

Workplace Spirituality (WS) and Employee Performance: Mediating Role of Organizational Citizenship behavior

Surendra Mahato (Ph.D.)¹

*Assistant Professor
Nepal Commerce Campus
Tribhuvan University
ORCID:0000-0002-1065-0010*

Binod Sah (Ph.D.)²

*Associate Professor
Ram Raja Multiple Campus
Tribhuvan University
ORCID: 0000-0001-8267-994X*

Shiva Raj Adhikari (Ph.D.)³

Director, Kathmandu Metropolitan City Office

Binay Shrestha (Ph.D.)⁴

*Birganj Public College
Tribhuvan University
ORCID ID: 0000-0002-6233-0481*

Corresponding Author: **Binod Sah (Ph.D.)**

Abstract

It is a study to understand how Workplace Spirituality (WS), Organizational Citizenship Behavior (OCB) and Employee Performance (EP) are interconnected within the construction companies classified as A-Class in Kathmandu, Nepal. The research design is based on the causal-comparative research and quantitative data achieved with the help of structured questionnaires and a 5-point Likert scale, with the focus on answering the question of whether OCB can mediate the effect of WS on EP. Correlation was used to show positive and strong relationships among WS and EP ($r = .832$), WS and OCB ($r = .807$), OCB-EP ($r = .755$) at 0.01 significant rank. Regressions regulated the fact WS has a significant trait on EP ($B = 0.418$, $p < .01$) and so does OCB ($B = 0.284$, $p < .01$). There was a positive and statistically insignificant indirect impact of WS to EP via OCB which means that the mediating impact was minimal. The results explain the importance of developing spirituality and citizenship attitudes in workplaces to enhance better performances of work executives. Role of leadership in modeling spiritual values takes centre-stage in influencing discretionary behaviours and ensuring effective running of an organisation in the collectivist cultural practice of Nepal. The research also recommends that spiritual growth and workplace become complementary variables that will enhance employee involvement, satisfaction, and retention in the competitive construction sector. The insights also offer theory and practice since they bring to the fore a complex interplay between spirituality, behaviour and performance.

Keywords: Workplace spirituality, Organizational Citizenship Behavior, Employee Engagement

1. Introduction

Many employees frequently express dissatisfaction with their jobs and the monotonous nature of their work environments. However, organizations often fail to adequately address these concerns. Research on work environments remains relatively underdeveloped, and scholars are only beginning to examine and understand the complexities of the modern workplace. Current academic inquiry has started to explore employees' internal needs and the psychological conflicts that influence both individual and organizational performance (Dernovsek, 2008; Honiball et al., 2014; Rastogi et al., 2018).

Research indicates that individuals in the early stages of life are primarily concerned with satisfying their basic needs, such as financial and physical security (Marescaux et al., 2012; Khari & Sinha, 2018). However, this focus often prevents them from attaining the highest level of human needs self-actualization (Maslow, 1954).

In particular, knowledge workers in the service sector increasingly seek opportunities to create lasting value and meaning through their work (Kolodinsky et al., 2008; Pardasani et al., 2014; Rathee & Rajain, 2020). These professionals desire inclusive and purposeful work environments that align with their values and allow them to connect with a broader community (Houghton et al., 2016; Gibbons, 2000; Petchsawang & McLean, 2017). They strive to go beyond personal ambition and find fulfillment in contributing to something greater than themselves (Dollard & Bakker, 2010).

The modern professional invests not only intellectual and physical effort but also emotional and spiritual energy into their work. Given that individuals spend approximately one-third of their waking lives at work (Richman, 2006), the opportunity to experience purpose, passion, and personal expression becomes essential. An ideal workplace, therefore, is one where employees can engage meaningfully and passionately, freely express themselves, and experience contentment (Dernovsek, 2008; Honiball et al., 2014; Rastogi et al., 2018).

A growing body of literature supports the view that integrating spiritual and social values into workplace culture fosters stronger team cohesion and greater collaboration. These values enhance employee engagement, satisfaction, and retention (Ashforth & Pratt, 2010; Van Mierlo & Bakker, 2018). A spiritually grounded organizational culture improves person-organization fit, lowers employee turnover, and reinforces organizational mission and values (Rathee & Yadav, 2016; Gull & Doh, 2004). Additionally, workplace spirituality encourages mutual trust (Sonnentag, 2003), respect (Rothbard, 2001), courage, and self-confidence (Bakker et al., 2012), potentially enhancing organizational citizenship behavior (Snape & Redman, 2010).

Although still emerging, workplace spirituality has gained considerable attention among scholars, managers, and researchers as a significant management concern worldwide (Giacalone & Jurkiewicz, 2003a, 2003b; Nosheen et al., 2020). At the 2016 Academy of Management annual convention, workplace spirituality was explored under the theme “making organizations meaningful,” emphasizing its role in fostering sustainable, value-driven institutions (Jurkiewicz & Giacalone, 2016; Kolodinsky & Ritchie, 2016; Acharya & Mishra, 2016).

Since its emergence in the late 1990s, workplace spirituality has been recognized as a counterbalance to the exploitative practices and inefficiencies associated with traditional human resource models. Research has shown that many professionals today experience psychological alienation and a lack of purpose in their work (Guest & Conway, 2011; Honiball et al., 2014). As organizations shift toward models emphasizing employee involvement and personal development, workplace spirituality emerges as a key factor in fostering humane and productive work environments.

In this context, workplace spirituality may be understood as part of the broader concept of person-organization fit (P-O fit), which aligns individual values, beliefs, and ideologies with organizational culture. It reflects both the spiritual values that employees bring to their work (Karakas, 2010) and their perception of the organization’s own spiritual orientation (Singh & Mishra, 2016). Thus, the effectiveness of workplace spirituality depends on an interactive relationship between individual and organizational values, promoting prosocial behavior, engagement, and performance (Kolodinsky et al., 2008; Karatepe, 2013).

Despite its promising potential, the field of workplace spirituality remains under-researched, particularly in empirical contexts (Rocha & Pinheiro, 2020; Karakas, 2010). Most existing studies are conceptual in nature, highlighting the need for empirical validation of its impact on employee performance. Nevertheless, there is a growing consensus that workplace spirituality can enhance both individual well-being and organizational outcomes (Giacalone & Jurkiewicz, 2003a, 2003b).

This study aims to deepen understanding of the role of workplace spirituality in enhancing employee performance, particularly through the mediating role of organizational citizenship behavior (OCB) and the moderating role of emotional intelligence (EI). By clarifying how spirituality contributes to goal alignment, purpose, and meaning at work, the study seeks to inform the development of inclusive and fulfilling organizational environments that promote both engagement and productivity.

In the context of Nepal, there is growing recognition that traditional management practices alone are inadequate for optimizing employee performance. As organizations increasingly aim to meet broader goals and foster employee development, it is essential to explore alternative approaches that enhance engagement and productivity.

A key area requiring further investigation is the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between Workplace Spirituality

(WS) and Employee Performance (EP). While the global relevance of workplace spirituality has been acknowledged, there is a lack of empirical studies exploring its impact within Nepalese organizations, particularly in the construction industry.

The limited body of literature in Nepal provides insufficient insight into the nuanced ways in which OCB influences the link between WS and EP. Furthermore, the moderating effect of Emotional Intelligence (EI) in this relationship has also received limited attention.

Accordingly, this study aims to address the following research questions:

- What is the relationship between Workplace Spirituality (WS) and Employee Performance (EP) in selected construction companies?
- What is the relationship between Workplace Spirituality (WS) and Organizational Citizenship Behavior (OCB) in selected construction companies?
- What is the relationship between Organizational Citizenship Behavior (OCB) and Employee Performance (EP) in selected construction companies?
- Does Organizational Citizenship Behavior (OCB) mediate the relationship between Workplace Spirituality (WS) and Employee Performance (EP)?

2. Literature Review and Hypothesis Formulation

In the contemporary organizational environment, increasing attention has been directed toward understanding the intersection of human experiences and workplace dynamics. Central to this discourse are the constructs of workplace spirituality (WS), employee performance (EP), and organizational citizenship behavior (OCB). This study aims to examine the interrelationships among these variables, with the premise that they jointly influence organizational effectiveness and employee well-being. As organizations seek sustainable competitive advantages, nurturing a spiritually enriched workplace has emerged as a potentially powerful strategy to enhance employee outcomes.

Workplace spirituality is conceptualized as the recognition of employees' inner life, and their pursuit of meaning and purpose through work (Giacalone & Jurkiewicz, 2003). Organizations that foster spiritual values tend to observe elevated levels of employee engagement and job satisfaction, which frequently translate into improved performance. The present study also integrates the construct of Organizational Citizenship Behavior (OCB), which encompasses voluntary, extra-role behaviors that contribute to a supportive and cooperative work environment (Organ, 1988). Employees who exhibit OCB not only enhance their own performance but also contribute to team and organizational success. Understanding the dynamics among WS, OCB, and EP is vital for designing interventions that promote engagement, cohesion, and excellence. Further, Emotional Intelligence (EI) is introduced as a potential moderating factor that could strengthen or weaken these relationships.

Based on the theoretical and empirical literature, the following hypotheses are proposed:

Hypothesis 1 (H1): There is a significant relationship between Workplace Spirituality (WS) and Employee Performance (EP).

Employee performance is inherently multifaceted and shaped by a range of psychological, organizational, and interpersonal factors. Literature suggests that spiritually supportive work environments enhance employees' sense of purpose, motivation, and well-being, ultimately leading to higher performance levels (Duchon & Plowman, 2005; Karakas, 2010). Although workplace spirituality remains a debated topic in terms of organizational utility (Brown, 2003), emerging evidence suggests that employees who perceive their work as meaningful and aligned with their values exhibit heightened creativity, collaboration, and discretionary effort (Fry, 2003). Thus, workplace spirituality may function as a psychological resource that enhances performance, contingent upon organizational alignment and supportive leadership.

Hypothesis 2 (H2): There is a significant relationship between Workplace Spirituality (WS) and Organizational Citizenship Behavior (OCB).

Workplace spirituality aligns individual values with organizational purpose, fostering a sense of belonging and intrinsic motivation (Harrington et al., 2001; Milliman et al., 2003). This environment encourages employees to engage in behaviors beyond their formal job roles. Drawing on Social Exchange Theory (Thibaut & Kelley, 1959; Homans, 1958), the reciprocity between employee well-being and organizational support suggests that spiritually fulfilled employees are more likely to engage in altruistic and civic-oriented behaviors. Spiritual work environments foster ethical conduct, compassion, and community, all of which reinforce OCB dimensions such as courtesy, conscientiousness, and civic virtue (Rego & Cunha, 2008).

Hypothesis 3 (H3): There is a significant relationship between Organizational Citizenship Behavior (OCB) and Employee Performance (EP).

OCB includes behaviors such as helping colleagues, showing initiative, and being flexible, which contribute to a positive organizational climate and effective team functioning (Podsakoff et al., 2009). Numerous studies have shown that employees who regularly engage in OCB receive higher performance evaluations and contribute to overall organizational effectiveness (Bateman & Organ, 1983; MacKenzie et al., 1991). These discretionary behaviors reduce workplace conflict, improve morale, and facilitate smoother workflows, thereby enhancing both individual and organizational performance (Koys, 2001).

Hypothesis 4 (H4): Organizational Citizenship Behavior (OCB) mediates the relationship between Workplace Spirituality (WS) and Employee Performance (EP).

The mediating role of OCB posits that workplace spirituality influences performance indirectly by promoting voluntary, prosocial behaviors. As spiritual environments encourage trust, collaboration, and ethical engagement, employees become more inclined to go beyond their formal duties, thus creating conditions conducive to higher performance (Milliman et al., 2003; Jurkiewicz & Giacalone,

2004). This pathway highlights OCB as the mechanism through which workplace spirituality translates into tangible performance outcomes.

2.1 Theoretical Underpinning

This study investigates the interplay between Workplace Spirituality (WS), Employee Performance (EP), and Organizational Citizenship Behavior (OCB), with OCB conceptualized as a mediating variable and Emotional Intelligence (EI) as a moderating variable. The theoretical foundation for these relationships is grounded in Social Exchange Theory (SET), which offers a lens to understand how reciprocal relationships between employees and organizations influence behavior and performance.

2.1.1 Social Exchange Theory (SET)

Social Exchange Theory (SET), initially proposed by Thibaut and Kelley (1959), posits that social behavior is the result of an exchange process aimed at maximizing benefits and minimizing costs. Within the organizational setting, SET suggests that employees engage in behaviors such as OCB when they perceive a balance of fair and beneficial exchanges between themselves and their employer. These exchanges are not purely transactional but also psychological and emotional in nature (Cropanzano & Mitchell, 2005).

In the context of this study, SET is applied to examine the relationship between WS and EP, where a spiritually supportive environment enhances employees' sense of meaning, purpose, and community. This fosters a climate in which employees are likely to reciprocate through higher engagement, discretionary effort, and enhanced performance.

SET provides a valuable framework for understanding OCB as a voluntary set of behaviors that extend beyond formal job requirements and are motivated by perceived organizational support and mutual respect. As Organ (1988) described, OCB includes dimensions such as altruism, conscientiousness, and civic virtue—behaviors that are likely to flourish in organizations that embody spiritual values and mutual trust. In this study, OCB is positioned as a mediating mechanism through which WS influences EP. A spiritually inclined workplace fosters employee goodwill and loyalty, which translates into greater contributions beyond the call of duty.

2.2 Conceptual Framework

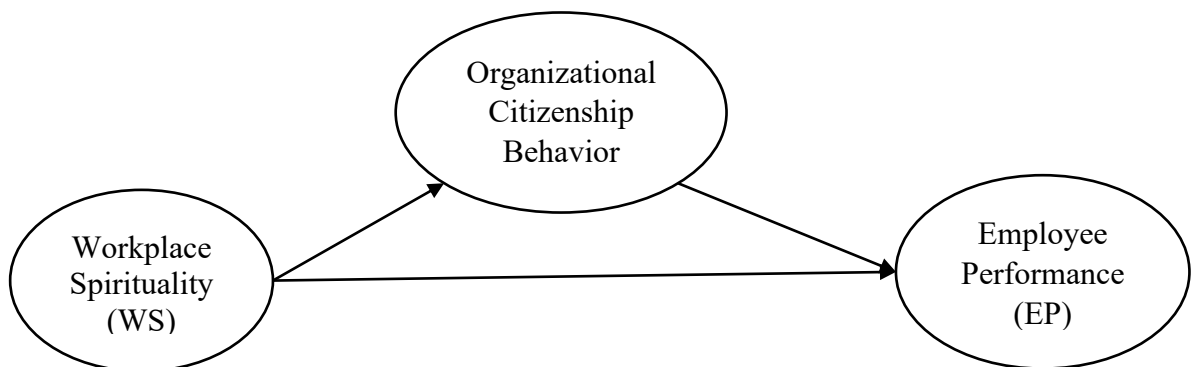


Figure 2. 1: Conceptual Framework

3. Research Design

This study adopted a causal-comparative research design to systematically investigate the relationship between Workplace Spirituality (WS) and Employee Performance (EP) in top A-Class construction companies in Kathmandu. A causal-comparative design enables the exploration of potential cause-effect relationships between variables without manipulating the independent variable, thus offering practical insights based on naturally occurring differences.

A quantitative approach to data collection was implemented using a structured questionnaire incorporating a 5-point Likert scale. This allowed participants to express their perceptions and experiences with a reasonable degree of flexibility and granularity, enhancing the reliability and interpretability of the responses. Although the study emphasized quantitative data, elements of qualitative reasoning were embedded during data interpretation to provide contextual understanding and enrich the findings.

The use of the Likert scale facilitated the measurement of participants' attitudes and behaviors related to workplace spirituality and employee performance. This methodological approach ensured a comprehensive and nuanced analysis of the underlying variables, thereby laying a strong foundation for drawing meaningful conclusions and contributing valuable insights specific to the construction industry in Kathmandu.

4 Data presentation and Analysis

Table 1: Demographic Profile

		Frequency	Percent
Gender	Male	228	57
	Female	172	43
Age	20-30	196	49
	30-40	164	41
	40-50	36	9
	Above 50	4	1
Marital Status	Single	164	41
	Married	236	59
Education Qualification	Intermediate	40	10
	Bachelors	260	65
	Masters	96	24
	M.Phil. and above	4	1
Working Experience	Less than 1 year	16	4
	1-5 years	164	41
	5-10 years	140	35
	Above 10 years	80	20

	CE Construction Pvt.Ltd	72	18
	Sharma & Company Pvt. Ltd.	60	15
	Kalika Construction Pvt.Ltd.	40	10
	Bhumi Construction Company Pvt.Ltd.	20	5
	Ashish Nirman Sewa Pvt. Ltd.	16	4
Construction Company	Lama Construction Pvt.Ltd.	60	15
	New Technical Associates Pvt. Ltd.	20	5
	Multi Engineers and Builders Pvt. Ltd.	24	6
	Raman Construction Company	40	10
	Himalayan Builders & Enginners Pvt. Ltd.	48	12

Source: Authors' Own Work

The study gathered responses from 400 employees working in various construction companies across Nepal. Among the respondents, 57% were male and 43% were female, reflecting a moderately higher male representation in the sector. In terms of age, the largest group (49%) was between 20 and 30 years, followed by 41% aged 30–40, 9% aged 40–50, and only 1% above 50, indicating a predominantly young workforce. Regarding marital status, 59% were married while 41% were single. Educationally, the majority (65%) held a bachelor's degree, followed by 24% with a master's, 10% with an intermediate qualification, and 1% with an M.Phil. or higher, indicating a highly educated sample. In terms of work experience, 41% had 1–5 years of experience, 35% had 5–10 years, 20% had over 10 years, and 4% had less than one year, demonstrating a balanced mix of early-career and experienced professionals. Participants were affiliated with a range of construction companies, with the highest representation from CE Construction Pvt. Ltd. (18%), followed by Sharma & Company Pvt. Ltd. and Lama Construction Pvt. Ltd. (15% each), Himalayan Builders & Engineers Pvt. Ltd. (12%), Kalika Construction Pvt. Ltd. and Raman Construction Company (10% each), and smaller proportions from other firms such as Bhumi Construction, Ashish Nirman Sewa, New Technical Associates, and Multi Engineers and Builders. This diverse demographic profile contributes to the reliability and representativeness of the study findings.

4. 1 Correlation Analysis

Table 2: Correlation Coefficient between WS, EP, OCB

	WS	EP	OCB
WS	1		
EP	.632**	1	
OCB	.707**	.645**	1

Table 2 shows that the correlation analysis depicts the existence of significant positive values between the Workplace Spirituality (WS), Employee Performance (EP), and organizational Citizenship Behavior (OCB). In particular, the following correlations were revealed: a strong positive one existed between Workplace Spirituality and Employee Performance ($r = .632, p < 0.01$). This will mean that the workers with a high degree of spirituality in workplace will in all probabilities show better performance at work. This spirituality can benefit the sense of purpose and motivation as well as fit to organizational values of the employees and increase their productivity and effectiveness.

Equally, the correlation between Organization Spirituality and Organization Citizen Behavior is also very intense and statistically insignificant ($r = .707, p < 0.01$). This implies that employees who feel the work environment is one that supports them spiritually i.e. is encountering meaningful work, a sense of community together with a constraint with personal values, are ought to go the additional mile to complete their work more than stipulated duties and become involved in activities that favored the organization and other employees.

Moreover, there was high positive correlation between Employee Performance and Organizational Citizenship Behavior ($r = 0.645, p < 0.01$). This means that employees that perform well will also show greater chances to have citizenship behaviors where they will be willing to help others, will be at the forefront to show initiative, and willing to be loyal to the organization. All in all, the results show there is a high degree of interconnectedness between the three variables which implies that workplace spirituality does not only improve individual performance, but also creates a cooperative supportive work environment.

4.2 Regression Analysis

Table 3: Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.582	.162		3.592	.002
WS	.418	.045	.362	9.289	.000

a. Dependent Variable: EP

Table 3 shows the outcomes of a regression analysis in order to understand the impact of Workplace Spirituality (WS) on Employee Performance (EP). The results

show that WS proves to be a significant value of employee performance which is computationally close to consistent with the statistical significance. The unstandardized coefficient (B) of WS is 0.418 with the standard error of 0.045 which indicates that an increase of one unit in WS is linked to a corresponding increase of 0.418 unit in employee performance keeping the other factors unchanged.

The standardized coefficient (B) is 0.362 implying there is moderate positive influence of spirituality in the workplace on performance. The t-value of 9.289 and the p-value of .000 assure us that relationship is significant at 0.01 level. This constant term is also found statistically significant ($B = 0.582$, $t = 3.592$, $p = .002$), which means that there exists meaningful basal level of employee performance when the workplace spirituality is taken to zero.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.95	.108		18.055	.000
WS	.568	.045	.314	12.178	.000

Table 4 shows that Workplace Spirituality (WS) positively and significantly affects Employee Performance (EP). A one-unit increase in WS leads to a 0.568 increase in EP. The standardized beta (0.314) indicates a moderate positive effect, supported by a significant t-value (12.178) and p-value (.000). The results highlight that fostering workplace spirituality can improve employee performance.

Table 5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.75	.182		9.615	.000
OCB	.284	.024	.318	11.833	.000

Table 5 shows that Organizational Citizenship Behavior (OCB) has a significant positive effect on Employee Performance (EP). The unstandardized coefficient (B) of 0.284 means that a one-unit increase in OCB predicts a 0.284 increase in employee performance. The standardized beta of 0.318 indicates a moderate positive relationship. With a t-value of 11.833 and p-value of .000, this effect is highly statistically significant, suggesting that encouraging OCB can enhance employee performance.

4.3 Mediation Model Summaries

Table 6: Indirect Effect of OCB on WS and EP

Effect	BootSE	BootLLCI	BootULCI
0.4367	0.0451	-0.045	0.0481

The table 6 shows indirect effect of Organizational Citizenship Behavior (OCB) on Employee performance (EP) in Nepalese organizations with the effect size is 0.4367, indicating that OCB has a positive indirect influence on EP. This suggests that increases in OCB lead to improvements in EP through an intermediary variable.

The bootstrapped standard error (BootSE) is 0.0451, representing the variability in the estimated effect obtained through resampling. The bootstrapped confidence interval ranges from -0.045 (BootLLCI) to 0.0481 (BootULCI), which means that there is some uncertainty regarding the significance of the indirect effect. Since the confidence interval includes zero, the indirect effect is not statistically significant at the 95% confidence level, implying that the indirect pathway from OCB to EP may not be reliable in this instance.

4.4 Hypothesis Test Result

Table 7: Summary of Hypothesis Result

S.N.	Hypothesis	Remarks
H1	There is strong, significant and positive relationship between workplace spirituality and employee performance.	Accepted
H2	There is strong and significant relationship between workplace spirituality and organizational citizenship behavior.	Accepted
H3	There is strong and highly significant relationship between organizational citizenship behavior and employee performance.	Accepted
H4	There is no mediating role of organizational citizenship behavior between workplace spirituality and employee performance.	Rejected

5 Discussion

The findings of this study align with the broader body of existing literature on workplace spirituality (WPS) and its influence on organizational and employee outcomes. For instance, Dubey and Bedi (2024) conducted a systematic review of the workplace spirituality literature, identifying significant gaps and outlining an agenda for future research. Their review synthesizes prior empirical evidence and

highlights the positive association between workplace spirituality and outcomes such as employee well-being, job satisfaction, and organizational commitment. Furthermore, they emphasize the necessity for more empirical investigations into the mechanisms by which WPS influences organizational outcomes and how contextual variables shape these dynamics. Their proposed research agenda encourages exploration through novel theoretical frameworks, methodological approaches, and diverse organizational settings, offering valuable directions for scholars and practitioners aiming to deepen their understanding of WPS.

Similarly, Thapa and Shrestha (2023) explored the influence of workplace spirituality on employee performance (EP) in Nepal, specifically focusing on the mediating role of organizational citizenship behavior (OCB). Their findings revealed that WPS not only directly enhances EP but also encourages discretionary behaviors such as helping coworkers and volunteering for tasks beyond formal job responsibilities—indicating that WPS fosters a culture of proactivity and mutual support.

Robbie and Roz (2021) also examined these relationships using a quantitative approach, identifying workplace spirituality and organizational commitment as significant predictors of employee performance. Their study found job satisfaction to be a key moderating variable, amplifying the positive effects of WPS and commitment on performance outcomes. These insights suggest that cultivating a spiritually nurturing environment alongside strengthening organizational commitment—can yield higher employee productivity, especially when supported by job satisfaction.

Additionally, Shrestha and Jena (2021) and Petchsawang and Duchon (2012) provided a bibliometric analysis of 438 peer-reviewed articles on workplace spirituality, published between 2001 and 2021. Through citation, cluster, and co-citation analysis, they identified major research themes and key influencers in the field, while also shedding light on underexplored areas. Their findings support the growing recognition of workplace spirituality as a multidisciplinary domain requiring varied contextual and methodological perspectives.

Sankar and Suresh (2018), in their study of healthcare organizations, used modeling techniques to identify critical factors contributing to workplace spirituality, such as ethical values, purpose, and interconnectedness. Their findings highlight how leadership and organizational culture significantly shape employee perceptions of spirituality, which in turn enhance motivation, satisfaction, and performance. The study confirms that spirituality-oriented workplace practices are particularly impactful in high-stakes environments like healthcare, where well-being and performance are closely linked.

The current study's findings also correspond with earlier foundational work by Milliman et al. (2003), who reported that employees deriving meaning and purpose from their work demonstrated superior performance levels. This study extends that assertion by empirically validating the strong correlation between WPS and employee performance within the Nepalese context. Furthermore, these results support Fry's (2003) spiritual leadership model, which posits that leaders

who foster a sense of purpose within their organizations enhance overall performance. The findings provide empirical reinforcement for Fry's model, suggesting that spiritual leadership positively influences performance outcomes by fostering intrinsic motivation and shared purpose.

Utmani et al. (2021) offered similar insights, revealing that WPS significantly enhances both organizational commitment and OCB. Their study, conducted across various corporate settings, found that employees perceiving high levels of spirituality in the workplace were more loyal and inclined to engage in extra-role behaviors that support organizational effectiveness. These findings align with those of Rego and Cunha (2008), who noted that WPS enhances OCB dimensions such as altruism, conscientiousness, and civic virtue.

However, while this study observed a positive relationship between WPS and OCB (with an R^2 value of 0.5698), it also suggests that OCB is not the sole contributor to enhanced performance. This observation echoes Podsakoff et al. (2000) and Organ (1997), who recognized the role of OCB in strengthening organizational functioning and individual performance. Nevertheless, the mediating role of OCB between WPS and EP in the current study was not statistically significant, indicating that the direct influence of WPS on performance may overshadow OCB's mediating effects. This contrasts with findings by Neubert et al. (2014), who reported a significant mediating effect of OCB in similar relationships. The discrepancy may reflect contextual differences or varying degrees of spiritual engagement across organizational cultures.

The study's results also resonate with the research by Sulastini et al. (2023), which found that workplace spirituality enhances both commitment to change and change-oriented OCB. Their findings suggest that spirituality in the workplace fosters a more adaptable and proactive workforce, crucial during organizational transformations. Likewise, Jena (2022) emphasized that spiritually connected employees are more likely to exceed job expectations, thereby enhancing both individual and organizational performance through OCB.

Finally, Labetubun and Dewi (2022) examined the combined effects of HRM practices and WPS on employee performance, mediated by organizational commitment. Their findings indicate that both HRM and WPS significantly influence commitment, which in turn positively affects performance. This supports the argument that integrated HR and spirituality-based approaches can foster more engaged, committed, and high-performing employees. It also underscores the importance of aligning HR strategies with values that nurture spiritual fulfillment to retain talent and cultivate a positive organizational climate.

6 Conclusion

This research explored how Workplace Spirituality (WS) influences Employee Performance (EP), emphasizing the mediating role of Organizational Citizenship Behavior (OCB). The empirical findings suggest that WS has a significant positive impact on EP, both directly and indirectly through OCB. This underscores the

importance of integrating spiritual values into organizational practices to foster enhanced employee engagement and performance outcomes.

The results further highlight the critical role of leadership in promoting WS. In Nepal's collectivist culture—where community, collaboration, and trust are culturally embedded—leaders have the unique opportunity to model ethical behavior and spiritual values. This creates an environment in which employees feel emotionally supported, thereby encouraging discretionary behaviors that go beyond formal job descriptions.

Additionally, the study found that employees with higher levels of education tend to be more receptive to WS practices and associated personal development programs. Aligning spiritual development with professional growth not only increases performance and job satisfaction but may also improve employee retention in a labor market that increasingly values purposeful and meaningful work experiences.

In conclusion, the research emphasizes that OCB plays a crucial mediating and moderating role in the relationship between WS and EP. Cultivating a spiritually supportive workplace, enriched with emotional intelligence and cultural sensitivity, can significantly enhance organizational effectiveness. However, for these benefits to be realized, organizations must address several barriers—ranging from resource constraints to the lack of standard frameworks for implementing and evaluating WS initiatives. A strategic, holistic approach that integrates WS with broader organizational goals is essential to leveraging its full potential in the Nepalese corporate context.

References

Dernovsek, D. (2008). Creating highly engaged and committed employees starts at the top and ends at the bottom line. *Credit Union Magazine*, 74(11), 40–43.

Honiball, G., Geldenhuys, M., & Mayer, C.-H. (2014). Exploring workplace spirituality in a South African context: The experiences of employees in a corporate organization. *International Review of Psychiatry*, 26(3), 295–305. <https://doi.org/10.3109/09540261.2014.908825>

Rastogi, R., Rangnekar, S., & Rastogi, S. (2018). Workplace spirituality and job satisfaction: Examining the moderating effect of organizational politics. *Journal of Human Values*, 24(3), 216–226.

Marescaux, E., De Winne, S., & Sels, L. (2012). HR practices and performance: Can HR differentiate between employees' attitudes towards the organization and the job? *International Journal of Human Resource Management*, 23(4), 706–725. <https://doi.org/10.1080/09585192.2011.561242>

Maslow, A. H. (1954). *Motivation and personality*. Harper & Row.

Kolodinsky, R. W., Giacalone, R. A., & Jurkiewicz, C. L. (2008). Workplace values and outcomes: Exploring personal, organizational, and interactive workplace spirituality. *Journal of Business Ethics*, 81(2), 465–480. <https://doi.org/10.1007/s10551-007-9507-0>

Pardasani, R., Sharma, R. R., & Bindlish, P. (2014). Facilitating workplace spirituality: Lessons from Indian spiritual traditions. *Journal of Management Development*, 33(8/9), 847–859. <https://doi.org/10.1108/JMD-11-2013-0168>

Rathee, R., & Rajain, P. (2020). [Title unavailable]. *International Journal of Organizational Analysis*, 28(4), 543–560.

Pradhan, R. K., & Jena, L. K. (2016). Workplace spirituality and employee performance: A review of the literature. *Journal of Business Ethics*, 138(2), 291–310. <https://doi.org/10.1007/s10551-015-2622-8>

Houghton, J. D., Neck, C. P., & Krishnakumar, S. (2016). The what, why, and how of spirituality in the workplace revisited: A 14-year update and extension. *Journal of Management, Spirituality & Religion*, 13(3), 177–205.

Gibbons, P. (2000). Spirituality at work: Definitions, measures, assumptions, and validity claims. *Work and spirit: A reader of new spiritual paradigms for organizations*, 2000(1), 111-131.

Petchsawang, P., & McLean, G. N. (2017). Workplace spirituality, mindfulness meditation, and work engagement. *Journal of Management, Spirituality & Religion*, 14(3), 216-244.

Dollard, M. F., & Bakker, A. B. (2010). Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement. *Journal of occupational and organizational psychology*, 83(3), 579-599.

Richman, A. (2006). Everyone wants an engaged workforce how can you create it.

Ashforth, B. E., & Pratt, M. G. (2010). Institutionalized spirituality: an oxymoron?. In *Handbook of workplace spirituality and organizational performance* (pp. 60-74). Routledge.

Van Mierlo, H., & Bakker, A. B. (2018). [Title unavailable]. *Journal of Occupational Health Psychology*, 23(4), 473–484.

Rathee, V., & Yadav, R. (2016). Spirituality at Workplace: An Essence for the Business. *International Journal of Research in Management, Economics and Commerce*, 6(9), 40-46.