

The Effect of Workplace Spirituality on Organizational Citizenship Behavior of BUMD Employees: Mediating Organizational Commitment

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ABSTRACT

Using the Structural Equation Modeling (SEM) approach, this study seeks to ascertain how organizational citizenship behavior is impacted by workplace spirituality among Perumda Air Minum Tirta Sago Payakumbuh City employees, as well as the mediating function of organizational commitment. Permanent employees of Perumda Air Minum Tirta Sago Payakumbuh City make up the research population in this quantitative, explanatory study. Total sampling is the sampling technique employed, meaning that 67 permanent employees make up the study's sample size. A Likert scale questionnaire was used to gather data, and the findings indicated that workplace spirituality had a positive and significant impact on organizational citizenship behavior. Additionally, it was discovered that the association between workplace spirituality and organizational citizenship behavior was significantly mediated by organizational commitment. These results advance our knowledge of the significance of organizational commitment and workplace spirituality in enhancing organizational citizenship behavior among Perumda Air Minum Tirta Sago Payakumbuh City employees.

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INTRODUCTION

In the midst of an increasingly competitive era of globalization, companies are faced with demands to continue to innovate and improve their performance in order to survive and develop. According to Nurjaya, (2021), human resources (HR) play an important role in achieving optimal organizational performance. HR management is responsible for managing and optimizing individual contributions to improve company performance. Employees who have a positive attitude and high commitment are very valuable assets, because they not only work to achieve company goals, but also fulfill personal satisfaction and establish social relationships in the work environment (Dubey, Pushkar, Abhishek Kumar Pathak, 2022)

The role of HR is increasingly important as modern organizations face various challenges related to employee behavior, such as absenteeism, turnover, work stress, and conflict Dubey, (2023). Therefore, a work environment that supports productivity, satisfaction, and good relationships between employees is needed. One concept that plays a role in creating this positive work atmosphere is Organizational Citizenship Behavior (OCB). OCB is defined by Dennis W. Organ and Philip M.

Podsakoff (2006) as volunteer conduct that exceeds official responsibilities and benefits the organization. OCB is considered important because it can increase efficiency, help coordinate activities, and create social capital in the work environment (Dennis W. Organ dan Philip M. Podsakoff, 2006; Budi et al., 2024)

OCB provides important benefits to organizations, including in improving employee performance, organizational efficiency, and creating a harmonious work environment. According Made et al., (2021), employees who demonstrate OCB tend to help coworkers and create a conducive work atmosphere. This research focuses on employees of Perumda Air Minum Tirta Sago Payakumbuh City, a clean water supply company that has a vital role for the community. Based on the company's mission that emphasizes the importance of HR competencies, The purpose of this study is to investigate how organizational commitment and workplace spirituality affect employees' OCB behavior (Genty & Azeez, 2017).

Rehmana et al., (2022) and Made et al., (2021) research which results in that organizational commitment shows a positive relationship with organizational citizenship behavior (OCB) and can mediate the relationship between OCB and workplace spirituality, namely workplace spirituality and organizational commitment play an important role in encouraging employees to perform more than expected behavior, namely employees implementing OCB in the work environment. meaningful work increases commitment and encourages employee participation in OCB behavior Jin & Lee, (2020).

Workplace spirituality, which refers to meaning and purpose in work, is believed to encourage employees to engage in OCB, increase organizational commitment, and create a better work environment. Through this research, it is expected to know how workplace spirituality and organizational commitment play a role in encouraging OCB, which in turn can strengthen the performance and reputation of Perumda Air Minum Tirta Sago Payakumbuh City.

Based on the foregoing, the purpose of this study is to investigate and understand the relationship specifically in Indonesia between workplace spirituality, organizational citizenship behavior, and organizational commitment. Employees of Perumda Air Minum Tirta Sago Payakumbuh City are the subjects of this study.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

According to Itiola and alabi (2014) it is theorized that OCB is when employees encourage themselves to do things that benefit employees and organizations, without expecting any compensation for the work they do. According to Anwar and Osman-Gani (2015), OCB has a lot of effects on the workplace, although the true effects on productivity are not always apparent. This keeps the business ahead of the competition and helps it accomplish its goals and objectives (Genty & Azeez, 2017, Nan et al., 2021).

Workplace Spirituality (WPS)

Made et al., (2021) view workplace spirituality, making employees into individuals whose meaning of work is not just looking for money and material, it is more about how employees can help the organization by fulfilling their inner needs and achieving different values. In other words, workplace spirituality can create a sense of community, mutual help, and familiarity within the organization. This can be achieved through non-formal attitudes, not just formal ones. Graber & Johnson (2001) point to workplace spirituality as an attempt to achieve personal satisfaction and spiritual growth in the workplace and a desire to seek meaning, purpose and develop employee capabilities Krishnani, (2023).

Organizational Commitment (OC)

Made et al., (2021) state that organizational commitment is a behavior that can be used to gauge an employee's propensity to stick with the company. Organizational commitment, then, is the state in which people choose to remain with an organization because they feel a sense of belonging and accept

its values and objectives. Organizational commitment, according to Putra & Mardikaningsih (2022), is crucial to a business's success since highly devoted workers will put in more time and effort to meet their objectives. Committed employees will make the organization more effective and productive. Thus, organizational commitment is the key to the long-term success of an organization (Kwasi et al., 2024, Opolot et al., 2023, Na-nan et al., 2021, Putra & Mardikaningsih, 2022)

The relationship between organizational citizenship behavior (OCB) and workplace spirituality (WPS).

Dubey, (2023) shown that among managerial staff in Chhattisgarh manufacturing organizations, workplace spirituality had a favorable correlation with OCB. This finding demonstrates that workers give their jobs a profound sense of meaning and purpose through their spirituality, which significantly boosts worker emotional involvement. Employees are more motivated to do more than formal tasks when they feel that their work has greater value. This demonstrates OCBs, such as helping colleagues and proactively supporting organizational goals. In addition, workplace spirituality promotes values such as honesty, integrity and respect, which encourage employees to act altruistically and help fellow employees. A work environment that maintains OCB behavior, where OCB is a positive behavior that aims to create a positive work environment can ultimately achieve employee and organizational goals. Research Made et al., (2021) supports this claim by showing that organizational citizenship behavior (OCB) is significantly impacted by workplace spirituality. In light of this assertion, the writers put out the following hypothesis:

H1 : Perumda Air Minum Tirta Sago Payakumbuh City employees' Organizational Citizenship Behavior (OCB) is positively impacted by Workplace Spirituality (WPS).

The relationship between organizational commitment (OC) and workplace spirituality (WPS).

Workplace spirituality is closely related to organizational commitment as it creates a meaningful work environment, where employees feel their work is in line with their personal values and organizational goals Walter, (2024). It increases employee engagement, satisfaction and loyalty by forming an inclusive and supportive community, reducing stress and conflict, and valuing individual uniqueness. These factors strengthen employees' well-being and their commitment to the organization, which includes emotional attachment, a desire to contribute more, and a positive view of the organization Made et al., (2021). Made et al.'s research (2021) states that workplace spirituality is positively related to organizational commitment. Genty & Azeez, (2017) his research shows that the higher the level of workplace spirituality felt by employees, the higher their level of loyalty and extra behavior towards the organization. found that strong workplace spirituality tends to show greater employee commitment to the organization. Based on this statement, the author proposes the following hypothesis:

H2 : Perumda Air Minum Tirta Sago Payakumbuh City employees' Organizational Commitment (OC) is positively impacted by Workplace Spirituality (WPS).

The relationship between organizational citizenship behavior (OCB) and organizational commitment (OC)

Made et al., (2021) and Putra & Mardikaningsih, (2022) said that a high level of commitment from employees to the organization will contribute positively to employee OCB behavior. When employees feel bound and committed to the values and goals of the organization, employees tend to show behavior beyond their formal obligations, such as helping colleagues, participating in organizational activities, and contributing to a positive work atmosphere. According to his research, workers who are deeply committed to the company feel more accountable and take ownership of its success, which increases their motivation to act in a supportive and altruistic manne. Therefore, organizational commitment serves as a key driver for employees to engage in OCB, which in turn can

improve overall organizational performance and effectiveness. According to Rehmana et al., (2022) organizational commitment to OCB is very significant. Organizational commitment as the main driver for employees to show behavior that goes beyond formal obligations. High affective commitment is one aspect of organizational commitment that tends to make employees feel emotionally invested in the company (David et al., 2024). This encourages them to do more than just the required tasks, like volunteering and upholding a positive work environment, which is known as all OCB behaviors. Based on this statement, the authors propose the following hypothesis:

H3 : Perumda Air Minum Tirta Sago Payakumbuh City employees' Organizational Citizenship Behavior (OCB) is positively impacted by Organizational Commitment (OC).

Organizational Commitment (OC) as a Mediating Variable in the Relationship Between Workplace Spirituality (WPS) and Organizational Citizenship Behavior (OCB) at Perumda Air Minum Tirta Sago Payakumbuh City.

Rehmana et al. (2022) report that there is a strong and positive correlation between the three factors when it comes to the impact of workplace spirituality on OCB through organizational commitment as a mediating variable. Workplace spirituality contributes directly to increasing OCB, where employees who feel the presence of spiritual values in the employee's work environment tend to show more supportive and collaborative behavior. In addition, organizational commitment serves as a strong mediator in that employees who have high levels of organizational commitment are more likely to engage in OCB Choi et al., (2024). In other words, workplace spirituality increases organizational commitment, which in turn encourages employees to behave more proactively and positively in the organizational context. Based on this statement, the authors propose the following hypothesis:

H4 : The connection between Workplace Spirituality (WPS) and Organizational Citizenship Behavior (OCB) among Perumda Air Minum Tirta Sago Payakumbuh City employees is mediated by Organizational Commitment (OC).

METHOD

Sugiyono, (2013) The research method used is quantitative, with a causal research design to examine the effect of workplace spirituality on organizational citizenship behavior with organizational commitment as a mediating variable. This research focused on permanent employees of Perumda Air Minum Tirta Sago Payakumbuh City as a population. The sampling technique applied is total sampling, namely all permanent employees with a total of 67 people. Questionnaires were sent straight to the Perumda Air Minum Tirta Sago office in Payakumbuh City as part of the data gathering procedure. The organizational citizenship behavior variable consists of 12 questionnaire items adopting instruments from Dubey, (2023). The workplace spirituality variable consists of 23 questionnaire items adopting instruments from Aftab et al., (2021), and the organizational commitment variable consists of 20 items adopting instruments from Hameli, (2022). This research instrument uses a Likert scale to evaluate the responses of the employees.

RESULT AND DISCUSSION

This research relies on primary data obtained through questionnaire distribution. Testing and evaluation of workplace spirituality, organizational citizenship behavior, and organizational commitment variables were carried out using the SmartPLS4 program. This study involved 67 respondents who were permanent employees of Perumda Air Minum Tirta Sago Payakumbuh City. The demographic characteristics of the respondents are as follows: 1) In terms of gender, respondents or 77% are dominated by women. 2) In terms of work units, 10 respondents or 14.90% were dominated by sub-department work units. 3) In terms of age, 22 respondents or 32.8% were dominated by > 40

years. 4) In terms of education, 29 respondents or 43.3% were dominated by S-1. 5) In terms of length of work, 26 respondents or 38.8% were dominated by 3-5 years. The summary results of the frequency distribution calculation are presented in Table 1 below.

Table 1. Frequency Distribution of Organizational Citizenship Behavior

No	Instrument	N	Skor Total	Mean	TCR (%)	Kriteria
1	Altruism	67	270	4.030	80.597	Hight
2	Conscientiousness	67	267	3.985	79.701	High Enough
3	Sportsmanship	67	263	3.918	78.358	High Enough
4	Civic virtue	67	263	3.930	78.607	High Enough
Total			266	3.966	79.316	High Enough

Source: Data processing results 2024

The cumulative score of the four indicators used to assess the Organizational Citizenship Behavior variable resulted in a total of 266, the overall average statement generated was 3,966 with a TCR of 79.316%, so it can be concluded that the Organizational Citizenship Behavior of Perumda Air Minum Tirta Sago employees in Payakumbuh City is stated to be quite high, this means that Organizational Citizenship Behavior among employees is good but needs to be further improved.

Table 2. Frequency Distribution of Workplace Spirituality

No	Instrument	N	Skor Total	Mean	TCR (%)	Kriteria
1	Meaningful work	67	267	3.985	79.701	High Enough
2	Mindfulness	67	264	3.946	78.925	High Enough
3	Transcendence	67	262	3.910	78.209	High Enough
4	Compassion	67	255	3.806	76.119	High Enough
5	Sense of community	67	260	3.885	77.696	High Enough
Total			260	3.885	77.696	High Enough

Source: Data processing results 2024

The cumulative score of the five indicators used to assess the workplace spirituality variable resulted in a total of 260, the overall average statement produced was 3.885 with a TCR of 77.696%, so it can be concluded that the workplace spirituality of Perumda Air Minum Tirta Sago employees in Payakumbuh City is stated to be quite high, this means that the workplace spirituality of the employees of Perumda Air Minum Tirta Sago is quite high. workplace spirituality among employees is good but needs to be further improved.

Table 3. Frequency Distribution of Organizational Commitment

No	Instrument	N	Skor Total	Mean	TCR (%)	Kriteria
1	Affective commitment	67	246	3.672	73.433	High Enough
2	Continuance commitment	67	281	4.194	83.881	Hight
3	Normative Commitment	67	278	4.146	82.925	Hight
Total			264	3.945	78.905	High Enough

Source: Data processing results 2024

The cumulative score of the three indicators used to assess the organizational commitment variable produces a total of 264, the overall average statement produced is 3.945 with a TCR of 78.905%. Thus, it can be concluded that the organizational commitment of employees of Perumda Air Minum

Tirta Sago in Payakumbuh City is quite high. This shows that organizational commitment among employees of Perumda Air Minum Tirta Sago is good, but still needs to be further improved.

Model Measurement (Outer Model)

Validity Test

The researcher in this study established a criterion of 0.7, meaning that if a dimension's correlation value is higher than this threshold, it is deemed legitimate. The cross loading value, which contrasts the correlation of one dimension of a construct with other constructs, is examined to determine whether the convergent validity of a construct is sufficient. Convergent validity is considered sufficient if the correlation between the indicators of a construct is higher than the correlation between these indicators and other constructs. The following figure illustrates the initial model of the relationship between the engagement variables, namely Organizational Citizenship Behavior, workplace spirituality, and organizational commitment.

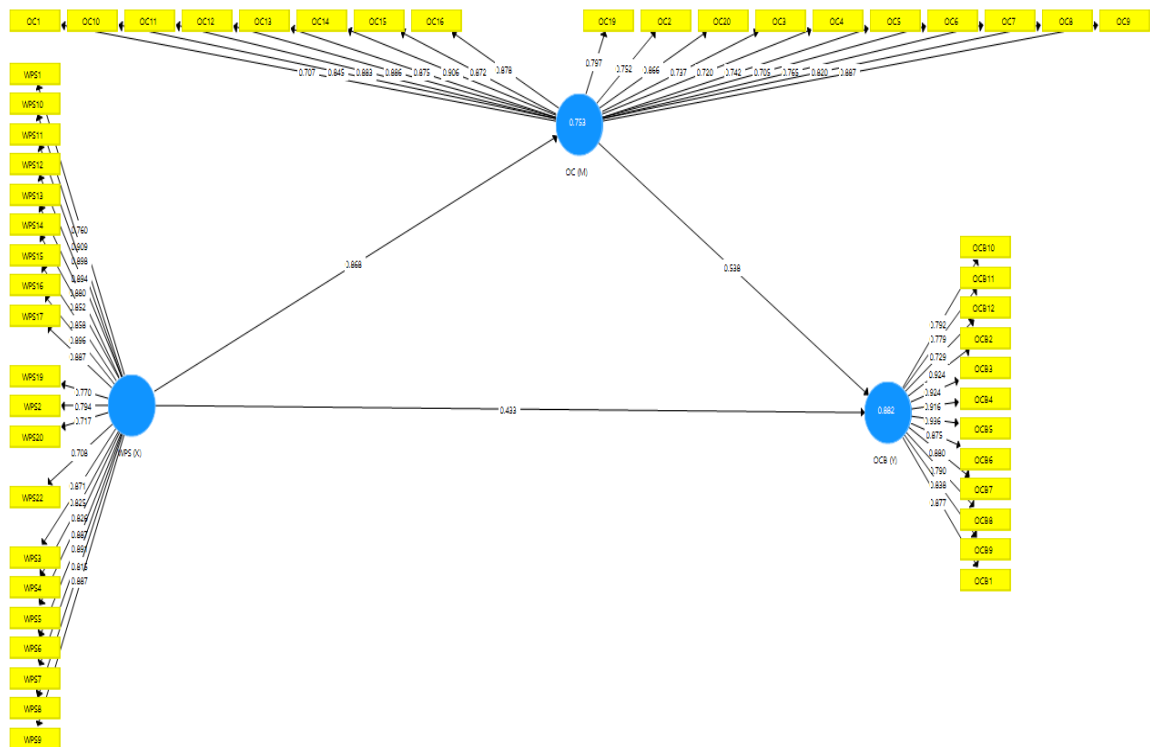


Figure 1: Relationship Model of the Variables Under Study

It can be clarified that each construct dimension shows high convergent validity values, surpassing the 0.7 threshold. In addition, the crossloading values indicate a satisfactory level of convergent validity.

Table 4: Results of the AVE Analysis

	(AVE)
Workplace Sprituality (X)	0.667
Organizational Commitment (Z)	0.735
Organizational Citizenship Behavior (Y)	0.711

Source: Processed data 2024

It can be concluded that each construct has a validity that exceeds 0.5. This conclusion shows that the level of construct validity can be said to be good.

Reability Test**Table 5: Composite Reliability Value Analysis and Cronbach's Alpha Results**

	Cronbach's alpha	Composite reliability
Workplace Sprituality (X)	0.970	0.973
Organizational Commitment (Z)	0.967	0.971
Organizational Citizenship Behavior (Y)	0.978	0.980

Source: Processed data 2024

All of the constructions' Cronbach's Alpha and composite reliability values are higher than 0.7, as seen in Table 5 above. This shows that every build in the estimated model fits the requirements and is regarded as trustworthy.

Model Measurement (Outer Model)**Tabel 6. R-Square Analysis Results**

	R-Square
Organizational Commitment (Z)	0.753
Organizational citizenship behavior (Y)	0.882

Source: Processed data 2024

Indicates that organizational commitment as a mediating variable and organizational citizenship behavior as a dependent variable are well explained by this model with an R-square value. In OC, the R-square of 0.753 means that 75.3% of the variance can be explained by the independent variables, indicating a relevant contribution without "R-square inflation". In OCB, the R-square of 0.879 indicates 88.2% of the variance is explained. In both variables, this indicates that the independent variables used contribute significantly without damaging the quality of the model. These results confirm that organizational commitment plays a role in strengthening organizational citizenship behavior, potentially increasing performance and job satisfaction in organizations.

Table 7. Q-square Analysis Results

	SSO	SSE	Q ² (1-SEE/SSO)
Organizational Commitment (Z)	1.206.000	614.374	0.491
Organizational citizenship behavior (Y)	804.000	289.945	0.639
Workplace Spirituality (x)	1.340.000	1.340.000	

Source: Processed data 2024

The results of the Q-square analysis show that this model has a fairly good predictive power for the mediating and dependent variables. Organizational commitment (OC) as a mediating variable has a Q-square of 0.491, which means that about 49.1% of the variation in OC is explained by the independent variables in this model. This suggests that almost half of the variation in OC can be explained by the model, but there is still room for improvement. Organizational citizenship behavior (OCB) as the dependent variable has a Q-square of 0.639, meaning that this model is able to explain 63.9% of the variation in OCB. This indicates a stronger prediction for OCB compared to OC. Meanwhile, workplace spirituality as the independent variable has no Q-square value as other predictors do not influence it in the model. Overall, the model is quite robust and effective in explaining OC and OCB variables.

Hypothesis Test

Direct Effect Hypothesis

Table 8. Hypothesis Test Results Direct Effect

	(O) Original Sample	(M) Sample Mean	(Stdev) Standard Deviation	T Statistics (O/Stdev)	P Values
WPS (x) -> OCB (y)	0.433	0.436	0.073	5.898	0.000
WPS (x) -> OCB (z)	0.868	0.862	0.044	19.649	0.000
OC (z) -> OCB (y)	0.538	0.536	0.069	7.759	0.000

Source: Processed Test Results 2024

The relationship between organizational citizenship behavior (OCB) and workplace spirituality (WPS).

The coefficient value (original sample) is 0.433, which indicates a positive direction of influence. This means that WPS has a positive influence on OCB. That is, the higher the WPS, the higher the OCB at Perumda Air Minum Tirta Sago Payakumbuh City. Based on the analysis value, it was found that the *t-statistic* is 5.898 which is more than 1.96. This means that the WPS variable has a significant effect on OCB. In addition, the p-value of $0.000 < 0.05$, also shows the significant effect of WPS variables on OCB, this means that the hypothesis can be accepted.

The relationship between organizational commitment (OC) and workplace spirituality (WPS).

The coefficient value (original sample) is 0.868, which shows a positive direction of influence, meaning that WPS has a positive effect on OC. This means that the higher the WPS, the higher the OC in Perumda Air Minum Tirta Sago Payakumbuh City. Based on the analysis value, it is found that the *t-statistic* is 19.649 which is more than 1.96. This means that the WPS variable has a significant effect on OC. In addition, the p-value of $0.000 < 0.05$, also shows the significant effect of WPS variables on OC, this means that the hypothesis can be accepted.

The relationship between organizational citizenship behavior (OCB) and organizational commitment (OC).

The coefficient value (original sample) is 0.538, which indicates a positive direction of influence. This means that OC has a positive influence on OCB. That is, the higher the OC, the higher the OCB at Perumda Air Minum Tirta Sago Payakumbuh City. Based on the analysis value, it is found that the *t-statistic* is 7.795 which is more than 1.96. This means that the OC variable has a significant effect on OCB. In addition, the p-value of $0.000 < 0.05$, also shows a significant effect of OC variables on OCB, this means that the hypothesis can be accepted.

Indirect Effect Hypothesis

Table 9. Calculation of indirect variable coefficients

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P
	(O)	(M)	(Stdev)	(O/Stdev)	Values
WPS (X) -> OC (Z) -> OCB (Y)	0.467	0.463	0.066	7.061	0.000

Source: Processed Test Results 2024

The positive impact of WPS on OCB through OC is demonstrated by the indirect variable coefficient calculation, which yielded a coefficient test result (original sample) of 0.467. This indicates that the OCB of Perumda Air Minum Tirta Sago employees in Payakumbuh City, which OC reinforces, improves with increasing WPS. The sample mean value of 0.463 shows the consistency of the data, which is close to the original sample value. Meanwhile, the standard deviation of 0.066 reflects the

stability of the measurement results, because a small value indicates a narrow data distribution. The *t-statistic* reaches 7.061, well above the significance limit of 1.96, confirming that the effect is significant. The *p-value* of $0.000 < 0.05$ indicates that there is a significant positive effect between WPS and OCB mediated by OC. This result indicates the importance of increasing WPS to encourage positive behavior among employees of Perumda Air Minum Tirta Sago Payakumbuh City.

Total Influence of Variables

Table 10. Total Influence of Pengaruh Total Workplace Spirituality (X), Organizational Citizenship Behavior (Y), dan Organizational Commitment (Z)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics (O/Stdev)	P VALUES
WPS (x) -> OCB (Y)	0.900	0.898	0.032	28.552	0.000
WPS (x) -> OC (Z)	0.868	0.862	0.004	19.649	0.000
OC (Z) -> OCB (Y)	0.538	0.536	0.069	7.759	0.000

Source: Processed Test Results 2024

WPS has a total influence of 0.900 on OCB, which indicates a strong and positive influence in the work environment. The higher the WPS. The greater the tendency of employees to behave OCB. This result is also supported by the *t-statistic* of 28.552, far above the standard value of >1.96 , and the *p-value* of $0.000 < 0.05$ which means it is very significant. Thus, it can be confirmed that WPS significantly contributes to increasing OCB in employees of Perumda Air Minum Tirta Sago Payakumbuh City.

CONCLUSION

In this study, we analyzed self-reported data from a sample of 67 employees to investigate the association between organizational citizenship activity, workplace spirituality, and organizational commitment. Furthermore, we tested the association between workplace spirituality and organizational citizenship behavior in order to determine the mediation role of organizational commitment. The results obtained through the SmartPLS4 test show that workplace spirituality has a positive effect on organizational citizenship behavior, and this relationship is mediated and influenced by organizational commitment. This research contributes to the theoretical understanding of workplace spirituality's positive influence on organizational citizenship behavior. Aims to create a positive environment to achieve employee career, employee satisfaction, and organizational future in the company.

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