Df Model	1	Covariance Type	nonrobust
Coefficient Summary			
Variable	coef	std err	t
const	1.1005	0.138	7.956
Workplace Spirituality	0.7414	0.034	21.797
Diagnostic Statistics			
Omnibus	91.903	Durbin-Watson	1.968
Prob(Omnibus)	0	Jarque-Bera (JB)	417.658
Skew	-1.692	Prob(JB)	2.03E-91
Kurtosis	9.023	Cond. No.	19.4

The model accounts for roughly 69.6% of the variance in Organisational Commitment, yielding an adjusted R-squared value of 0.694. The F-statistic evaluates the model's fit to the data, where a low p-value signifies statistical significance. The coefficients for Workplace Spirituality and Organizational Commitment are substantial, evidenced by a p-value of 0.000, which shows a robust and meaningful link. The t-value for Workplace_Spirituality is 21.797, signifying a substantial absolute t-value, while the p-value for Workplace_Spirituality is 0.000, below 0.05.

The goodness-of-fit metrics employed include the Akaike Information Criterion (AIC) of 256.8 and the Bayesian Information Criterion (BIC) of 263.5, where lower values indicate superior model fit compared to alternatives. Residuals and diagnostics encompass the Omnibus test (Omnibus: 91.903, Prob(Omnibus): 0.000), Jarque-Bera (JB) test (417.658, Prob(JB): 2.03e-91), Skewness (-1.692), Kurtosis (9.023), Durbin-

Watson statistic (1.968), and Condition Number (19.4).

The regression analysis reveals a robust, positive, and statistically significant correlation between Workplace Spirituality and Organisational Commitment; nevertheless, the residuals do not exhibit perfect normal distribution, indicating possible constraints in the model's assumptions.

Parameter	Value	Parameter	Value
Dep. Variable	OCB	R-squared	0.645
Model	OLS	Adj. R-squared	0.644
Method	Least Squares	F-statistic	378.3
Prob (F-statistic)	1.07E-48	Log-Likelihood	-134.95
No. Observations	210	AIC	273.9
Df Residuals	208	BIC	280.6
Df Model	1	Covariance Type	nonrobust
Coefficient Summary			
Variable	coef	std err	t
const	0.9241	0.164	5.63
Organizational Commitment	0.775	0.04	19.45
Diagnostic Statistics			
Omnibus	62.822	Durbin-Watson	2.127
Prob (Omnibus)	0	Jarque-Bera (JB)	307.746
Skew	-1.053	Prob (JB)	1.49E-67
Kurtosis	8.544	Cond. No.	22.4

The examination of the correlation between Organizational Commitment and Organizational Citizenship Behaviour (OCB) by Ordinary Least Squares (OLS) regression reveals a robust, statistically significant positive association between the two variables. The model accounts for approximately 64.5% of the variance in Organizational Citizenship Behaviour, showing a substantial influence of Organizational Commitment. The modified R-squared closely approximates the R-squared, signifying a strong explanation for the variability in OCB. The F-statistic is 378.3, signifying the model's overall importance. The coefficients indicate a robust positive correlation between OCB and Organizational Commitment, with a notable value of OCB at zero Organizational Commitment and a substantial rise in OCB for each unit increment in

Organizational Commitment. The standard errors for the intercept and Organizational Commitment indicate more accurate estimations. Both variables have elevated t-values and minimal p-values, signifying substantial deviations from zero. Diagnostic statistics comprise Omnibus (62.822, $p < 0.001$), Jarque-Bera (JB) (307.746, $p < 0.001$), skewness (-1.053), kurtosis (8.544), and Durbin-Watson (2.127), which assess autocorrelation in the residuals. The regression analysis demonstrates a robust, statistically significant positive correlation between Organizational Commitment and OCB, accounting for a considerable percentage of the variance in OCB and satisfying the criteria for an adequate fit. Nonetheless, certain concerns regarding the normality of residuals may necessitate more examination or modification.

4. Mediation Analysis:

Table No. 1: Step 1: OCB on Workplace Spirituality.

Parameter	Value	Parameter	Value
Dep. Variable	OCB	R-squared	0.672
Model	OLS	Adj.R-squared	0.67
Method	Least Squares	F-statistic	425.2
Prob (F-statistic)	3.52E-52	Log-Likelihood	-126.87
No. Observations	210	AIC	257.7
Df Residuals	208	BIC	264.4
Df Model	1		

Coefficient Summary

Variable	coef	std err	t
const	1.2684	0.139	9.15
Workplace Spirituality	0.7029	0.034	20.62

Diagnostic Statistics

Omnibus	42.825	Durbin-Watson	2.235
Prob (Omnibus)	0	Jarque-Bera (JB)	196.794
Skew	-0.669	Prob (JB)	1.85E-43
Kurtosis	7.55	Cond. No.	19.4

The regression study indicates a robust, significant positive correlation between Workplace Spirituality and Organisational Citizenship Behaviour (OCB). The model accounts for 67.2% of the variance in OCB, with a low p-value signifying statistical significance. The equations

indicate that the predicted value of OCB is zero when Workplace Spirituality is absent, and a one-unit increase in Workplace Spirituality increases 0.7029 units in OCB. Diagnostic statistics comprise Omnibus (42.825), Jarque-Bera (196.794), Skewness (-0.669), Kurtosis (7.550), and Durbin-Watson (2.235). The Akaike Information Criterion (AIC) evaluates model fit, whereas the Bayesian Information Criterion (BIC) assesses model fit. The study reveals a robust, significant positive correlation between Workplace Spirituality and Organisational Citizenship Behaviour (OCB), accounting for a considerable percentage of the variance in OCB. Normality tests indicate that the residuals may not follow a normal distribution, which could compromise the model's validity. This constitutes a singular stage within a comprehensive mediation examination. To comprehensively grasp the mediation process, it is essential to analyze the influence of Workplace Spirituality on an intermediary variable and how that variable subsequently impacts Organisational Citizenship Behaviour (OCB). The analysis elucidates the relationship between Workplace Spirituality and Organisational Citizenship Behaviour (OCB), emphasising the significance of elements like adversity and the influence of intermediary variables in the mediation process.

Table No. 2: Step 2: Organizational Commitment on Workplace Spirituality

Parameter	Value	Parameter	Value
Dep. Variable	Organizational Commitment	R-squared	0.696
Model	OLS	Adj. R-squared	0.694
Method	Least Squares	F-statistic	475.1
Prob (F-statistic)	1.29E-55	Log-Likelihood	-126.41
No. Observations	210	AIC	256.8
Df Residuals	208	BIC	263.5
Df Model	1	Covariance Type	nonrobust

Coefficient Summary

Variable	coef	std err	t
const	1.1005	0.138	7.956
Workplace Spirituality	0.7414	0.034	21.797

Diagnostic Statistics

Omnibus	91.903	Durbin-Watson	1.968
Prob(Omnibus)	0	Jarque-Bera (JB)	417.658
Skew	-1.692	Prob(JB)	2.03E-91
Kurtosis	9.023	Cond. No.	19.4

The research examines the correlation between Workplace Spirituality and Organizational Commitment. The model has a dependent variable, Organizational Commitment, and an independent variable, Workplace Spirituality. The findings indicate that 69.6% of the variance in Organizational Commitment is accounted for by Workplace Spirituality. The model demonstrates overall statistical significance, evidenced by a strong F-statistic and a low p-value. The coefficients demonstrate a robust correlation between Workplace Spirituality and Organizational Commitment, whereby a one-unit increase in Workplace Spirituality results in a 0.7414-unit rise in Organizational Commitment. Diagnostic statistics reveal non-normal residuals characterized by a high omnibus value and a low p-value affirming non-normality. The findings indicate a substantial positive correlation between Workplace Spirituality and Organisational Citizenship Behaviour (OCB), demonstrating a pronounced positive impact on OCB. In a mediation analysis, the relationship between Workplace Spirituality and Organisational Citizenship Behaviour (OCB) can be assessed as either a direct influence or an indirect effect through Organisational Commitment. To finish the mediation analysis, it is essential to determine if Organisational Commitment, functioning as a mediator, elucidates a segment of the impact of Workplace Spirituality on Organisational Citizenship Behaviour (OCB). This entails evaluating the correlation between Organisational Commitment and Organisational Citizenship Behaviour (OCB) and examining whether the incorporation of Organisational Commitment in the model diminishes the direct impact of Workplace Spirituality on OCB.

Table No. 3: Step 3: OCB on both Workplace Spirituality and Organizational Commitment

Parameter	Value	Parameter	Value
Dep. Variable	OCB	R-squared	0.719
Model	OLS	Adj.Rsquared	0.716
Method	Least	F-statistic	264.4

	Squares		
Prob (F-statistic)	9.79E-58	Log-Likelihood	-110.59
No. Observations	210	AIC	227.2
Df Residuals	207	BIC	237.2
Df Model	2	Covariance Type	nonrobust
Coefficient Summary			
Variable	coef	std err	t
const	0.8504	0.147	5.791
Workplace Spirituality	0.4213	0.057	7.352
Organizational Commitment	0.3798	0.064	5.892
Diagnostic Statistics			
Omnibus	44.091	Durbin-Watson	2.287
Prob (Omnibus)	0	Jarque-Bera (JB)	206.642
Skew	-0.689	Prob (JB)	1.34E-45
Kurtosis	7.66	Cond. No.	31

The research investigates the correlation among Organisational Citizenship Behaviour (OCB), Workplace Spirituality, and Organisational Commitment. The model incorporates both variables as predictors, utilizing 210 observations. The regression results indicate that the combined effects of Workplace Spirituality and Organisational Commitment account for 71.9% of the variance in Organisational Citizenship Behaviour (OCB). The coefficients demonstrate a robust correlation between Workplace Spirituality and Organisational Citizenship Behaviour (OCB), with a low p-value affirming the significance of Workplace Spirituality's influence on OCB.

The diagnostic statistics indicate departures from normalcy in the residuals, with a low p-value affirming non-normality. The model fit statistics reveal a reduced AIC (Akaike Information Criterion) and a BIC (Bayesian Information Criterion). In Step 3, the model indicates that Workplace Spirituality and Organisational Commitment are substantial predictors of Organisational Citizenship Behaviour (OCB). Workplace Spirituality exerts a notable albeit diminished influence on Organisational Citizenship Behaviour (OCB) relative to Step 1, indicating that Organisational Commitment mediates part of the impact of Workplace Spirituality on OCB. Organisational Commitment substantially positively influences Organisational Citizenship

Behaviour (OCB), suggesting that increased Organisational Commitment correlates with elevated OCB levels. The mediating effect can be evaluated by incorporating Organisational Commitment into the model. The direct influence of Workplace Spirituality on Organisational Citizenship Behaviour (OCB) diminishes when Organisational Commitment is present, indicating that Organisational Commitment mediates a portion of the impact of Workplace Spirituality on OCB. In summary, Organisational Commitment partially mediates the association between Workplace Spirituality and Organisational Citizenship Behaviour (OCB), with Workplace Spirituality affecting OCB directly and indirectly via Organisational Commitment.

5. Conclusion

This research uses regression analysis to examine the correlation between workplace spirituality, organizational commitment, and organizational citizenship behavior (OCB). The findings indicate a robust positive correlation between Workplace Spirituality and Organizational Citizenship Behavior (OCB), with Workplace Spirituality exerting a considerable impact on OCB. This signifies that roughly 67.2% of the variance in Organizational Citizenship Behavior can be attributed solely to Workplace Spirituality. The research revealed a notable positive correlation between Workplace Spirituality and Organisational Commitment, indicating that elevated levels of Workplace Spirituality correspond to enhanced Organisational Commitment. This underscores the significance of a spiritually enriching atmosphere in enhancing employees' emotional connection to their organisation, which is vital for their dedication and loyalty. Integrating Workplace Spirituality and Organizational Commitment into the model strongly predicted Organizational Citizenship Behaviour (OCB), accounting for roughly 71.9% of the variance in OCB. Organizational commitment influences the direct impact of Workplace Spirituality on Organizational Citizenship Behaviour (OCB), indicating that Organizational Commitment partially mediates the association between Workplace Spirituality and OCB. The mediation study offered an in-depth perspective on Organisational Commitment's role as an intermediate link between Workplace Spirituality and Organisational Citizenship Behaviour (OCB). The decrease in the direct impact of Workplace Spirituality on Organisational Citizenship

Behaviour when Organisational Commitment is incorporated into the model validates the partial mediation effect. Practical implications involve (1) cultivating workplace spirituality through the adoption of practices that enhance a spiritually fulfilling work atmosphere (2) augmenting organizational commitment by establishing robust employee relationships (3) offering career advancement opportunities and (4) acknowledging and rewarding employee contributions. A cohesive strategy amalgamating initiatives to bolster Workplace Spirituality and Organisational Commitment can significantly facilitate Organisational Citizenship Behaviour. Nonetheless, the study has drawbacks, including its dependence on cross-sectional data, which constrains the capacity to deduce causality. Subsequent research may employ longitudinal designs to elucidate the causal links among Workplace Spirituality, Organizational Commitment, and Organizational Citizenship Behaviour. The study concentrated on a particular sample, constraining the generalizability of the results.

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