

**IMPACT OF WORKPLACE SPIRITUALITY ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOUR WITH MEDIATING ROLE
OF JOB SATISFACTION: AN EMPIRICAL STUDY OF
HIGHER EDUCATION INSTITUTES AT KARACHI**

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Abstract: *The purpose of this study was to investigate impact of workplace spirituality on organizational citizenship behaviour with mediation of job satisfaction in HEIs at Karachi. The study examined impact of three workplace spirituality dimensions- inner life, meaningful work and sense of community on OCB, and how this impact is mediated by job satisfaction. Significance of workplace spirituality is evident from the fact that it leads to interconnecting past experiences and developing trust among employees in a way that would lead the organization into a better future. The study is explanatory in nature. Deductive approach was adopted and established hypothesis were tested. Data were collected from 384 full time faculty members of HEIs located in Karachi with adapted questionnaire. Collected data were analyzed with the help of statistical tools Correlation, Regression and Bootstrapping, using Statistical Package for Social Sciences (SPSS), version 23 software. The results of the analysis show that workplace spirituality dimensions are significant predictor of OCB and relationship of workplace spirituality with OCB is partially mediated by job satisfaction. Findings of the study are considered useful for the management of HEIs in ascertaining existing effect of workplace spirituality on OCB and also to determine mediating effect of job satisfaction in this relationship. It will help them to take measures to further improve OCB. Other industries, organizations as well as academia may also benefit from the findings of the study.*

Keywords: Workplace spirituality, Organizational Citizenship Behaviour, Job Satisfaction, Meaningful Work, Sense of Community, Inner Life, Higher Education Institutes

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1. Introduction

Organizational citizenship behaviour (OCB) leads to display of extraordinary behaviour beyond individuals' job description and it results in superior performance by the employees. OCB is particularly important for the organizations which desire to achieve a sustained competitive edge in the relevant industry. It is equally significant in the context of higher education sector because not enough research has been conducted in this sector in Pakistan (Abdullah, 2016). The core element of HEIs is their faculty members (Pucciarelli & Kaplan, 2016). In order to perform efficiently and play a strategic role, faculty of HEIs must be professionally competent, committed to their job and also willing to perform beyond their normal routine duties (Indarti, et al., 2017).

In today's competitive and dynamic environment, progressive organizations are seeking those employees who can go extra mile and perform beyond what is required by their job description. Survival of the fittest being rule of the game, leading organizations are no longer interested in retaining those individuals who can only contribute marginally to preserve their membership. Employees who demonstrate extra pro social behaviour (also called Organizational Citizenship Behaviour) perform beyond call of the duty. Such employees informally engage themselves in various activities and are willingly doing things that can be fruitful for their organization. Presently, most of the organizations are focusing on investing in the programs that can encourage employees to engage in extra role performance and to demonstrate pro-social behaviours willingly (Singh & Kumar, 2014).

Organizations are spending millions of dollars annually to increase job satisfaction of their employees; however, more can be gained by increasing focus on core elements of workplace spirituality. Since social identity of employees is driven from workplace, where they spend lot of time, they can fulfil their professional and organizational obligations (Aboobaker et al., 2019). Organizations are required to create working environment that develop a feeling of meaningfulness among employees and engage them to feel motivated, connected and responsible to achieve organizational goals (Belwalkar, et al., 2018).

Issues such as debilitating economic conditions and rising inflation rates are affecting all sectors in Pakistan and are also causing immense pressure on employees to work additional hours to meet their financial needs. Same is also true for university teachers (Soomro et al., 2018); they also work extra hours to complete their assigned tasks and meet their financial needs. In such a demanding working scenario it becomes difficult for management to keep them motivated enough so they can perform beyond their formally assigned duties and demonstrate OCB. This study has added value by highlighting significance of issues related to workplace spirituality, especially in the context of HEIs of Pakistan and proposing measures to further improve OCB. The current research has focused on identifying the impact of workplace spirituality on OCB. Besides, mediating role of job satisfaction has also been investigated in this causal relationship as this area has remained under researched (Kazemipour & Amin, 2012; Belwalkar et al., 2018). Following were the objectives of this paper: To examine the impact of workplace spirituality dimensions on OCB.

- To examine how job satisfaction mediates the impact of workplace spirituality dimensions on OCB.
- To propose measures that can inculcate and enhance OCB in faculty of HEIs.

Following research questions were formed to test them through data treatment:

- What is the impact of workplace spirituality dimensions on OCB.
- To what extent job satisfaction mediates the impact of workplace spirituality dimensions on OCB.

2. Literature Review

Organizational Citizenship Behaviour

The term OCB was coined by Organ and his colleagues in 1983 for the first time (Ocampo et al., 2018). OCB was defined by Organ, (1988) as voluntary behaviour of employee which helps organization to operate effectively as a whole but this behaviour is not identified within formal reward system of organizations. Succeeding authors based their studies on the foundation laid by Organ and his colleagues, and therefore the succeeding definitions of OCB have essentially the same meaning. OCB is characterized by three distinct features. First it is a voluntary behaviour, second it is not formally considered in organization reward system and lastly it leads to enhance overall efficiency and effectiveness of any organization (Adewale & Ghavifekr, 2019). OCBs result in increasing performance of organization, reducing resistance and improving employees' efficiency; therefore it is vital for the organizational effectiveness (Belwalkar, et al., 2018). The evidence of enhanced productivity through OCB at different organizational levels has resulted in greater interest of researchers exploring

various dimensions and other related concepts (Ocampo et al. 2018). OCBs facilitate individuals to handle unexpected job roles, multiple job demands and heavy workloads through interdependence (Jena & Pradhan, 2018).

According to Eyupoglu, (2016), OCB is the inevitable for the higher education institutes if they aspire to thrive. In the prevailing unpredictable competitive environment, OCB helps organizations in stimulating innovation and boosting novelty in education curriculum and methodology. Higher education institutes are required to make every possible effort to develop, preserve and maintain favorable environment that can encourage OCB among employees (Waheed & Ahmad Shah, 2017). When OCB is displayed by faculty members, their commitment rises and performance improves. Considering the positive implication of OCB, it is pertinent for the HEIs to recognize and encourage predictors of such behaviours (Asgari, et al., 2020). Five dimensions of OCB are frequently used in literature (Terzi, 2015). These widely accepted dimensions of OCB have been discussed in ensuing Paragraphs.

Altruism

Altruism is discretionary behaviour of an employee to help other colleagues in organizational tasks. When experienced altruistic workers help out less experienced ones to solve their work related problems, it results in improving quality as well as quantity of less experienced employees' performance (Podsakoff et al., 1997). Contribution of altruistic employees in prevention of work related problems results in effective work environment and harmonious work within organization. Altruism is a desire to assist others without

expecting any compensation or reward in return. Such behaviour is exhibited by faculty members in HEIs by sharing course material and in numerous other forms without expecting any reward in return (Adewale & Ghavifekr, 2019). This behaviour is specifically directed to enhance organizational efficiency by improving performance of individuals (Dipaola & Hoy, 2005).

Conscientiousness

Conscientiousness refers to achievement orientation and assertiveness; it indicates willingness of an employee to go beyond call of duty and make extra efforts in their all work activities. They demonstrate high precision, innovation, creativity, tenacity and ideal attendance (Organ, 1988). Conscientiousness is the display of self-discipline or self-control beyond what is minimally required in an organization formal system (Adewale & Ghavifekr, 2019). Conscientiousness contributes to boost efficiency of individuals as well as group. It is to be efficient in the utilization of time and to go beyond expectations in this order (Dipaola & Hoy, 2005).

Sportsmanship

Sportsmanship is readiness of employee to bear less than ideal work conditions without making complains. Those employees who demonstrate sportsmanship try to maintain positive work attitude instead of facing frustration or inconvenience during their work (Dipaola & Hoy, 2005). Such employees contribute towards group cohesion and maintain positive work environment within their organization. Therefore, in the case of organizational change it is easy for managers to get their cooperation (Podsakoff et al., 1997). Sportsmanship is to preserve a positive feeling even when the things go wrong or do

not work out as planned (Adewale & Ghavifekr, 2019).

Civic Virtue

Civic virtue refers to the discretionary and active involvement of employees towards organizational life as a whole. Employees, who demonstrate this behaviour, willingly participate in their organization political processes (e.g. meetings, debates, mailing, organizational strategies). Civic virtue behaviour in employees promotes the overall interest of their organization (Dipaola & Hoy, 2005). Such behaviour indicates that how well the employees represent their organization. It also shows the degree to which employees are concerned about the progress of organization and supports it. The employees who demonstrate such behaviour are highly committed to the organizational goals and consider themselves as an integral part of organization (Adewale & Ghavifekr, 2019).

Courtesy

Courtesy indicates voluntary behaviour by employee intended to prevent occurring of work related problems with others. Courteous behaviour contributes to improve communication, enhance constructive utilization of time and reduces problems in the organization (Dipaola & Hoy, 2005). Courteous employees consider the impact of their work related behaviour and activities on their fellows. Demonstration of such behaviour by an individual at workplace helps in reducing stress and motivating co-workers that ultimately leads to improve overall work environment (Adewale & Ghavifekr, 2019).

Workplace Spirituality

There is a complex paradigm shift in organizational science, management theory and practices in the preceding few decades. It involves trust and empowerment instead

of control, complexity instead of simplicity, transformational leadership instead of transactional leadership and complex adaptive system instead of closed system. The research of Gupta, Kumar & Singh, (2013) has created a lot of awareness amongst the business leaders. Spirituality at work is a complex and diverse term that may be defined in various possible ways. The ambiguity, vagueness and complication of the constructs has made workplace spirituality a complex research subject for investigation (Karakas, 2010). The concept of workplace spirituality revolves around goals in work, care for internal life at workplace, mutual respect and love among employees, awareness regarding inner soul at work and engaging in significant work that contributes towards community and give benefits to others. Spirituality has positive impact on mental health of employees and helps to develop positive hyperlink among individuals in teams and groups (Rashidin, et al., 2019).

According to Walt and Klerk, (2014) workplace behaviour of employees is an important area of focus. Therefore, to have a clear understanding of employee behaviour it is vital that individuals should be examined from psychological, physical and spiritual dimension. It leads to improvement of organizational proficiency, determination, productivity, happiness and satisfaction of employees (Rashidin, et al, 2019). Spirituality at workplace helps in value addition to community in a meaningful way. It is a concept that encourages empathy, kindness, support to others and being true towards yourself and others (Hassan, et al., 2016). Spirituality that is being positive to yourself and your surroundings can help to overcome this social issue (Gupta, et al., 2013). Spirituality

supports individuals and organizations endeavouring to live their values wholly in the work they perform (Jena & Pradhan, 2018).

Work place spirituality is needed to be practice in education sector in order to create better working environment for teachers. As teachers have the responsibility to contribute in development of youth that are future of any country (Hassan, et al., 2016). Focusing on workplace spirituality in universities leads to improvement of policies, approach towards work, job satisfaction of faculty and institutional quality. According to Belwalkar, et al., (2018) the most common dimensions found in most of past literature include meaningful work, inner life and feeling of connection or community at workplace. These three widely accepted dimensions are discussed in ensuing Paragraphs.

Meaningful Work

Every individual desires to involve in those activities that can give purpose to his/her life, such feeling acts as motivator. Meaningful work gives employees the sensation of wholeness and enables them to experience feeling of connection with some higher purpose that directs their work (Overell, 2008). Meaningful work is to experience work as a spiritual calling; a sensation of particular purpose in it and the feeling of recognizing it as the means to an end or end itself (Miller, 2010). Meaningful work is the feeling of motivation, involvement, facing of realities and being engage in a work that gives meaning to life. Employees experience it during interaction with routine work. Such feeling helps to encourage contentment, happiness and feeling of accomplishment in employees (Hassan, et al., 2016).

Sense of Community

Individuals at workplace perceive themselves to be connected to one and others and feel that there is a connection of their inner soul and inner self of their peers. It is feeling of interconnectedness by individuals with one another and with all the living beings (Liu & Robertson, 2011). It is the feeling of profound connection with the people around you at workplace. "Under this dimension, expression of spirituality is projected through the feeling that individuals at workplace seek for association with other individuals through sharing, commitment and reciprocal responsibility (Chawla & Guda 2013). It is the sense of being connected with others, expressed in the form of sincere support and care (Hassan, et al., 2020). Bureaucratic and scientific management models focused on specialization that lead towards feeling of alienation and isolation at workplaces. However in current era workplaces are recognized as a community of itself, which resembles to a machine or system having distinctly separate parts but the interconnectedness among parts is the most significant aspect of system (Ashmos & Duchon, 2000).

Inner Life

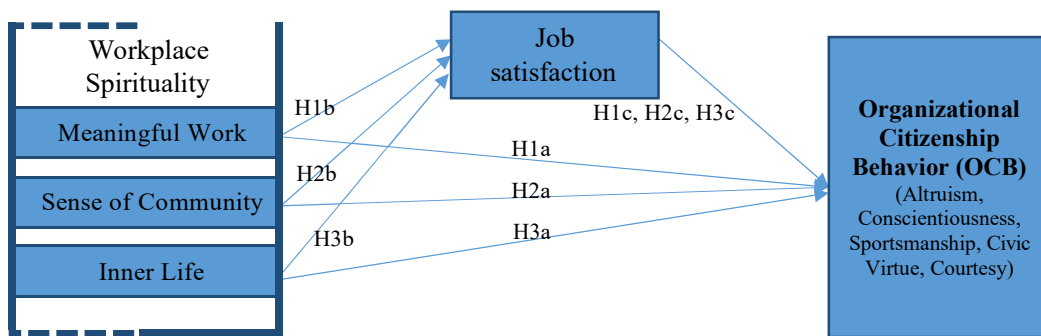
Inner life was explained by Ashmos and Duchon, (2000) as a consideration that human at workplace are spiritual beings who contain both brain and spirit, an outer and inner life. It is an acknowledgment that there exists a spirit or soul in every individual (Ferreira-Vasconcelos, 2010). Inner life dimension is connected to the perspective of intrinsic origin. It may be described as feeling of individuals about who they are and what they are doing. It is

linked to the theory of self-concept that states, harmony between employee's inner life and his/her work can lead to motivation (Hassan, et al., 2020). It is recognition that individuals at workplaces have spiritual identity and inner power that is superior to the physical self (Liu & Robertson, 2011).

Job Satisfaction

Job satisfaction is a complex phenomenon and is interpreted differently by different peoples. It is related to motivation but it is different from motivation. It is connected with internal feeling and builds attitude. It is a feeling that your job satisfies your material and psychological needs (Aziri, 2008). It is a state of pleasure that the individual achieves from job and work experiences (Tantiverdi, 2008). According to Luthans, (2011) employee job satisfaction includes his/her satisfaction with the job itself, satisfaction with advancement and wages, job suitability according to personality, satisfaction with work condition and relationship with employer and colleagues. It is associated with workplace protection, income, appreciation, recognition, decision making and campaign possibilities (Rashidin, et al., 2019). Job satisfaction is defined by Hewagama, et al., (2019) as the step or point in which the employee remains or desires to be devoted within the job. It is individual's set of feelings, emotions and attitudes about the work environment. It can be described as an employee's pleasant feeling related to his/her perception about the pursuit of job and his/her value in the organization (Asgari, et al., 2020; Abuhashesh, et al., 2019)

Theoretical Framework



Hypotheses

- H1a: Meaningful work at workplace has positive impact on OCB.
- H1b: Meaningful work at workplace has positive impact on job satisfaction.
- H1c: Job satisfaction mediates the impact of meaningful work on OCB.
- H2a: Sense of community at workplace has positive impact on OCB.
- H2b: Sense of community at workplace has positive impact on job satisfaction.
- H2c: Job satisfaction mediates impact of sense of community on OCB.
- H3a: Inner life at workplace has positive impact on OCB.
- H3b: Inner life at workplace has positive impact on job satisfaction.
- H3c: Job satisfaction mediates the impact of inner life on OCB.

3. Methodology

Philosophy of the study is Positivism and nature of study is explanatory aimed to investigate causal relationship between variables. According to Saunders et al., (2009), explanatory or causal research type is used to describe the relationship between variables and effect of independent variables on dependent variables. Deductive approach was adopted to conduct the study and established hypotheses were tested with statistical tools Pearson's Correlation and Regression analysis, using SPSS, version 23. The sample size was selected in accordance with the guidelines given by Saunder et al., (2009) and Solimun and Fernandes, (2018) for the known

population. The same was verified from the online table of Krejci and Morgan, (1970); for the research population of 4500, a sample size should be at least 354. However, 400 adopted questionnaires were distributed through Google survey forms. Out of these questionnaires, 384 were found completely filled; hence response rate was 96%.

To assess three dimensions of workplace spirituality, items were adopted from Ashmos and Duchon, (2000) and Milliman et al., (2003). Meaningful work and sense of community were gauged with 5 and 6 items respectively, adopted from Milliman et al. (2003). Inner life dimension was measured by 4 items, adopted from Ashmos and Duchon, (2000). None of the items was

reverse coded. Options of respondents were obtained on a Likert scale of 1 to 5. Twelve HEC approved Karachi-based HEIs were chosen which are having a minimum of 1000 students strength and are at least five years old. List of chosen HEIs is mentioned at the end of this paper, as Appendix A.

4. Data Analysis and Results

Demographics

The demographic data of respondents comprises their gender, age, education and experience. Demographic profile of respondents shows that 65% of the respondents were male and 35% female. Among respondents 42% fall in the age group of 31-40 years, 36% respondents were younger than 30 years and age of 22% respondents was greater than 40 years. Among respondents 138 were Masters, 102

were Ph.D. and 12 were Post Doc. The data on experience shows that 36% respondents were having less than 5 year experience of teaching, 28% were having experience in the bracket of 6 to 10 years, 26% were having experience ranging from 11 to 20 years and 10% respondents were having more than 20 years' experience of teaching.

Test of Reliability

To gauge the goodness of data, reliability analysis was carried out with the help of Cronbach's Alpha, before proceeding towards inferential analysis. Benchmark was set at 0.70 for Cronbach alpha Coefficient of all variables as suggested by Nunnally and Bernstein (1994). The values of Cronbach's alpha coefficient are presented in table 4.1.

Table 4.1: Reliability of WPS Scale

Variables	Cronbach's Alpha	Items
OCB	0.848	19
WPS	0.872	15
MW	0.795	5
SC	0.795	6
IL	0.750	4
JS	0.736	5

The values of all variables, being above the threshold level of 0.7, indicate goodness of the data and reliability of items used for each construct.

Descriptive Statistics of Variables The description and comparison of variables being studied are provided by descriptive statistics in numerical form (Saunders, et al., 2009). It is evident from the descriptive statistics in table 4.2 that mean score of OCB ranges between 2.74 and 5 and average score of OCB is 3.99 on Likert scale of 1 to 5; this indicates that majority of respondents are involved in demonstrating OCB. Standard deviation is 0.45 that shows

the responses are consistent. The score of meaningful work (MW) dimension of workplace spirituality ranges between 2.6 and 5 with average score of 4.19. The standard deviation of MW is 0.56 showing that the dispersion in responses is not large. For sense of community (SC) dimension score ranges between 2.33 to 5 with average score of 3.86. For this dimension standard deviation value is 0.61 indicating that there is not much deviation in responses. For inner life (IL) dimension mean score is 3.96. Score ranges between 2.00 and 5 with a standard deviation of 0.62 showing that deviation in responses is not very high. The

average value of job satisfaction score is 3.87, it ranges between 2.20 and 5 with the standard deviation of 0.63. This value of standard deviation shows that there is not much dispersion in responses.

Table 4.2: Descriptive statistics of variables

Variables	N	Mean	Std. Deviation	Minimum	Maximum
OCB	384	3.99	0.45	2.74	5
MW	384	4.19	0.56	2.60	5
SC	384	3.86	0.61	2.33	5
IL	384	3.96	0.62	2.00	5
JS	384	3.87	0.63	2.20	5

Correlation among Variables

To examine the relationship between variables and to quantify the strength of linear association between variables, Pearson Product Momentum Correlation was used. Its value is designated by ‘r’ that is correlation coefficient. It generally ranges between +1 and -1. Higher value of ‘r’ indicates stronger correlation between variables; provide that the relation is significant (Saunders et al., 2009). The significance of correlation is identified by probability levels called the p-level, the smaller the value than 0.05 significant is the relationship. Pearson correlation was calculated to identify the relationship of

three workplace spirituality dimensions undertaken in this study with dependent variable ‘OCB’ and mediating variable ‘job satisfaction’. The results of the analysis show MW dimension of workplace spirituality is moderately related to OCB with $r=0.545$ and $p<0.05$. Relationship is positive and significant as p value is less than 0.05. Similarly MW has a moderate positive significant correlation with job satisfaction as the value of $r=0.452$ and p value is <0.05 . Job satisfaction which is the mediating variable also has a moderate positive significant correlation with depended variable OCB as the value of $r=0.501$ and p value is <0.05 .

Table 4.3: Correlation between MW, OCB and JS

		MW	OCB	JS
MW	Pearson Correlation	1	0.545**	0.452**
	Sig. (2-tailed)		0.000	0.000
	N	384	384	384
OCB	Pearson Correlation	0.545**	1	0.501**
	Sig. (2-tailed)	0.000		0.000
	N	384	384	384
JS	Pearson Correlation	0.452**	0.501**	1
	Sig. (2-tailed)	0.000	0.000	
	N	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

SC dimension of workplace spirituality is found to has moderate positive significant correlation with OCB with $r=0.473$ and p

value <0.05 . Similarly SC has moderate positive correlation with JS, with $r=0.547$

and p value <0.05, indicating significant relationship.

Table 4.4: Correlation between SC, OCB and JS

		SC	OCB	JS
SC	Pearson Correlation	1	0.473**	0.547**
	Sig. (2-tailed)		0.000	0.000
	N	384	384	384
OCB	Pearson Correlation	0.473**	1	0.501**
	Sig. (2-tailed)	0.000		0.000
	N	384	384	384
JS	Pearson Correlation	0.547**	0.501**	1
	Sig. (2-tailed)	0.000	0.000	
	N	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Inner life dimension of workplace spirituality is moderately associated to OCB with $r=0.545$, $P<0.05$. The relationship is positive and significant. IL is also found to have moderate positive significant correlation with JS, with $r=0.470$ and $p<0.05$.

Table 4.5: Correlation between IL, OCB and JS

		IL	OCB	JS
IL	Pearson Correlation	1	0.545**	0.470**
	Sig. (2-tailed)		0.000	0.000
	N	384	384	384
OCB	Pearson Correlation	0.545**	1	0.501**
	Sig. (2-tailed)	0.000		0.000
	N	384	384	384
JS	Pearson Correlation	0.470**	0.501**	1
	Sig. (2-tailed)	0.000	0.000	
	N	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis (Process Macro V 3.4 by Hayes)

Regression analysis is conducted to investigate causal relationship among variables and to justify the variance. It helps to explain the divergence in dependent variable caused by independent variable (Saunders et al., 2009). It is also used to identify the mediating impact of variables (Hayes, 2018). Regression analysis was

undertaken to investigate the causal relationship proposed in all hypothesis of study. Results of all hypotheses are discussed in ensuing paragraphs.

Meaningful Work, OCB and Job Satisfaction

Hypothesis 1a: Feeling of meaningful work at workplace has positive impact on OCB.

To investigate the hypothesis, Regression analysis Process Macro was used. The impact of MW on OCB is positive and statistically significant with R-sq value of .2970 and (b=.4404, $p < .001$) indicating that OCB of faculty members increase by .4404 unit for each unit increase in MW. The results show that hypothesis is accepted.

Table 4.6: Regression analysis of MW and OCB

Outcome Variable: OCB (Model Summary)						
R	R-sq	MSE	F	df1	df2	P
0.5449	0.2970	0.1451	116.3602	1.0000	382.0000	0.0000
Model						
Constant	Coeff	Se	T	P	LLCI	ULCI
MW	0.4404	0.0347	12.7028	0.0000	0.3722	0.5086

Hypothesis 1b: Feeling of meaningful work at workplace has positive impact on job satisfaction. Impact of MW on JS was positive and statistically significant with R-sq value of 0.2047 and (b=0.5109, $p < 0.001$) indicating that job satisfaction increase by 0.5109 unit for each unit increase in MW, results are shown in table. So the hypothesis is accepted.

Hypothesis 1c: Job Satisfaction mediates the impact of Meaningful Work on OCB. To test hypothesis, indirect effect was calculated using non-parametric bootstrapping test at 10,000 bootstrap and

95% confidence level. In bootstrap if the null of zero falls between lower and upper bound of 95% confidence intervals then population indirect effect is zero, but if zero falls outside the confidence intervals the indirect effect is non-zero. In this case indirect effect (IE= 0.1172) is statistically significant: 95% CI (0.0760, 0.1645). The results show that hypothesis is accepted because JS partially mediates the relationship because both direct and indirect effects of MW on OCB are significant. The mediator JS could effect for 26% of total effect of MW on OCB (calculated by taking ratio of indirect effect with total effect).

Table 4.7: Regression analysis of MW and JS

Outcome Variable: JS (Model Summary)						
R	R-sq	MSE	F	df1	df2	P
0.4525	0.2047	0.3203	98.3500	1.0000	382.0000	0.0000
Model						
Constant	Coeff	Se	T	P	LLCI	ULCI
MW	1.7309	0.2178	7.9467	0.0000	1.3026	2.1591
	0.5109	0.0515	9.9172	0.0000	0.4096	0.6122

Table 4.8: Total, Direct and Indirect effect of MW on OCB

Model: 4						
Y: OCB						
X: MW						
M: JS						
Sample Size: 384						
Direct Effect: Outcome Variable: OCB (Model Summary)						
R	R-sq	MSE	F	df1	df2	P
0.6154	0.3787	0.1285	116.1013	2.0000	381.0000	0.0000
Model						
Constant	Coeff	Se	T	P	LLCI	ULCI
MW	1.7556	0.1490	11.7858	0.0000	1.4627	2.0484
JS	0.3232	0.0366	8.8311	0.0000	0.2512	0.3952
	0.2294	0.0324	7.0782	0.0000	0.1657	0.2932
Total effect of X on Y						
Effect	Se	T	P	LLCI	ULCI	
.4404	0.0347	12.7028	0.0000	0.3722	0.5086	
Direct effect of X on Y						
Effect	Se	T	P	LLCI	ULCI	
.3232	0.0366	8.8311	0.0000	0.2512	0.3952	
Indirect effect(s) of X on Y						
Effect	BootSE	BootLLCI	BootULCI			
JS.1172	0.0228	0.0760	0.1645			



Figure 2: Direct and indirect effect of MW on OCB

Total effect of MW on OCB (c') = Direct effect (c) + Indirect Effect (ab) 0.4404 = 0.323 + 0.1172

Sense of Community, OCB and Job Satisfaction

Hypothesis 2a: Sense of Community at workplace has positive impact on OCB.

Impact of SC on OCB is positive and statistically significant with R-sq value of

0.2235 and (b=0.3515, p<0.001). It indicates that OCB of faculty members increase 0.3515 units for each unit increase in SC. The results show that hypothesis is accepted.

Table 4.9: Regression analysis of SC and OCB

Outcome Variable: OCB (Model Summary)						
R	R-Sq	MSE	F	df1	df2	P
0.4728	0.2235	0.1602	109.9717	1.0000	382.0000	0.0000
Model						
	Coeff	Se	T	P	LLCI	ULCI
Constant	2.6381	0.1313	20.0909	0.0000	2.3799	2.8962
SC	0.3515	0.0335	10.4867	0.0000	0.2856	0.4174

Hypothesis 2b: Sense of Community at workplace has a positive impact on Job Satisfaction.

Impact of SC on JS is positive and statistically significant with R-sq value of

0.2994 and (b=0.5684, p<0.001) indicating that job satisfaction increases by 0.5684 unit for each unit increase in SC. So the hypothesis is accepted.

Table 4.10: Regression analysis of SC and JS

Outcome Variable: JS						
Model Summary						
R	R-sq	MSE	F	df1	df2	P
0.5471	0.2994	0.2822	163.2191	1.0000	382.0000	0.0000
Model						
	Coeff	Se	T	P	LLCI	ULCI
Constant	1.6727	0.1743	9.5590	0.0000	1.3301	2.0153
SC	0.5684	0.0445	12.7757	0.0000	0.4809	0.6558

Hypothesis 2C: Job Satisfaction mediates the impact of Sense of Community on OCB.

In this case indirect effect of SE on OCB through JS (IE= 0.1410) is statistically significant; 95% CI (0.0968, 0.1900). The

mediator partially mediates the association between SC and OCB because both direct and indirect effects of SC on OCB are statistically significant, so the hypothesis is accepted. The mediator could affect for 40% of the total effect of SC on OCB.

Table 4.11: Total, Direct and Indirect effect of SC on OCB

Model: 4						
Y: OCB						
X: SC						
M: JS						
Direct Effect: Outcome Variable: OCB (Model Summary)						
R	R-sq	MSE	F	df1	df2	P
.5547	.3077	.1732	84.6596	2.0000	381.0000	.0000
Model						
	Coeff	Se	T	P	LLCI	ULCI
Constant	2.2231	.1383	16.0730	.0000	1.9512	2.4951
SC	.2106	.0379	5.5606	.0000	.1361	.2850
JS	.2480	.0365	6.8048	.0000	.1764	.3197
Total effect of X on Y						
Effect	Se	T	P	LLCI	ULCI	
.3515	.0335	10.4867	.0000	.2856	.4174	
Direct effect of X on Y						
Effect	Se	T	P	LLCI	ULCI	
.2106	.0379	5.5606	.0000	.1361	.2850	
Indirect Effect of X on Y						
Effect	BootSE	BootLLCI	BootULCI			
JS .1410	.0237	.0968	.1900			



Figure 3: Direct and indirect effect of SC on OCB

Total effect of SC on OCB (c') = Direct effect (c) + Indirect Effect (ab)
 0.3515 = 0.2106 + 0.1410

Inner Life, OCB and Job Satisfaction

Hypothesis 3a: Experience of inner life at workplace has positive impact on OCB.

Impact of IL on OCB is positive and statistically significant with R-sq value of 0.2966 (b=0.3977, p<0.001). Results indicated that OCB of faculty members increase 0.3977 for each unit increase in IL so the hypothesis is accepted.

Table 4.12: Regression analysis of IL and OCB

Outcome Variable: OCB						
Model Summary						
R	R-sq	MSE	F	df1	df2	P
.5446	.2966	.1452	161.0393	1.0000	382.0000	.0000
Model						
Constant	Coeff	Se	T	P	LLCI	ULCI
IL	0.3977	0.0313	12.6901	0.0000	0.3361	0.4594

Hypothesis 3b: Experience of inner life at workplace has positive impact on Job Satisfaction.

Impact of IL on JS is positive and statistically significant with R-sq value 0.2209 and (b=0.4796, p<0.001) indicating that job satisfaction increase by 0.4796 unit for each unit increase in IL. Results support the hypothesis, so hypothesis is accepted.

Hypothesis 3c: Job satisfaction mediates impact of Inner Life on OCB.

The results of analysis show that indirect effect of Inner Life on OCB with mediation of Job Satisfaction (IE= 0.1082) is statistically significant: 95% CI (0.0722, 0.1503). There is partial mediation because both direct and indirect effects of IL on OCB are statistically significant. So the hypothesis is accepted. The mediator could effect for 27% of total effect of IL on OCB.

Table 4.13: Regression analysis of IL and JS

Outcome Variable: JS						
Model Summary						
R	R-sq	MSE	F	df1	df2	P
0.4700	0.2209	0.3138	108.3096	1.0000	382.0000	0.0000
Model						
	Coeff	Se	T	P	LLCI	ULCI
Constant	1.9694	0.1850	10.6443	0.0000	1.6056	2.3332
IL	0.4796	0.0461	10.4072	0.0000	0.3890	0.5702

Table 4.14: Total, Direct and Indirect effect of IL on OCB

Model: 4						
Y: OCB						
X: IL						
M: JS						
Sample Size: 384						
Direct Effect: Outcome Variable: OCB (Model Summary)						
R	R-sq	MSE	F	df1	df2	P
.6115	0.3739	0.1295	113.7821	2.0000	381.0000	0.0000
Model						
	Coeff	Se	T	P	LLCI	ULCI
Constant	1.9762	0.1354	14.6001	0.0000	1.7101	2.2424
IL	0.2896	0.0335	8.6323	0.0000	0.2236	0.3555
JS	0.2256	0.0329	6.8625	0.0000	0.1609	0.2902
Total effect of X on Y						
Effect	Se	T	P	LLCI	ULCI	
0.3977	0.0313	12.6901	0.0000	0.3361	0.4594	
Direct effect of X on Y						
Effect	Se	T	P	LLCI	ULCI	
0.2896	0.0335	8.6323	0.0000	0.2236	0.3555	
Indirect effect of X on Y						
Effect	BootSE	BootLLCI	BootULCI			
JS 0.1082	0.0200	0.0722	0.1503			

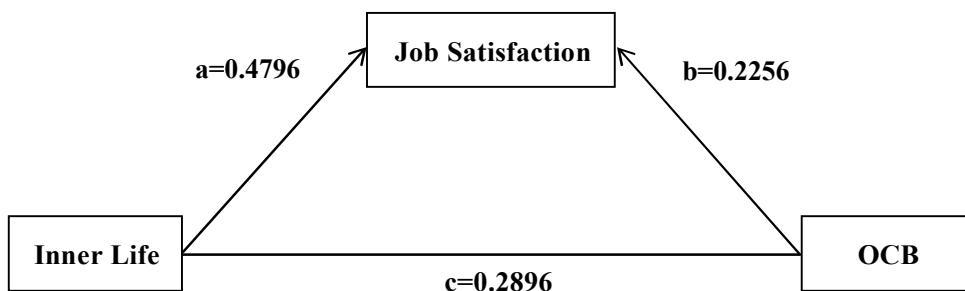


Figure 4: Direct and indirect effect of IL on OCB

Total effect of IL on OCB (c) = Direct effect (c) + Indirect Effect (ab)
 $0.3977 = 0.2896 + 0.1082$ (Table 4.14).

5. Discussion

Impact of Workplace Spirituality on OCB

Correlation of all three dimensions of workplace spirituality with OCB was found positive and significant. These results are in accordance with past researches (Kazemipour and Amin, 2012; Belwalkar et al., 2018). It shows that there is a moderate significant association between workplace spirituality dimensions and OCB. The regression analysis exhibits that all three dimensions of Workplace Spirituality are significant predictor of OCB. These findings are in consistency with findings of Belwalkar et al., (2018). It indicates that when employees are provided with meaningful work, are allowed to express their inner self and work in an interconnected community like environment; they are willing to perform beyond their defined roles to benefit the organization. Such a workplace is usually desired by almost all leading organizations.

Impact of Workplace Spirituality on Job Satisfaction

In this study workplace spirituality dimensions; meaningful work, sense of community and inner life were found to have significant positive association with job satisfaction. These finding are in consensus with (Belwalkar et al., 2018; Hassan et al., 2016). Regression analysis shows that workplace spirituality dimensions have significant positive impact on job satisfaction. Similarly Belwalkar et al., (2018) and Hassan et al., (2016) also identified workplace spirituality dimensions as significant precursor of job satisfaction. Hence it can be said that HEIs are making

good use of the workplace spiritually for enhancing faculty job satisfaction.

Mediating Role of Job Satisfaction

Results of the study indicate that, job satisfaction partially mediates the impact of meaningful work, sense of community and inner life on OCB. Similarly Belwalkar et al., (2018) also found partial mediation of job satisfaction in relationship of workplace spirituality and sense of community with OCB. Self-determination theory (Deci and Ryan, 2000) also advocates that when individuals feel connected to one another in a social context, they experience more well-being. Similarly if an individual's job gives him/her feeling of connection, the individual will experience greater job satisfaction, this will improve individual's emotional ownership towards his/her organization and work. Subsequently, the individual will engage in more OCB (Belwalkar et al., 2018). When employees find meaningfulness and self-fulfillment in their work, they see their organization in excellent light. The employees take pride in owing their organization. Employees are more satisfied and they engage in OCB.

6. Conclusion

This paper aimed at investigating the impact of workplace spirituality on organizational citizenship behaviour with mediation of job satisfaction in HEIs at Karachi. The impact of three workplace spirituality dimensions i.e. sense of community, meaningful work and inner life, on OCB was examined. The results indicate that workplace spirituality contributes to display of OCB by faculty members of HEIs. When faculty members

are provided with meaningful work, feeling of part of community at workplace and are allowed expressing their inner self, they are encouraged to demonstrate OCB. The results also support that in this relationship job satisfaction plays a mediating role and partially mediates the association. HEIs can satisfy their faculty members and encourage them to demonstrate OCB by practicing workplace spirituality.

7. Recommendations

Following measures are recommended for further improving OCB:

- HEIs should create working environment that are more humane and fulfilling so that employee perform beyond their formal job requirements.

- Management of HEIs should provide friendly working environment to faculty members where they can become socially attached with one another, are allowed to express their ideas freely and practise their spiritual values.

- Training and hiring practices in HEIs should be designed not only considering the knowledge and skills of faculty members. It is also necessary to focus on their attitude, mind-set, wellbeing and spiritual values.

- HEIs are the source to grooming HR of any country to keep up with fast pace of globalization. To fulfil this role efficiently, HEIs are needed to adopt new techniques, technologies and systems.

8. Limitations

The study was conducted in HEIs (education sector) only which limits its generalization to other sectors. Secondly it was a cross sectional study due to limitations of time; a longitudinal study may better illuminate the relationship among variables. Use of self reporting OCB

instrument to measure OCB of faculty members is also a limitation. Focus of the study was kept to only workplace spirituality, for examining its impact on job satisfaction and OCB.

9. PRACTICAL IMPLICATIONS

Findings of this research could be useful for the researchers interested in the field of management and for practitioners of education. The study can also facilitate the trainers who train managers and leaders.

Furthermore, the spirituality and OCB framework investigated here can be relevant to the other economic sectors as well.

Managers can enhance the OCB of employees through encouragement, recognition and reward system.

10. Future Research Suggestions

Future researchers may examine other aspects of workplace spirituality and other potential predictors of OCB, particularly in the context of. Similar studies may also be undertaken by the budding scholars in the context of other service providing organizations. Besides, a comparative study between Pakistani HEIs and Foreign higher education sector may also be conducted by the future researchers.

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