

Research Article

Integrating Workplace Spirituality and Organizational Citizenship Behaviour- A Systematic Literature Review

Karma Chopel Bhutia¹, Subhadeep Mukherjee² and Jitendra Kumar³

¹Department of Management Studies, Sikkim Manipal Institute of Technology, Majhitar, Sikkim Manipal University, Gangtok, Sikkim, India

²Faculty of Management and Commerce, Ramaiah University of Applied Sciences

³Department of Management Studies, Sikkim Manipal Institute of Technology, Majhitar, Sikkim Manipal University, Gangtok, Sikkim, India,

Received: 23/02/2025;

Revision: 15/03/2025;

Accepted: 02/04/2025;

Published: 19/04/2025

*Corresponding author: Karma Chopel Bhutia (karmachopel3@gmail.com)

Abstract: **Objectives** A modern workplace integration of Workplace Spirituality (WPS) and Organizational Citizenship Behaviour (OCB) has recently attracted much attention since it may be used to improve organizational culture, employee well-being, and performance. In the current study, the overlap of WPS and OCB over the last ten years, from 2010 to 2024, was reviewed to establish emerging trends and gaps. **Methods** A systematic literature review (SLR) method used in this study discusses how these two concepts have evolved and their importance in modern organizations based on an analysis of 72 relevant articles published in selected journals. **Results** It is evident that incorporation of WPS into OCB tends to result in enhanced employee engagement, higher organizational commitment levels, and greater mutual connections between employees. WPS also builds meaning and work purpose, giving employees a rationale to engage in OCB, thus contributing toward a positive organizational environment and ultimately organizational effectiveness. However, in the study it has also marked some gaps where there is scope for empirical investigation in non-western contexts with the exploration of mediating variables between WPS and OCB. **Conclusions** This study suggest more study in other organizational settings by incorporating qualitative as well as quantitative research approaches to comprehend the intricate interaction between WPS and OCB. Also, a need for further research in how these constructs impact long-term organizational outcomes like productivity, retention, and innovation. The WPS and OCB integration systematic review changes the landscape, and ideas presented and that future exploration could deepen our understanding of these core concepts.

Keywords: Organizational Citizenship Behaviour (OCB), Workplace Spirituality (WPS) Organizational Performance and Leadership, Systematic Review.

INTRODUCTION

These Workplace Spirituality (WPS) and Organizational Citizenship Behaviour (OCB) become essential concepts to modern organizations; they influence both employee engagement and performance as well as the efficiency of the organizational system at large. Based on this reason, workplace spirituality is defined to have a sense of purpose with meaningful employment coupled with a bonding with one's company (Wu, 2025). On the other hand, OCB enhances organizational cohesiveness, effectiveness, and efficiency by including discretionary behaviors that go beyond what is legally required for the job (Ekizer & Aker, 2025).

Because of their potential impact on ethical leadership and ultimate organizational success, the connection between these two traits has captured a substantial amount of attention from the academic world.

Understanding how workplace spirituality promotes OCB is critical as the fast-moving changes in workplaces brought about by globalization, breakthroughs in technologies, and greater emphasis on mental health call for employers to

align employees' core beliefs with organizational goals in ensuring voluntary constructive behavior that promotes organizational success (Vedula & Agrawal, 2024). This systematic review aims at synthesizing the state of knowledge regarding the integration of OCB and workplace spirituality, thereby unearthing their relationship as well as their managerial implications.

Workplace Spirituality

“Workplace spirituality is a mental state in which workers feel a feeling of connection rooted on trust, love, and existence, enabling them to provide meaningful and goal-oriented contributions to the organization.” (Mukherjee & Singha, 2019)

According to (Sulastini et al., 2023), spirituality is a multifaceted concept focused on connecting with something significant that transcends an individual's quotidian life. (Baykal & Zehir, 2018) described it as a psychological pattern that combines a sense of purpose, connectedness, and wholeness. WPS is often defined by three characteristics: a feeling of community, meaningful work, and inner life (Benefiel et al., 2014). According to (Baykal, 2019), WPS is about establishing a sense of

community, campaigning for social justice, and protecting all stakeholders' rights to equal representation and voice. It is the process by which people learn the value of concentrating their lives on something greater, more transcendent, and nonmaterial than themselves (Baykal, 2019). As organizations endeavour to create more fulfilling and purposeful work environments, WPS has attracted a lot of interest in studies on organization, especially in the wake of the worldwide pandemic. WPS, according to (Rahman et al., 2023), includes the understanding that workers have inner lives that are nurtured by and fed by meaningful work in the context of their community. Organizational approaches to workplace culture and employee well-being have been drastically changed by the COVID-19, which has elevated the spiritual aspects of work. According to (Rahman et al., 2023) during and after the pandemic, companies that practiced workplace spirituality saw increases in employee resilience, better mental health outcomes, and greater organizational engagement.

Organizational Citizenship Behavior

OCB is defined as the readiness to go above and beyond the call of duty at work. To ensure a smooth process flow, these may include accepting additional responsibilities or finishing activities that are not theirs. One example of an act of OCB might be wishing a colleague a happy birthday. Instead, it may be argued that this is courteous behaviour. Researchers define altruistic OCB as selfless actions that particularly assist someone else with a problem that is pertinent to the organization. They thus suggest that not all extracurricular activities, such as deeds of compassion, would be regarded as OCB. Researchers argue that OCB is a constructive behaviour that is pertinent to enhancing the efficient running of the business. A development-minded mindset and proactiveness are examples of good behaviour. It could also be the ability to tolerate different kinds of failures at work. Scholars nowadays still dispute in their OCB definitions and in their focus. As a consequence, more OCB-related study findings may differ and cause more misunderstanding (Ocampo et al., 2018). Organizations with Organizational Citizenship Behaviour (OCB) will perform better than those without it, according to a research. Furthermore study, proposed that an individual who exhibits positive OCB behaviour would also take on extra tasks that benefit others and improve the functioning of the organization as a whole.

An essential component of boosting organizational commitment is extra behaviour. Extra-role behavior, sometimes referred to as organizational citizenship behavior (OCB), is the readiness to go above and beyond one's primary responsibilities as an organization member. This may be accomplished in a number of ways, including leading or assisting student volunteers beyond school hours and offering suggestions without being asked. (Fahmi et al., 2020), (Purwanto, 2020), and (Achmadi et al., 2020) all contend that while OCB is a positive behaviour, it is not included in workers' official job descriptions. (Suheny et al., 2020), and (Purwanto, 2020) describe (OCB) as conduct that promotes social maintenance, values, and a psychological atmosphere that fosters productivity at work. There are five components that make up the OCB

indication. Altruism is the quality of someone who prioritizes the needs of others before their own. Courtesy is the act of willingly assisting others, which is not their responsibility or duty. The capacity to persevere amid suboptimal or challenging conditions without complaining is referred to as sportsmanship. Civic virtue is a behaviour that demonstrates involvement and assumes responsibility for the organization's continued existence. Conscientiousness is the act of voluntarily improving one's job in a creative way so that the organization may grow and beyond the bare basic requirements.

Relation between OCB and WPS

"Cultivating spirituality will make people feel whole when they come to work," claim (Krishnakumar & Neck, 2002). According to almost all scholarly definitions, spirituality entails transcendence, completeness, and the experience of being an integrated, entire person. The spiritual self is a part of the total self, and workplaces that support spirit expression are "receptive to the 'entire' or whole person, and as such, may be more productive than workplaces where spirit is ignored."

Although there is ongoing independent research on each of these knowledge domains, an increasing amount of research is also pointing to potential connections between employees who exhibit OCB or higher extra-role performance and their strong organizational bonds as well as their discovery of meaning and purpose in their day-to-day work. Put another way, this points to a connection between workplace spirituality and heightened dedication to corporate objectives, such as corporate citizenship practices.

While the relationship between spirituality and wellbeing is well-recognized, researchers are progressively expanding their focus to include advantages for organizations. While some research has studied the linear relationships between predictors as well as outcomes, others have concentrated on the role of mediators. Using WPS as a mediator (Liu, 2008) demonstrated a favourable correlation between OCB and transcendental leadership. According to a research on the spirituality and personality correlates of OCB, OCB was positively significantly impacted by purpose in life.

A spiritual environment enables employees to be fully engaged, aligning with the development of an open organization. Employees who are fully engaged, who share values and a sense of purpose with their managers, will find greater meaning in their daily work. This will lead to feelings of fulfilment and satisfaction as well as an aspiration to act in ways that will advantage the company. Those in development-focused organizations may also respond more favorably to OCB usage than those in results-focused organizations, according to the data. According to a study, workplace spirituality can increase the chance of OCBs because it fosters an environment that is open, free, expressive, and developing for workers.

WPS is tracked in relation to OCB and has also been empirically confirmed. Affective commitment functions as a strong incentive to make the actions associated with intentionally assisting coworkers simpler or, alternatively,

to present more acts pertaining to OCB. Employees are guided to exhibit ever more positive OCB behaviours and cover a higher emotional commitment degree via workplace spirituality. Many researchers investigated how the WPS's dimensions affected the OCB of academic personnel from Malaysia's 15 private higher education institutions. Subsequently, they found a favorable association between the OCB dimensions and the WPS dimension. (meaningful work). Furthermore, (Rehman et al., 2022) research at the Office of the Auditor- General in Kenya discovered a positive correlation between WPS and OCB and suggested that this link be investigated further in other sectors. (Hashemi et al., 2020) most recently investigated the suggested link in Iran's industrial sector and discovered that WPS had a favourable impact on OCB.

Research Objectives

1. To assess the association between OCB and WPS.
2. To analyze long-term research trends related to OCB and WPS.
3. To identify the main techniques and strategies used in existing research on OCB and WPS.

LITERATURE REVIEW

According to recent organizational behaviour research, WPS plays a critical role in encouraging employee collaboration and dedication. This concept revolves on inspiration, contentment, enjoyment, and purposeful labour. Academics have distinguished between WPS, organizational spirituality, and spirituality. WPS is the experience of spiritual well-being in a work setting, according to (UTAMI et al., 2021). This is evident in a number of organizational components, including the culture, leadership, practices, and organizational environment. WS includes workers' personal development via purposeful work in a group environment. According to (P. K. Sharma & Kumra, 2020) WPS is not a particular form of religion but rather a confluence of elements at the individual and organizational levels. According to research employees' better mental health is associated with an increase in workplace spirituality. Spirituality is defined as a state or experience that provides individuals with purpose and meaning, along with a feeling of knowledge, support, inner completeness, or connection. This bond may be internal with oneself, external with other people, or extend to more expansive concepts like God, the cosmos, or other supernatural forces. Furthermore, according to (Haldorai et al., 2020), this definition includes internal feelings related to one's job and connections with coworkers. The survey's results on the conception of workplace spirituality describe spiritual orientation in the workplace as an atmosphere where work transcends transactional constraints and encourages spiritual connectivity among staff members. This experience matches personal beliefs with organizational objectives and produces a meaningful work profile.

An employee is considered an exceptional OCB if they successfully contribute to the company without being asked to do so by their superiors or specified in their job descriptions (discretionary), and without receiving any official incentives or rewards (Priscilla et al., 2024). OCB is

the outcome of an individual's endeavors that go above and beyond the call of duty at the workplace. Helping others, offering to help out when needed, and following workplace policies are some examples of these behaviours. Employees' added value is demonstrated by such behaviour, which is an example of prosocial behaviour, which is defined by constructive, meaningful, and good acts to help others (Widarko & Anwarodin, 2022).

Companies gain from their employees' good citizenship behaviours, which include speaking positively about their teams and the company, helping others on their teams, volunteering for extra tasks, avoiding pointless confrontations, showing concern for company property, abiding by company policies and values, and being prepared to put up with disruptions and losses related to risky work (Purwana et al., 2020). The five dimensions of OCB, according to (Soelton et al., 2020), are crucial in creating a positive corporate culture. These measurements consist of: (1) Altruism: voluntarily helping colleagues, such as those who are having difficulties or are new to their roles, and completing assignments for absentee colleagues; (2) Courtesy: Maintaining a pleasant attitude towards colleagues, such as motivating those who might be less productive; (3) Sportsmanship: Taking on difficult situations without complaining and not ignoring the realities that exist; (4) Civic Virtue: Taking responsibility for organizational involvement, such as participating contributing meetings, adapting to changes, as well as taking initiative to boost productivity; conscientiousness is the trait of having a high level of dedication to one's job, which includes going above and beyond to accomplish goals that go beyond accepted norms and taking on extra duties.

Components of WPS are favourable and substantially connected with OCB at both the individual and organizational levels, according to the empirical results of (Rao et al., 2024). Based on the study's results, managers and academics may make pertinent deductions and develop practical plans to enhance the working environment for staff members. Additionally, according to research (Hadi et al., 2024), spirituality in the workplace might influence organizational or school performance in areas like effectiveness, efficiency, productivity, creativity, quality of life, and morale at work. Last but not least, (Dumayas II & Dura, 2024) claimed that WPS somewhat mediates the association between local government workers' OCB and work values.

METHODOLOGY

This research presents a systematic literature review (SLR) conducted between 2014 and 2024 on the combination of workplace spirituality and organizational citizenship behavior. The SLR method used in this study, provides a comprehensive framework for analyzing relevant literature. Distinguishing this literature from others concerning review studies, is the examination in this research concerning benefits, influence factors, and the diverse theories relating to workplace spirituality which influences organizational citizenship behavior. Research articles collected using structured literature have classified the

diverse key themes along with the applied methodologies for classifying research related to this specific area. By identifying research gaps and limitations in the current literature, this research highlights new opportunities for upcoming research. Overall, this work provides a thorough

and original approach to understanding a thorough examination of the connection between organization citizenship behaviour and workplace spirituality.

Application of Systematic Review Flow

One of the most reliable, efficient, and successful methods for analyzing data, identifying research gaps, and proposing future directions is the systematic review. Figure 1 depicts the Systematic Literature Review (SLR) procedure.

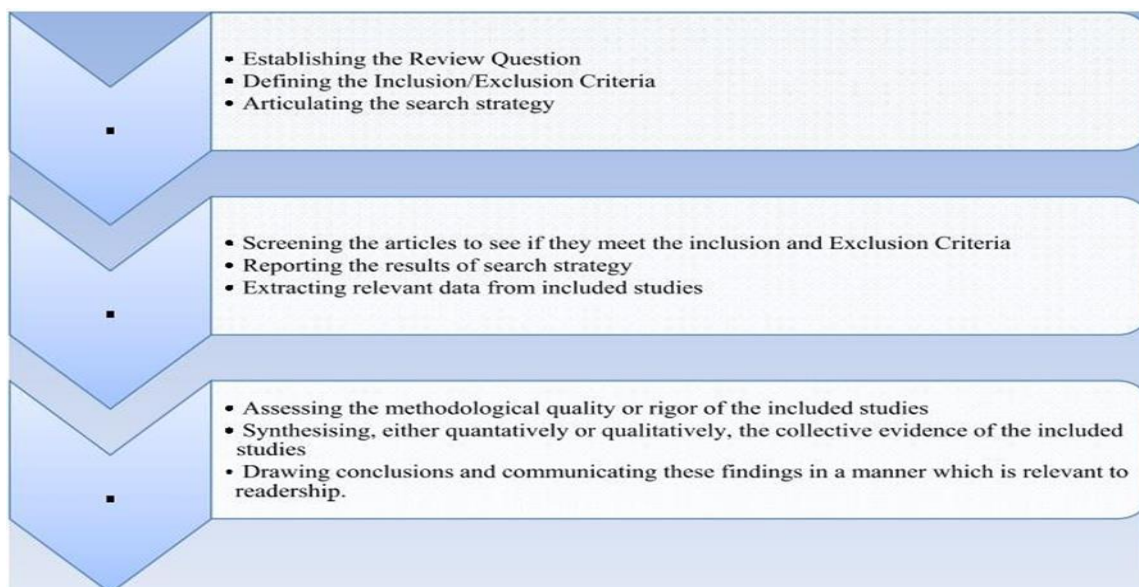


Figure 1 Systematic review process

Source: (Bearman et al., 2012)

The implementation of the aforementioned technique is shown in Figure 2 as a self-explanatory flowchart. According to the flowchart, the study was conducted methodically at each stage, leading to the formulation of findings.

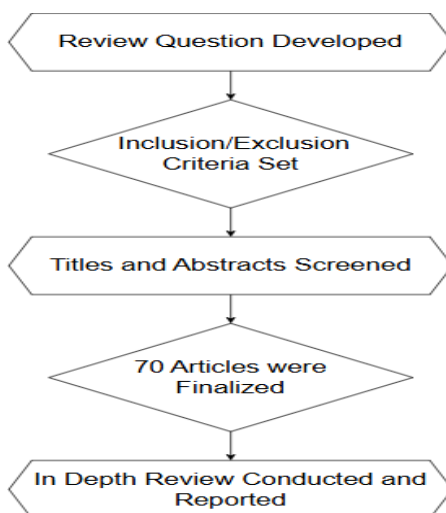


Figure 2 Application of systematic review in current study

Establishing the review question

The review question of this study is: *How the concept of WPS and OCB has changed during the last decade?*

Criteria for Inclusion and Exclusion

Criteria for Inclusion

- Research that has been published in respected conference proceedings or peer-reviewed journals.
- The Research focuses on corporate citizenship conduct, workplace spirituality, or their interplay.
- Studies focused on systematic reviews, meta-analyses, or theoretical studies investigating WPS or OCB.

- Studies include quantitative or qualitative data supporting the efficacy of WPS, OCB, or their relationship.
- Papers published between 2010 and 2024 to capture the most up-to-date research.
- Studies have been carried out in several industries and enterprises, such as retail, finance, healthcare, and technology.
- Research articles are composed in English.

Exclusion Criteria

- Research that provides erroneous accounts of OCB and WPS.
- Research has insufficient information or findings to assess the connection between OCB and WPS.
- Publications from before 2010, since they could not accurately represent the most recent
- Research not published in reputable conference proceedings or peer-reviewed journals.
- Research papers authored in languages other than English.
- Insufficient data, ambiguous techniques, lack of comprehensive WPS or OCB analysis.

Search Criteria

This analysis acquired relevant research articles published between 2010 and 2024 from online databases such as Google Scholar, Web of Science, Springer, Science Direct, and Scopus, etc. Only original Studies have been released. Only the English language was included in the search criteria. The search terms utilized to identify relevant Research included ("Workplace Spirituality" OR "Spirituality at Work" OR "Spiritual Work Environment") AND ("Organizational Citizenship Behaviour" OR "OCB" OR "Employee Citizenship") AND ("Integration" OR "Relationship" OR "Impact" OR "Effect") AND ("Systematic Review" OR "Literature Review" OR "Meta-analysis"). The articles were collected until the necessary number of pertinent articles was found using the criteria for inclusion and exclusion. After reading the abstract and title, those that were deemed unnecessary were removed, and more articles were looked through. An agreement among the writers was reached about the articles' relevance and irrelevance. The process was carried out again until 70 relevant papers that were appropriate for the research were located. A comprehensive literature study was performed to address the research questions. The findings are shown in the next sections.

Data Extraction

To extract data for a thorough analysis of "Integrating Workplace Spirituality (WPS) and Organizational Citizenship Behaviour (OCB)," the following important details from each study as collected: the author(s), the publication year, and the type of Research (empirical, theoretical, or review). The sample size, research methodology, and organizational environment (e.g., industry type, sample size, geographic location) should all be considered. The main findings regarding the connection between OCB and workplace spirituality and any mediating or moderating factors discovered in the Research, such as leadership style, corporate culture, or employee engagement, should be extracted. It is critical to assess the methodological quality of each Research, considering any possible biases or limits. The summary should include ideas for future study paths. This organized method allows a thorough evaluation and synthesis of the findings, allowing for a more complete knowledge of how workplace spirituality and OCB may be integrated into organizational contexts.

Analysis and Discussions

The research on the combination of workplace spirituality and OCB were spread out in the different academic journals, as is summarized in Table 1. The table sums up the articles according to the journals. Journal of Business Ethics is the highest contributor with 17.14%, whereas Journal of Management, Spirituality & Religion with 14.29%. Other influential journals that were also important consisted of the Journal of Organizational Behavior with 11.43% contribution and Leadership & Organization Development Journal with 10%. The remaining percentage consisted of a wide variety of scientific journals from years 2010-2025.

The 70 selected research articles have been analyzed on the basis of research design, data analysis techniques, empirical versus conceptual studies, countries of research, sampling methods, and the nature of respondents. Further, this study now goes in depth into the trend in the growth of organizational citizenship behavior and workplace spirituality integration as it sheds light on the increasing interest in these topics in contemporary organizational research.

Journal-wise studies on integrating Workplace Spirituality with Organizational Citizenship Behavior.

The studies on incorporating workplace spirituality into OCB was published in various academic journals, as noted in Table 1. First, the publication with the majority of articles contributed is the Journal of Business Ethics, which comes out with a total of 17.14%. The following are the Journal of Organizational Behavior (11.43%) and Journal of Management, Spirituality & Religion at 14.29%. Other significant contributors are the Leadership & Organization Development Journal with 10%, and the Journal of Business Research at 8.57%. Journals include Personnel Review and Journal of Applied Psychology, and International Journal of Organizational Analysis have contributed 7.14%, 5.71%, and 4.29% of the articles, respectively. Few others were published in other journals like IEEE Transactions on Engineering Management, Social Responsibility Journal, and the International Journal of Ethics and Systems with 1.43% contributions to the total collection. These articles represent different research designs and methodology, therefore an area of concentration within the convergence of workplace spirituality as well as organizational behavior.

Table 1 Journal-wise studies of integrating WPS and OCB

Name of the Journal	No. of Articles	Percentage
Journal of Business Ethics	12	17.14%
Journal of Organizational Behavior	8	11.43%
Journal of Management, Spirituality & Religion	10	14.29%
Leadership & Organization Development Journal	7	10%
Journal of Business Research	6	8.57%
Personnel Review	5	7.14%
Journal of Applied Psychology	4	5.71%
International Journal of Organizational Analysis	3	4.29%
MDPI Sustainability	3	4.29%
IEEE Transactions on Engineering Management	2	2.86%
Social Responsibility Journal	2	2.86%
International Journal of Organizational Analysis	1	1.43%
Global Business Review	1	1.43%
Journal of Beliefs and Values	1	1.43%
South African Journal of Business Management	1	1.43%
International Journal of Ethics and Systems	1	1.43%
Journal of Management, Spirituality & Religion	1	1.43%
Journal of Beliefs and Values	1	1.43%
International Journal of Education and Management Studies	1	1.43%
Journal of Advances in Management Research	1	1.43%
Journal of Leadership & Organizational Studies	1	1.43%

Source: Literature Review

Year-wise distribution of journal publications

Table 2 shows that of the 70 studies, 11.4% were published in 2022 and 14.3% in 2023. Ten percent of the research that were published in 2018 and 2024 correspondingly. 7.2% of the research published in 2016 While 4.3% of the studies were published in 2017 and 2020 respectively, 2021 and 2019 each added 5.7% to the research. While the least were in 2011, 2013, and 2010, when just 1.4% of research had been provided each, 2.9% of studies were published in 2015, 2014, and 2012.

Table 2 Year-wise distribution of journal publications

Year	Journal Name	No. of Articles	Percentage (%)
2010	Journal of Business Ethics	2	2.86%
2011	Journal of Organizational Behavior	1	1.43%
2012	Journal of Organizational Behavior	2	2.86%
2013	Journal of Business Ethics	1	1.43%
2014	Journal of Organizational Behavior	1	1.43%
2015	Journal of Organizational Behavior	1	1.43%
2016	Journal of Business Ethics	1	1.43%
	Journal of Organizational Behavior	1	1.43%
	Journal of Management, Spirituality & Religion	2	2.86%
2017	Journal of Business Ethics	1	1.43%
	Journal of Organizational Behavior	1	1.43%
	Journal of Management, Spirituality & Religion	1	1.43%
2018	Journal of Business Ethics	1	1.43%
	Journal of Management, Spirituality & Religion	2	2.86%
	Leadership & Organization Development Journal	2	2.86%
2019	Journal of Business Ethics	1	1.43%
	Journal of Organizational Behavior	1	1.43%
	Journal of Management, Spirituality & Religion	1	1.43%
	Journal of Business Research	1	1.43%
2020	Journal of Business Ethics	1	1.43%
	Journal of Organizational Behavior	1	1.43%
	Personnel Review	2	2.86%
2021	Journal of Business Ethics	1	1.43%
	Journal of Organizational Behavior	1	1.43%
	Journal of Management, Spirituality & Religion	2	2.86%
2022	Global Business Review	1	1.43%
	Journal of Applied Psychology	2	2.86%

	International Journal of Organizational Analysis	2	2.86%
	MDPI Sustainability	2	2.86%
2023	Journal of Applied Psychology	2	2.86%
	IEEE Transactions on Engineering Management	2	2.86%
	Social Responsibility Journal	2	2.86%
	Journal of Organizational Analysis	1	1.43%
	Journal of Business Research	2	2.86%
	Journal of Beliefs and Values	2	2.86%
2024	Journal of Business Ethics	1	1.43%
	Journal of Organizational Behavior	1	1.43%
	IEEE Transactions on Engineering Management	1	1.43%
	Journal of Leadership & Organizational Studies	1	1.43%
	Journal of Management, Spirituality & Religion	1	1.43%
	International Journal of Ethics and Systems	1	1.43%
	International Journal of Education and Management Studies	1	1.43%
	Journal of Advances in Management Research	1	1.43%
	South African Journal of Business Management	1	1.43%
		70	100%

Source: Literature Review

The line graph in Figure 3 displays the yearly trend of reviewed publications on organizational citizenship behaviour (OCB) and workplace spirituality from 2010 to 2024. The Y-axis depicts the number of reviewed papers annually, and the X-axis indicates the publishing years. The comparatively low number of evaluated publications, which ranges from one to two year, from 2010 to 2014 shows that there is a restricted emphasis on research during this time. The number of reviewed articles grows slowly starting in 2015 and consistently since 2017, and at the end, it levels at three to five per year from 2017 to 2020.

The number of reviewed papers increased from 4 in 2021 to a high of 11 in 2023, showing a significant increase from 2021 onwards. Although it is still higher than in previous years, there is a slight decline to 9 articles in 2024. According to the trend of the amount of study being analyzed, there is a general growth in academic attention in the combination of workplace spirituality as well as OCB, particularly in recent years.



Figure 3 Annual Research Publication Growth (2010–2024)

Research Methodology of the Reviewed Studies

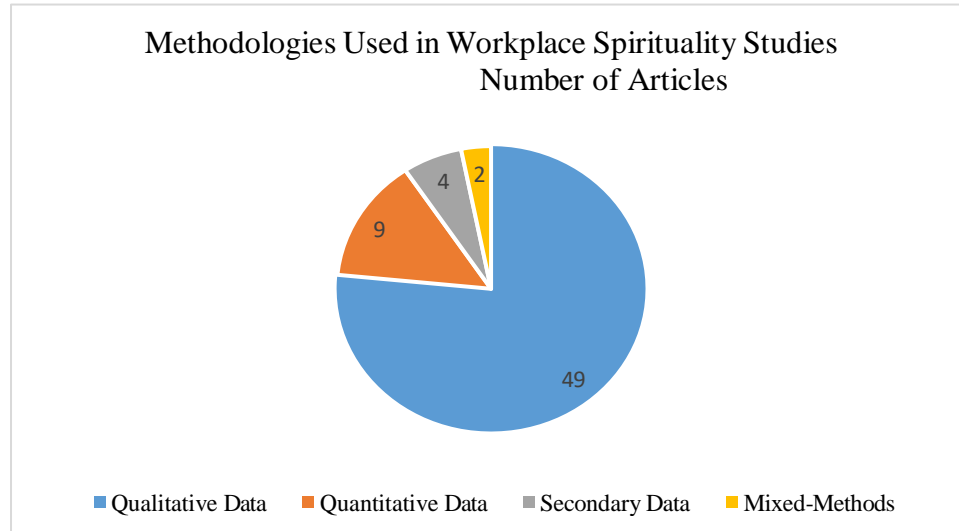
Most research on spirituality in the workplace approach their analysis quantitatively (S. et al., 2024). Table 3 shows the many research forms among the seventy-reviewed publications. The bulk of the research (70.14%) used qualitative data; followed by 12.86% of studies depending on quantitative data. Aside from that, 2.86% of the studies employed a mixed-methods strategy that included qualitative and quantitative data, and 5.71% of the studies depending on secondary data in the framework of occupational spirituality and organizational civic behaviour, this underlines a heavy emphasis on qualitative research as well as space for more quantitative, secondary, and mixed-methods studies. The pie chart illustrates the distribution of methodologies used in WPS studies, as shown in Figure 3.

Table 3 Methodologies used in Workplace Spirituality Studies

Study Type	Number of Articles	Percentage (%)
------------	--------------------	----------------

Qualitative Data	49	70.14%
Quantitative Data	9	12.86%
Secondary Data	4	5.71%
Mixed-Methods	2	2.86%
Total	70	100%

Figure 4



Country of Research

The geographical distribution of research on the combination of WPS and OCB can be analyzed by determining the countries that have been in the forefront in publishing studies on the topic. A mapping of the geographical spread was done based on the sample locations and the countries where the first author was based, where sample location was not provided.

Table 4: It can be observed from the chart that the USA leads the list of contributions, with 19.67% studies being conducted here. The UK accounts for 13.11%. India and Malaysia each contribute 11.47% to the publications. However, countries such as Australia, China, and Spain each have 4.9%, which indicates these regions are of significant interest in the topic. The remaining 39.67% studies are contributed by 14 other countries, where one or two articles each have been conducted. Countries like Canada, Taiwan, South Africa, and Pakistan have contributed 3.3%. Other contributing countries are Hong Kong, Mexico, UAE, Brazil, Georgia, Sweden, Turkey, Egypt, Thailand, and Finland; all the above nations have contributed 1.6%. This demonstrates a wide international interest in investigating the intersection of workplace spirituality and organizational citizenship behavior.

Table 4 Country of Research

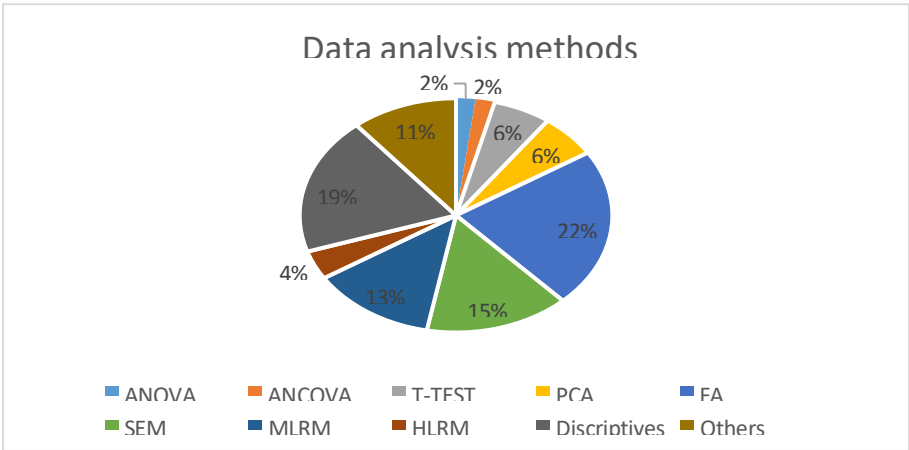
Country of Origin	Number of Articles	Percentage (%)
USA	15	21.43%
India	10	14.29%
UK	6	8.57%
Australia	4	5.71%
Spain	5	7.14%
China	3	4.29%
Canada	3	4.29%
Pakistan	2	2.86%
South Africa	3	4.29%
Malaysia	4	5.71%
Taiwan	2	2.86%
Sweden	2	2.86%
Brazil	1	1.43%
UAE	1	1.43%
Egypt	1	1.43%
Turkey	1	1.43%
Finland	1	1.43%
Hong Kong	2	2.86%
Georgia	1	1.43%
Mexico	1	1.43%

Thailand	2	2.86%
Total	70	100%

Data Analysis Methods

Figure 5 demonstrates that 22% of the research used factor analysis (FA), whereas 19% applied descriptive statistics, including standard deviation, median, mean, as well as frequency., 15% implemented structural equation modelling (SEM), 13% applied multiple linear regression models (MLRM), 11% adopted various other methods (specifically for qualitative data and document analysis, such as content analysis), 6% conducted principal component analysis (PCA), 6% performed t-tests, 4% used hierarchical linear regression models (HLRM), while the remaining negligible percentage of studies employed ANCOVA and ANOVA models, each constituting 2% of the total. Thus, this indicates that more than half of the research focused on organizational citizenship behaviour and utilized inferential statistics. Most OCB studies (83%) used a cross-sectional study strategy. The following graphic illustrates the model and theory used in OCB research (Worku & Debela, 2024).

Figure 5 Data analysis methods



Findings of the study

Relationship Between Organizational Citizenship Behavior and Workplace Spirituality

Organizational Citizenship Behavior can be described as the voluntary and discretionary behavior that employees perform but are not strictly required to be done in the course of their job. This behavior is distinguished by altruism, conscience, sportsmanship, civility, and civic virtue, amongst other qualities, all of which improve the workplace and organizational success. OCBs are often influenced by a variety of organizational characteristics, such as workplace spirituality. Workplace spirituality refers to fostering an atmosphere that values and nurtures workers' inner worth. This leads to a stronger feeling of purpose, community, and connection with personal and corporate values. This method emphasizes meaningful employment, community service, and value alignment between individuals and organizations. According to studies, workplace spirituality influences OCB positively as it enhances affective commitment and job satisfaction, hence motivating the employee to engage in behavior beyond his formal job description. For example, workplace ostracism was found to reduce the impact organizational commitment has on OCB by a study that demonstrated the great extent workplace spirituality affects organizational citizenship behavior (Rehman et al., 2022).

The association between WPS and OCB was investigated in the setting of different sectors, including education and health care. Within the educational sector, workplace spirituality contributes to OCB both directly and indirectly in the form of affective commitment (Al-Mahdy et al.,

2022). Similar to that, workplace spirituality in health care contexts has been shown positively impact nurses' OCB and affective commitment. Thus, the concept is vital in enhancing organizational performance.

Several studies have been undertaken to investigate the link between OCB and WPS. It has been shown by (Helmy & Wiwoho, 2016) that the OCB is favourably impacted by workplace spirituality. This suggests that a higher degree of spirituality at work increases the OCB. Researchers found a direct positive correlation between OCB and workplace spirituality. In the Turkish educational context, similarly showed a strong positive correlation between WPS and OCB. (Makiah & Nurmayanti, 2018) used a sample of teachers in Indonesia and discovered that WPS significantly affects OCB. Another research by (Jannah & Santoso, 2017) used a sample of 160 public workers in the same nation (Indonesia). They discovered that OCB is favorably impacted by (Garg, 2020) also discovered a strong positive correlation between the WS and OCB variables in the Indian management setting. According to (P. Dubey et al., 2020), there is a strong and positive correlation between WS and OCB. According to (Genty et al., 2017), academicians (university instructors) in Nigeria have a substantial correlation between WPS and OCB.

Organizations aiming for a healthy work environment and improved overall performance must comprehend the link between spirituality at work and OCB. WPS fosters actions

that cultivate a supportive and efficient organizational culture.

Long-Term Research Trends in Organizational Citizenship Behavior and Workplace Spirituality

In the last two decades, the examination of WPS has developed into a distinct area within management and economics (Yin & Mahrous, 2022). Prominent corporations like as The World Bank, AT&T, Hewlett-Packard, DuPont, Ford Motor Company, Microsoft, Google, and Apple have cultivated WPS to attain enhanced performance (Garg, 2020). Following Toffler's identification of the third technical wave, this indicates the advent of the fourth, spiritually orientated enterprise. The spiritual paradigm recognizes that individuals engage not just physically but also emotionally and spiritually (Paul et al., 2020).

In the current interconnected phenomenon, OCB—which refers to the collaboration of two or more organisations in the joint production of information and knowledge—is regarded as one of the most significant mechanisms and a fundamental way to increase an organization's skills and capabilities (Singh et al., 2020), (Liaquat & Mehmood, 2017). In a variety of industrial domains, organizational learning has been investigated and shown to offer both benefits and downsides. While alliances have the most organizational theory literature, they haven't been able to resolve identity security conflicts as two opposing dimensions (K. Anwar, 2017), rather they have clarified the information sharing capabilities available to shared and connected participants.

Over the last two decades, scholars have been particularly interested in the relationship between OCB and WPS. Recent studies have shown a positive relation between the constructs, and an enriched WPS can elicit behaviors going above and beyond what most people consider to be the formal job, which promotes organizational effectiveness (Rehman et al., 2022). The research trajectory in this domain has shifted from the original exploration of conceptual linkages to more fine-grained investigations involving multiple methodologies. Early studies focused mainly on defining and explicating foundational aspects of OCB and workplace spirituality. These relationships are examined as having mediating and moderating variables, which may include organizational commitment and workplace ostracism, among others. In this respect, current studies have incorporated numerous cultural and organizational contexts for understanding how the said constructs are likely to play across different contexts (P. Dubey et al., 2022).

Methodological Approaches and Strategies in OCB and Workplace Spirituality Research

OCB is described as the unrestricted discretionary behavior that workers exhibit without being explicitly demanded by the organization. Such actions are critical and contribute significantly to organizational effectiveness, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Workplace spirituality, however is actually creating a work environment that honours and fosters the intrinsic worth of the employee, creates a sense of purpose,

community, and causation of all personal and organization values. It thus focuses on meaningful work, community as well as alignment with personal and organization values. WPS research shows a positive link to OCB, enhancing employees' affective commitment and job satisfaction, which in turn promotes behavior patterns beyond the minimum requirements for the job (Garg, 2020).

Methodologically, studies exploring the association between OCB and WPS embrace a wide approach, either mainly quantitative surveys or mostly qualitative interviews or mixed-method approaches. Researches, employed quantitative approaches, most rely upon structured questionnaires to determine dimensions of workplace spirituality and OCB and subsequently, through statistical analysis, ascertained correlations and causes (Sulastini et al., 2023), (Priscilla et al., 2024), (Khair et al., 2024). For example, a study in the banking sector applied SPSS Process Macro to test mediation and moderation effects and found that WPS significantly influences OCB, while workplace ostracism reduces the impact of organizational commitment on OCB (Rehman et al., 2022). Qualitative research examines the richer experiences of employees through interviews and focus groups, which appear to be more meaningful in describing and understanding why workplace spirituality impacts OCB (Yousaf et al., 2024; Nayyar et al., 2024; Göçen & Şen, 2021; Karakas & Sarigollu, 2019). Mixed-method approaches combine the methods of both quantitative and qualitative approaches, thus offering rich understanding of the phenomena. An example is a healthcare sector study that investigates how WPS impacts nurses' OCB and affective commitment—the results conclude that a spiritually supporting work environment can be used to enhance organizational performance (Taheri et al., 2019). These methodological approaches are essential for organizations that aim to enhance overall performance and foster a positive work environment. Through WPS, organizations can encourage behaviors that support a supportive and effective workplace culture.

The notion of WPS & OCB has evolved over the last decade

The workplace of the twenty-first century has made room for transformation to improve organizational effectiveness. WPS has caught the attention of organizational performance experts in the last ten years, while organizational practices seem to have been changing for millennia. Despite the fact that WPS-focused research has been increasing since the late 1980s, the field has experienced a spike in publications in recent years. WPS has been examined across multiple fields, such as health, computer science, humanities and arts fields, psychology, and decision science, despite the fact that it may seem like a subject connected to management and behavioural science. Does WPS have to be in place in organizational settings? In what ways may WPS improve the state of organisations today? Readers who are initially learning about the features of WPS may be thinking about these important issues (Raamkhumar & Swamy, 2023).

WPS focuses more on the sense of meaning and purpose

that helps employees to look for connections during work time to create a social community with others who share those values. Recognizing this view, employees also want more from their employers, not just an increase in money, but real engagement with internal values. In general, research shows that organizations adopting WPS enjoy higher job satisfaction, higher organizational commitment, and better overall performance (Garg et al., 2019). OCB denotes voluntary employee actions that benefit the organization but are not formally acknowledged by reward systems. The literature on organizational behavior paid much attention to OCB in the past. Recent empirical studies

have determined a positive relationship between WPS and OCB. For instance, a study conducted on workers in the cement sector in Odisha, India, found that WPS characteristics, such as a feeling of belonging and having a fulfilling job, are important indicators of OCB on both an organizational and individual level. Such findings indicate that the fostering of a spiritually enriched workplace would cultivate behaviors beyond formal requirements for a job and hence increase the level of organizational effectiveness (R. K. S. T. Pradhan, 2021).

Major research gaps identified from the reviewed articles

There are substantial research gaps in this area, according to the analysis of the chosen articles on organizational citizenship behavior and workplace spirituality. These research gaps are shown in Table 5 and are divided into the following categories: methodology, context variations, and theory advancement. Each gap represents a research issue requiring further exploration, as highlighted below.

Table 5: Major Research Gaps Identified from The Reviewed Articles

Author Name and Year	Research Gaps Identified
(Barik & Nayak, 2024)	Further research should go beyond the domain of organizational behavior in the development of the notion of workplace spirituality. More empirical studies are necessary that integrate workplace spirituality with new trends in workplaces, such as remote work and digital transformation. Cross- disciplinary approaches and longitudinal studies is essential to gain a deeper understanding of the long-term effects of workplace spirituality.
(Priscilla et al., 2024)	The results of this research show gap, such as the absence of a substantial association between OCB and WPS or motivation, indicating the necessity for moderating factors like organizational culture. Its narrow emphasis on Batam beauty clinics restricts its generalizability, and its dependence on Self-reported data introduces the potential for bias, hence qualitative or longitudinal study is necessary.
(Ramilan et al., 2024)	This study has limitations, including the necessity to examine additional factors that affect OCB, such as organizational culture or leadership style. The dependence on self-reported data heightens the potential for bias, and the narrow emphasis on Indonesia's marine transportation sector constrains its generalizability. Future research should use qualitative or longitudinal approaches to get deeper insights.
(Khair et al., 2024)	There are drawbacks in this research, such as the necessity to investigate other elements that affect OCB, including organizational culture or leadership style. Its narrow emphasis on Indonesia's maritime transportation industry restricts its generalizability, and its dependence on Self-reported data introduces the potential for bias. For deeper insights, future study should use qualitative or longitudinal methodologies.
(Dumayas II & Dura, 2024)	Gaps in this research include the need to investigate other elements that influence OCB, such as organisational culture or leadership. Reliance on self-reported data may add bias, and its concentration on a local government unit restricts generalisability. For more in-depth understanding, qualitative or longitudinal methods may be useful in future studies.
(Mehmood et al., 2024)	This research identifies gaps, including the need of investigating other variables that impact OCB, such as work satisfaction. Generalizability is limited by its emphasis on Khyber Pakhtunkhwa, and self-reported data might add bias. Qualitative or long-term methods may be useful for future studies.
(Khalilzadeh & Gheshmati, 2024)	This research identifies shortcomings, including the need of investigating other elements like culture and leadership. Generalizability is limited by its concentration on a single Iranian non-profit, and self-reported data might be biased. Qualitative or longitudinal approaches may be used in future studies.
(Kartiwi, 2024)	Gaps in this research include the need to examine school culture and leadership effectiveness as OCB determinants. Self-reported data may skew it, and its concentration on Bengkulu City Islamic schools restricts generalizability.

	Diverse educational contexts or qualitative methodologies might enhance study.
(Sulastini et al., 2023)	This research shows that leadership styles and other aspects deserve more investigation. Self-reported data may skew it, and its concentration on Banjarmasin private colleges restricts generalizability. Diverse venues or qualitative methodologies may enhance future study.
(Utama et al., 2023)	Self-reported data may bias the research, which is limited to one institution. For stronger conclusions, future study might examine varied educational contexts using longitudinal or experimental methodologies.
(Ni'mah & Ulya, 2023)	Cross-sectional studies are incapable of establishing causation, and the involvement of a single company diminishes external validity. To further understand how workplace spirituality affects OCBE over time, future study might include more organizations and use a longitudinal methodology.
(Arcadio et al., 2023)	The study's concentration on private institutions and Cavite may restrict its generalizability. WPS influence on organizational citizenship behaviour might be studied in other sectors and geographies.
(Srivastava & Madan, 2023)	This study's shortcoming is its little attention to the North Indian hotel sector. To enhance generalizability, subsequent studies should investigate the mediating role of WPS across diverse sectors and geographic regions.
(Al-Mahdy et al., 2022)	The research excludes private and foreign schools by focusing on Bahraini public schools. It ignores social views, school staff's involvement in workplace spirituality, and digital technologies' or remote learning's effects on OCB.
(P. Dubey et al., 2022)	Only management personnel in Chhattisgarh's manufacturing sector were studied, which may have overlooked differences in other sectors or areas. Non-considered elements including organizational culture, leadership, and technology may affect WPS and OCB.
(Rajni et al., 2022)	Underrepresented themes of WPS using different theoretical approaches must be studied. More empirical research is necessary, especially from cross-cultural and organizational contexts. The methodology would be advanced, like longitudinal and mixed-method studies, to intensify the knowledge and application of WPS.
(Hafeez et al., 2022)	Further empirical validation and ascertaining its applicability across different organizational settings can be conducted in further research. More studies are also warranted to find out, within different corporate cultures, how WPS influences organizational citizenship behavior in relation to sustainability.
(Bibi et al., 2021)	This research may not completely represent the influence of workplace spirituality on OCB across educational levels or locations due to its emphasis on secondary school teachers in Lahore. The research also ignores mitigating variables like school leadership and institutional culture.
(Rehman et al., 2021)	This study's emphasis on Punjab, Pakistan's banking industry workers may not apply to other businesses or areas. Workplace spirituality may affect OCB differently across cultures, which was not examined in this study.
(Pio & Lengkong, 2020)	The research's restricted emphasis on three religious-based hospitals in Manado, Indonesia may limit generalizability, and the impact of spiritual leadership on organizational citizenship behavior in various organizational contexts requires further examination.
(Wei et al., 2020)	Additional research can be conducted on external factors associated with spirituality, as well as longitudinal research may elucidate the enduring effects of spirituality. Moreover, understanding the influence of spirituality at work on the mental and physical health of nurses may enhance its significance. Designing spiritual interventions according to the needs of nurses will help retain them and improve the quality of work.

Source: Literature Review

CONCLUSION AND FUTURE RESEARCH DIRECTIONS

This systematic review highlights the increased scholarly interest in the interaction between Workplace Spirituality (WPS) and Organizational Citizenship Behavior (OCB) and their combined influence on organizational performance. While studies in these areas have been carried

out separately in the past, recent studies emphasize their synergy in promoting employee engagement, organizational commitment, and a positive work culture. Our results indicate that the combination of workplace spirituality with OCB supports a peaceful work environment, maintains the well-being of employees, and leads to better organizational outcomes. Yet, despite these findings, the area is still explored to a limited extent,

especially regarding the processes mediating between WPS and OCB across organizational and cultural contexts. The review identifies several promising areas for future research.

First, most research has been done in developed economies, mainly within corporate environments. Future studies need to extend emerging and developing economies to analyze how economic and cultural variables shape the relationship between WPS and OCB. Second, the theoretical foundations of this relationship need further investigation. While empirical research is predominant in the field, conceptual models and theoretical frameworks are required to explain how WPS leads to OCB. Third, diversification of methodology is necessary; most current studies use quantitative, cross-sectional survey designs, restricting the richness of findings. Subsequent studies can learn from mixed methods, such as qualitative research in the form of ethnographic study, case study, and in-depth interviews, to identify the richer experiences of workers. Stakeholders' views are also an untapped field. Studies have been mostly geared towards employees without considering the views of HR professionals, top management, and other organizational players who create workplace culture.

Research into multi-stakeholder views might give a better overall picture of how WPS and OCB operate at different levels within an organization. Furthermore, although current literature largely examines the advantages of incorporating WPS with OCB, there are potential problems and obstacles that are largely under-researched. Knowledge of the organizational barriers to the implementation of spirituality-based citizenship behaviours—resistance to change, leadership skepticism, or lack of corporate congruence—would be useful to practitioners who aim to put these ideas into practice. Although it has made a contribution, this research has some limitations. The review is founded on a limited selection of academic journals, and a wider search of databases might provide further insights. Furthermore, as our analysis is limited to studies published over a specific period, newer trends and new thinking might not have been included. Future studies need to widen the scope of the review, taking into account a broader selection of journals, expert views, and changing workplace dynamics. In summary, WPS and OCB have tremendous potential in determining organizational success. As organizations become more aware of the significance of employee well-being, ethical leadership, and intrinsic motivation, the incorporation of WPS with OCB can be a strategic tool for creating sustainable, engaged, and high-performing workforces.

Future studies must seek to fill current gaps by investigating various cultural contexts, creating theoretical models, using novel methodologies, and tackling practical issues related to the implementation of a spirituality-based work culture.

These efforts will help advance knowledge in this area and offer practical recommendations for organizations seeking to develop a more purposeful, engaged, and value-based workforce in the dynamic business environment.

REFERENCES

1. Achmadi, H., Antonio, F., Pramono, R., Bernarto, I., & Purwanto, A. (2020). Identification of the positive and negative emotions that appeared among high school students when selecting university at Jakarta and surrounding area. *Systematic Reviews in Pharmacy*, 11(9), 759–766.
2. Al-Mahdy, Y. F. H., Emam, M., & Hassan, T. (2022). Workplace spirituality and organizational citizenship behavior among teachers in bahrain: commitment as a mediator. *Journal of Beliefs & Values*, 43(3), 301–319.
3. Arcadio, A. R., Diola, D., & Obice, J. C. (2023). Teachers' Workplace Spirituality and Organizational Citizenship Behavior in Tertiary Education in Cavite, Philippines: A Correlational Study. *Psychology and Education: A Multidisciplinary Journal*, 12(6), 609–614.
4. Barik, S., & Nayak, T. (2024). Workplace spirituality: exploring past, present and future through bibliometric analysis. *Benchmarking: An International Journal*, 31(9), 3216–3241.
5. Baykal, E. (2019). Spiritual leadership in collectivist cultures: Turkey example. In *Science and Spirituality for a Sustainable World: Emerging Research and Opportunities* (pp. 44–69). IGI Global.
6. Bibi, N., Siddique, A., & Davis, C. J. (2021). Relationship between teachers' organizational citizenship behavior and workplace spirituality at secondary level. *Journal of Educational Research*, 24(1), 34.
7. Dubey, P., Pathak, A. K., & Sahu, K. K. (2020). Correlates of workplace spirituality on job satisfaction, leadership, organisational citizenship behaviour and organisational growth: A literature-based study from organisational perspective. *International Journal of Scientific and Technology Research*, 9(4), 1493–1502.
8. Dubey, P., Pathak, A. K., & Sahu, K. K. (2022). Analysing workplace spirituality as a mediator in the link between job satisfaction and organisational citizenship behaviour. *Management Matters*, 19(2), 109–128.
9. Dubey, S., & Singh Bedi, S. (2024). Workplace Spirituality: A Systematic Review and Future Research Agenda. *Journal of Management, Spirituality and Religion*, 21(1), 83–128.
10. Dumayas II, G. R., & Dura, A. P. (2024). THE MEDIATING EFFECT OF WORKPLACE SPIRITUALITY ON THE RELATIONSHIP BETWEEN WORK VALUES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF LOCAL GOVERNMENT UNIT EMPLOYEES. *European Journal of Social Sciences Studies*, 10(1).
11. Ekizer, F. N., & Aker, H. (2025). Perceptions of Organizational Citizenship Behaviors of EFL Instructors: An Example of State University in Konya. *International Journal of Organizational Leadership*, 44–69.
12. Fahmi, K., Kurniawan, T., Sena, A., Suryani, P.,

- Sugianto, A., & Amelia, D. (2020). Did Servant, Digital and Green Leadership Influence Market Performance? Evidence from Indonesian Pharmaceutical Industry. *Systematic Reviews in Pharmacy*, 119, 642–653.
13. Garg, N. (2020). Promoting organizational performance in Indian insurance industry: The roles of workplace spirituality and organizational citizenship behaviour. *Global Business Review*, 21(3), 834–849.
14. Göçen, A., & Şen, S. (2021). Spiritual leadership and organizational citizenship behavior: A meta-analysis. *SAGE Open*, 11(3), 21582440211040776.
15. Hadi, E. P., Hidayah, I., & Sutarto, J. (2024). Workplace Spirituality as School Performance Improvement in the Era of Society 5.0: A Review from an Organizational Behaviour Perspective. *Proceedings of International Conference on Science, Education, and Technology*, 10, 191–195.
16. Hafeez, M., Yasin, I. M., Zawawi, D., Qureshi, N. A., Hussain, S. T., & Arif, M. (2022). A review of the role of workplace spirituality and organizational citizenship behavior in enhancing corporate sustainability: An underpinning role of stern and Dietz's value model. *Sage Open*, 12(2), 21582440221099530.
17. Haldorai, K., Kim, W. G., Chang, H. S., & Li, J. J. (2020). Workplace spirituality as a mediator between ethical climate and workplace deviant behavior. *International Journal of Hospitality Management*, 86, 102372.
18. Hashemi, S. E., Qanavati, S., & Naami, A. (2020). The effect of organizational trust and workplace spirituality on organizational citizenship behaviour and psychological well-being: Mediating role of organization based Self-Esteem. *International Journal of Psychology (IPA)*, 14(1), 253–278.
19. Kartiwi, A. P. (2024). Leadership in Indonesian Islamic Schools: How Leader Spiritual and Motivational Styles Affect Organizational Citizenship Behavior and Employees' Religiosity. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 9(1), 67–78.
20. Khair, H., Dina, A. T., & Pandia, M. M. (2024). Factor affecting workplace spirituality, job satisfaction, and organizational citizenship behavior: evidence from indonesia. *Economic Studies*, 33(1).
21. Khalilzadeh, M., & Ghesmati, H. (2024). Organizational citizenship behavior based on trust in organizational spirituality and participation in non-profit service organizations: A case study in Iran. *Cogent Social Sciences*, 10(1), 2270845.
22. Mehmood, W., Shah, T. A., Rehman, A., & Khan, Z. (2024). *Spiritual leadership and organizational citizenship behavior: examining mediation of workplace spirituality and quality of work life in educational institutions*.
23. Mukherjee, S., & Singha, S. (2019). Relationship between workplace spirituality and job satisfaction. *International Journal of Economic Research*, 16(2), 1–22.
24. Nayyar, R., Yadav, P., Baral, R., Raina, M., & Jena, L. K. (2024). Unveiling the past, present and future of workplace spirituality research: a systematic literature review of 15 years. *International Journal of Organizational Analysis*.
25. Ni'mah, A. K., & Ulya, A. U. (2023). The effect of workplace spirituality on organization citizenship behavior for the environment mediated by environmental passion. *Journal of Economics and Business Research (JUEBIR)*, 2(1), 56–67.
26. Paul, M., Jena, L. K., & Sahoo, K. (2020). Workplace spirituality and workforce agility: a psychological exploration among teaching professionals. *Journal of Religion and Health*, 59(1), 135–153.
27. Pio, R. J., & Lengkong, F. D. J. (2020). The relationship between spiritual leadership to quality of work life and ethical behavior and its implication to increasing the organizational citizenship behavior. *Journal of Management Development*, 39(3), 293–305.
28. Pradhan, R. K. S. T. (2021). *Impact of workplace spirituality on employee performance and organisational citizenship behaviour*. <https://doi.org/10.1504/IJWOE.2021.118995>
29. Priscilla, Y. G., Maharani, D., & Muchsinati, E. S. (2024). Analysis the influence of motivation, work environment, workplace spirituality, and leadership style on organizational citizenship behavior (OCB), with job satisfaction as a mediating factor, among employees in beauty clinics in the City of Batam. *International Journal of Business, Economics, and Social Development*, 5(1), 54–63.
30. Purwana, D., Ahmad, A., & Saptono, A. (2020). The Influence of Leadership and Work Environment toward Organizational Citizenship Behavior (OCB) through Work Satisfaction. *International Journal on Advanced Science, Education, and Religion*, 3(4), 175–189.
31. Purwanto, A. (2020a). Effect of pedagogic, professional competency, and work motivation toward Indonesian primary school teachers performance. *Sys Rev Pharm*, 11(9), 617–626.
32. Purwanto, A. (2020b). Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from Indonesian teachers. *International Journal of Advanced Science and Technology*, 29(03), 5495–5503.
33. Raamkhumar, M. H., & Swamy, T. (2023). Workplace spirituality: the game changer of 21st century workplace. *Multidisciplinary Reviews*, 6(4), 2023042.
34. Rahman, M., Ahmed, S., & Wilson, D. (2023). The impact of workplace spirituality on organizational performance: A post-pandemic perspective. *Journal of Management and Spiritual Studies*, 15(2), 78-96

35. Rajni, Swami, A., Khan, M., Hemrajani, P., & Dhiman, R. (2022). Mapping the intellectual structure of workplace spirituality through bibliometric analysis. *FIIB Business Review*, 23197145221099090.
36. Ramilan, R., Mulyanti, R. Y., Koesmawan, K., & Wati, L. N. (2024). Role of Workplace Spirituality and Organizational Citizenship Behavior (OCB) In Improving Lecturers' Performance. *People and Behavior Analysis*, 2(1), 48–60. <https://doi.org/10.31098/pba.v2i1.2278>.
37. Rao, K. N., Marigowda, J., & Venugopal, D. (2024). Workplace spirituality and organisational citizenship behaviour: an impact study. *International Journal of Work Organisation and Emotion*, 15(1), 44–60.
38. Rehman, W., Jalil, F., Hassan, M., Naseer, Z., & Ikram, H. (2021). Workplace spirituality and organizational citizenship behavior: A mediating and moderating role of organizational commitment, and workplace ostracism. *International Journal of Innovation, Creativity, and Change*, 15(3), 1121–1144.
39. Rehman, W., Jalil, F., Hassan, M., Naseer, Z., Ikram, H., Punjab, G., & Campus. (2022). *Workplace Spirituality and Organizational Citizenship Behavior: A Mediating and Moderating Role of Organizational Commitment and Workplace Ostracism*. 15, 1121.
40. Sharma, P. K., & Kumra, R. (2020). Relationship between workplace spirituality, organizational justice and mental health: mediation role of employee engagement. *Journal of Advances in Management Research*, 17(5), 627–650.
41. Singh, J. P., Chand, P. K., Mittal, A., & Aggarwal, A. (2020). High-performance work system and organizational citizenship behaviour at the shop floor. *Benchmarking: An International Journal*, 27(4), 1369–1398.
42. Soelton, M., Visano, N. A., Noermijati, N., Ramli, Y., Syah, T. Y. R., & Sari, Y. J. (2020). The implication of job satisfaction that influence workers to practice organizational citizenship behavior (OCB) in the work place. *Archives of Business Review–Vol*, 8(5), 33–48.
43. Srivastava, S., & Madan, P. (2023). Linking ethical leadership and behavioral outcomes through workplace spirituality: a study on Indian hotel industry. *Social Responsibility Journal*, 19(3), 504–524.
44. Suheny, E., Arum, M., Wandu, D., Rahmat, A., Haerani, A., Dasmaran, V., Adha, S., & Purwanto, A. (2020). Develop Leadership Style Model for Indonesian SMEs Leaders During Covid-19 Pandemic. *Systematic Reviews in Pharmacy*, 11(8).
45. Sulastini, Wijayanti, T. C., & Rajiani, I. (2023). Workplace spirituality as an alternative model for promoting commitment to change and change-oriented organisational citizenship behaviour. *Administrative Sciences*, 13(3), 86.
46. Taheri, F., Jami Pour, M., & Asarian, M. (2019). An exploratory study of subjective well-being in organizations—A mixed method research approach. *Journal of Human Behavior in the Social Environment*, 29(4), 435–454.
47. Utama, R. G., Wahyuningsih, R. S. H., & Surwanti, A. (2023). The Influence of Spiritual Leadership on Organizational Citizenship Behavior: Workplace Spirituality and Thriving at Work as Mediation. *JBFI: Jurnal Bisnis: Teori Dan Implementasi*, 14(2), 417–435.
48. UTAMI, N. M. S., Sapta, I. K. S., VERAWATI, Y., & Astakoni, I. M. P. (2021). Relationship between workplace spirituality, organizational commitment and organizational citizenship behavior. *The Journal of Asian Finance, Economics and Business*, 8(1), 507–517.
49. Vedula, S. B., & Agrawal, R. K. (2024). Mapping Spiritual Leadership: A Bibliometric Analysis and Synthesis of Past Milestones and Future Research Agenda. *Journal of Business Ethics*, 189(2), 301–328.
50. Wei, C.-W., Wu, Y.-C., Lee, S.-Y., & Tung, H.-H. (2020). Workplace spirituality in nursing: A systematic review. *Aging Medicine and Healthcare*, 11(3), 74–81.
51. Widarko, A., & Anwarodin, M. K. (2022). Work motivation and organizational culture on work performance: Organizational citizenship behavior (OCB) as mediating variable. *Golden Ratio of Human Resource Management*, 2(2), 123–138.
52. Worku, M. A., & Debela, K. L. (2024). A systematic literature review on organizational citizenship behavior: conceptualization, antecedents, and future research directions. *Cogent Business and Management*, 11(1).
53. Wu, S.-M. (2025). The Relationships of Workplace Spirituality and Psychological Capital with Work Engagement Among Junior High School Teachers. In *Behavioral Sciences* (Vol. 15, Issue 1).
54. Yin, E., & Mahrous, A. (2022). Covid-19 global pandemic, workplace spirituality and the rise of spirituality-driven organisations in the post-digital era. *Journal of Humanities and Applied Social Sciences*, 4(2), 79–93.
55. Yousaf, U., Khan, M. F., Khan, I., Khan, M. Z., & Dogar, M. N. (2024). Spiritually empowered leadership and workplace spirituality at Akhuwat foundation: a qualitative case study. *Qualitative Research in Financial Markets*.