Workplace Spirituality and Organization Citizenship Behavior: The Role of Job Satisfaction: An Empirical Investigation among School Teachers.

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Abstract: Spirituality has grown immensely as an intellectual topic in recent years. The present study desires to investigate the relationship between workplace spirituality and organization citizenship behavior with mediation effect of Job satisfaction. The sample of the study included 216 teachers, working in various private schools in southern part of India. The Job satisfaction also reported to partially mediated the relationship between workplace spirituality and organization citizenship behavior. The theoretical and practical implication of the study were discussed and a series of contributory managerial implication were described accordingly.

Keywords: Workplace spirituality, Job satisfaction, Organisation citizenship behaviour, School teachers, Academic sector.

Introduction

'Spirituality' is 'the simple feeling of being connected with one's full self, others, and the entire world.' Spirituality can be described in a single word as 'interconnectedness.' Those affiliated with organizations that they viewed is 'more spiritual' often regarded their organizations as 'more successful.' Beyond religious practice, spirituality in the workplace has important relevance to the wellbeing of workers, companies, and communities. This links the nature of staff with its activities and responsibilities, resulting in improved interaction with the company and job satisfaction (Leigh, P. 1997; Milliman J., Czaplewski A. J. & Ferguson J. 2003) that provides firmness to organization and increases performance (Giacalone, R. A., & Jurkiewicz, C. L. 2003)).

According to Van der Walt, F., & de Klerk, J. J. (2014) spirituality in the workplace has gained critical significance that would build trust among employees. Because of the lack of spirituality in the workplace, companies are facing many hurdles in the present era like stress, absenteeism and organizational politics (Ashmos D.P. & Duchon D. (2000); Nasina, M. D., Pin, D., & Pin, K. (2011); Neal, J. (2000)). Peers who felt that meaning exists in their work and who have a sense of connection and interaction in the work environment gave better performance and even added value through their commitment to improving the workplace environment (Gull, G. A., and Doh, J. 2004). More or less, WPS is important. On the other hand, the increasingly competitive corporate environment and current crises force managers to place greater expectations on their employees, resulting in a major increase in employee working hours and stress levels. (GonzalezMulé & Cockburn, 2020; Park et al., 2020; Pradhan et al., 2019). The impact of spirituality at schools has gain interest among teachers to inculcate with students Varghese, R., & Sunny, F. J. (2016)

Workplace spirituality helps both workers and organization (Komala, K. & Ganesh L.S. (2007), Pawar B. S (2009) and Javanmard, H. 2012). But, if a company attempts to exploit or use the idea of organizational spirituality as a mechanism to actually maximize efficiency, it can be counterproductive (Krishnakumar, S. and Neck, C. P. 2002). As such, a favourable organizational culture is required to effectively incorporate spirituality at the workplace. Spirituality can direct workers in identifying and interpreting meaning in their lives and thus support the advancement of their careers (Lips-Wiersma, M. 2002).

WPS is defined as the employees' experience of (a) a sense of meaning at work (Ahmad, 2020; Hassan et al., 2016; Rocha & Pinheiro, 2020), (b) a sense of connectedness with others at work (Bal & De Lange, 2015; Lamm et al., 2013) and (c) an experience of alignment with organization's mission and purpose (Milliman et al., 2003; Smet et al., 2020). Finally, the enhancement of workplace spirituality can be seen as an approach to organizational growth through the presentation of values such as faith, good citizenship, fairness and integrity

The researchers have noted that empirical studies on the effect of workplace spirituality on organization outocmes are both important

In the Indian context, the academic research gap is still present as this topic is still emerging and several empirical research studies have shown substantial correlation between the spirituality of the workplace and the positive

performance of tasks and job satisfaction Van der Walt, F., & de Klerk, J. J. (2014). However, much of the research carried out on workplace spirituality was anecdotal and conceptual, with little empirical evidence proving that organizations encouraging spirituality in their portfolio are more profitable and have created a better place to work. The researchers have noted that empirical studies on the effect of workplace spirituality on organization outcomes are both important and its inadequately examined. There are only few studies especially on how the experience of job satisfaction as result of workplace spirituality can trigger OCB in specific . The current study aims to investigate the relationship of workplace spirituality and OCB . To examine mediating effect of job satisfaction between workplace spirituality and organization citizenship behaviour. WPS is linked with many individual outcomes such as job satisfaction, organizational commitment, job involvement, organizational citizenship behaviour and performance (e.g., Indartono & Wulandari, 2013; Joelle & Coelho, 2019; Petchsawang & Duchon, 2012; Van der Walt & de Klerk, 2014; Shrestha, 2017) and organizational outcomes like organizational performance (e.g., Chuna et al., 2014). Thus, past studies have demonstrated WPS as an important predictor of employees' positive attitudinal and behavioural outcomes.

Review of Literature:
Workplace Spirituality

Dehler, G. E., and M. A. Welsh. (2003, p.114) defined spirituality at work as "a quest for meaning, deeper self-knowledge or higher-level transcendence." Alternatively, the sense of meaning and intent serves as an inner source of energy which is then reflected outwardly as behaviour. According to Tepper, B. J. (2003, 183) spirituality is "the degree to which a person is inspired to find religious significance and reason in his or her life," but Mitroff, I. I. and Denton, E. A (1999) argued that, spirituality is not synonymous with religion, God or higher forces. Workplace spirituality inculcates past interconnectivity behaviors and a sense of confidence between individuals who are part of a particular process of work, which subsequently instigates cooperative feelings and contributes to an overall organizational culture guided by enthusiasm, exemplified by a positive response, and unanimity and harmony among people enhancing their performance (Misbah Hassan, Ali Bin Nadeem & Asma Akhter, 2016).Several scientists have proposed that the Cartesian split be abolished in order to represent a secular mind that distinguishes between spirit and corporeal flesh, confidence and perplexity, concrete and ambiguous, and so on (Adawiyah & Pramuka, 2017; Rego, Pina E Cunha, & Oliveira, 2008; Sholikhah et al., 2019).

Many scholars agree that observing spirituality is considered one of work- reflective forms through which one can exercise the divine in the world (Neck, C. P., and J. F. Milliman. 1994). People now a days are more religiously focused in their daily life as well as in their jobs. Maslow's perception regarding self-actualization relates to the sense of spirituality. Marques, J. (2005) clarified that WPS has many advantages for the organization, such as improving people's confidence, growing interconnectivity, and helping to build a more positive organizational culture that will fully lead the organizational efficiency and towards company excellence.

There are three dimensions of workplace spirituality: engaging in work, community sense, and inner life connection. The meaning at work is the engagement of employees with their daily work on their individuality, having inspiration, having facts, and wishing to participate in activities that would give value to their lives and to others (Overell, S. 2008), as it becomes a source for generating different characteristics in an person such as joy, contentment, and fulfillment. Sense of Community is about connection and partnership between people, and close bond between people (Duchon, D., and D. A. Plowman, 2005). Organizationa Values are the most important aspect to satisfaction. This dimension relates to the relation between organizational value and peer value, and this alignment indicates the importance of a person's importance which is more important for the contribution to societal dreams (Milliman et al., 2003).

Job Satisfaction:

The definitions of job satisfaction come from different researchers and authors as so far there is no universal definition for that word, the most quoted definition by researchers comes from Mehboob F, Bhutto NA (2012), job satisfaction "a pleasurable or optimistic emotional condition resulting from the evaluation of one's work or work experiences". Robbins S, Judge T (2013), defined job satisfaction as "a positive feeling about the work resulting from an appraisal of their characters," where an employee with a high level of satisfaction tends to be positive for his work, and on the other hand, an employee with a low level of satisfaction tends to be negative for his job. Satisfaction denotes a powerful reply to specific aspects of one's work or profession, as well as the pleasant

or favourable emotion that arises from an assessment of one's work life (Ouyang, Zhou, Xiong, Wang, & Redding, 2019).

Job satisfaction is known as success forecaster, job satisfaction is the understanding of their work by an employee. According to Unal, O (2012), a happy employee tends to be optimistic about their work, some factors like salary, the work itself, organization oversight, and more may affect employee satisfaction. Job satisfaction is believed to be an integral factor in an organization's success, so it is necessary to handle those workers who have needs and want both. Job satisfaction can be used as strong measures of employee productivity by recognizing workers and their desires and wishes (Aziri, B.2011).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is what employees choose to do, on their own accord, which lies outside of their specified contractual obligations. OCB may not always be recognized or rewarded directly and formally by the company, though OCB may of course be reflected in favourable supervisor and co-worker ratings or better performance assessments. OCB must 'promote the effective functioning of the organization' (Organ, D. W 1988, p. 4). Organizational citizenship behavior (OCB) is an emerging definition of how and why people contribute positively beyond established job roles to their organizations; a definition that has grown rapidly over the past few years. OCB's research includes basic issues examining the situations under which people in the workplace are "going the extra mile." OCB is a form of conduct that cannot be described as one not stated by any contract job description. The action is not something that is predicted and that can be conditioned, not anything. Researchers therefore shows that form of action is beneficial because it has a positive impact on the company and the employees (Intaraprasong B. et al., 2012).

In addition, OCB means that employees go beyond what is expected of the organization and what is contained in their Job Description (Vaijayanthi P, 2014). There are tasks in any organization or company that are not part of certain employee duties and responsibilities, so employees should anticipate expected work when unfathomable conditions occur. More recently, the definition of OCB has been expanded by Podsakoffet al., (2000), to include not only the categories of altruism (helping behaviours directed to specific persons) and generalized compliance (conscious performance for the good of the organization), but also the categories of courtesy, sportsmanship, and civic virtue.

Relationship and Hypotheses Development

Workplace spirituality and job satisfaction

Gupta , M. et al. (2013) tested the impact of WPS on company goods, including job satisfaction in these products. WPS dimensions are important for the fulfillment of employees' inner self-needs and it would help a great deal and persuade employees to respond positively. Therefore there is important impact between spirituality in the workplace and job satisfaction. Fairbrother, K., & Warn, J (2003) conducted an observational study on navy trainees and said WPS had a direct effect and influence on work satisfaction as it influenced conflict with WPS. A direct relationship between MW and spirituality and job satisfaction was identified (Ashmos, D. P., and D. Duchon. 2000; Mitroff, I. I., and E. A. Denton. 1999). Much of the empirical research examined the relationship between spirituality at the workplace and job satisfaction. According to Chawla V. & Guda S. (2010), research on sales employees showed that there was totally positive relationship between WPS and JS.

A study by Piryaei, S., & Zare, R (2013) proved that meaningful work gives positivity in JS. Community at workplace is also strongly correlated with job satisfaction. Organizational values can produce major job satisfaction outcomes.

Hence the following hypotheses is proposed

H_{1a} - Meaningful work will positively job satisfaction

H_{1b} – Alignment with Organizational values will positively job satisfaction

H_{1c} - Sense of Community will positively job satisfaction

Job Satisfaction and Organization Citizenship Behaviour

Sonal, S. et al., (2019), suggested a positive linear association between job satisfaction and organizational citizenship behaviour. The results also confirmed that there was no disparity in work satisfaction and organizational citizenship behaviour between males and females.

A positive relationship between the intrinsic and extrinsic facets of job satisfaction and the five dimensions of organizational citizenship behaviour namely altruism, conscientiousness, sportsmanship, courtesy or gesture, civic virtues was established by Ikonne and Chinyere, N. (2015). Schappe, SP and Psychol, J. (1998) revealed that there is a significant correlation between job satisfaction and organizational commitment as well as between job satisfaction and the structural dimension of procedural justice. Intrinsic and extrinsic factors of Job Satisfaction are essential in predicting Organizational Citizenship Behaviour (Mohammad et al. 2011). Intaraprasong et al., (2012), also showed a positive relationship between the Job Satisfaction and Organizational Citizenship Behaviour. Job Satisfaction is positively related with OCB (Moore, J. E., Love, M. S. (2005): Swaminathan S, Jawahar P (2013).

Linking the above research papers, the researchers proposed the following hypothesis

H2 – Job satisfaction positively influences Organization citizenship Behaviour

Workplace Spirituality and Organization Citizenship Behaviour

The study conducted by Kinjerski, V. M., and B. J. Skrypnek, (2004), stated that just one of the three variables of spirituality in the workplace (in the context of meaningful work) has had positive relations with OCB. The other two aspects of spirituality in the workplace (including sense of community sense and alignment with values) had only incomplete or negligible relationships with the OCB. This result is in par with the results of (Duchon, D. and Plowman, D. A., 2005; Garcia-Zamor, J.C. 2003; Gotsis, G. & Kortezi, Z 2008). This is because when employees have a deep sense of meaning and purpose in their work, feel connected to others, and experience a strong sense of alignment between their personal values and that of their organization, they are bound to become more satisfied, act more collaboratively, and apply their full potential to work and to their organisation.

Workplace spirituality had significant effect on organizational citizenship behaviour at individual level, team level and organization level (Beikzad, J. et al., 2010). A significant relationship between significant variables of work, solidarity with others, and alignment with organizational values and organizational citizenship behaviour was described by Nikpour, A. et. al., (2010). Farhangi, A. et al., (2007) proved that workplace spirituality played a major role in enhancing organizational citizenship behaviour. There is a significant relationship between spiritual leadership and dimension of organizational citizenship behaviour (Chen, C.Y., & Yang, C.F. 2012). All three dimensions of workplace spirituality namely meaningful work, sense of community and organizational values had significant relationship with organizational citizenship behaviour (Shekari, H. (2014); Kim, Y. J. and Hunsaker, W. D (2018); Charoensukmongkol, P. et al., (2015)). Beikzad et al. (2011) reported that all the three dimension of workplace spirituality had a significant relationship with organizational citizenship behaviour. Thus, employees who perceive a strong connection between their inner life also known as workplace spirituality and their workplace are possibly more likely to perform organizational citizenship behaviour.

Nasurdin, A.M. et al. (2013) examined the effect of meaningful work with organizational citizenship behaviour. Their study showed that employees who possess the sense of meaningful work will naturally be altruism, courtesy, civic virtue, conscientiousness, and sportsmanship to the co-worker and organization. Given such findings, the researcher would expect meaningful work of workplace spirituality dimension associates with organizational citizenship behaviour and proposed the following hypotheses

H3a – Meaningful work is positively related to Organizational Citizenship Behaviour.

A significant and positive influence of sense of community of workplace spirituality dimension was found by Kazemipour, F. et al. (2012) who explained that employees who had sense of community in workplace tend to perform more acts of organizational citizenship behaviour. Based on the above findings, the researcher identified the following research hypotheses to be tested.

H3b: Sense of community is positively related to organizational citizenship behaviour.

Third dimension of workplace spirituality is the alignment of organizational values that the employees experience a strong sense of alignment between their personal values and the mission of the organization (Mitroff, I.I., & Denton, E. A 1999). Shakki, M. A (2015) reported alignment of organizational values is associated with Organizational Citizenship Behaviour. This is tested through the following hypothesis

H3c: Alignment of Organizational values is positively related to Organizational Citizenship Behaviour.

Mediating effect of Job satisfaction between workplace spirituality and organizational citizenship behaviour

Much of the empirical research examined (Ashmos, D. P., and D. Duchon. 2000; Mitroff, I. I., E. A. Denton. 1999 and Chawla V. & Guda S. 2010), a positive relationship between spirituality at the workplace and job satisfaction.

Intaraprasong et al., (2012), also showed a positive relationship between the Job Satisfaction and Organizational Citizenship Behaviour. Job Satisfaction is positively related with OCB (Moore, J. E., Love, M. S. 2005; Swaminathan S. and Jawahar P. 2013).With the evidence of the above research papers, the researchers proposed a hypothesis to test the mediating effect of job satisfaction between workplace spirituality and organizational citizenship behaviour.

H4: Job satisfaction mediates the relationship between workplace spirituality and organizational citizenship behaviour.

Problem statement:

A qualitive of educational system is considered to be backbone of a developing country and the teacher is the vital around for the entire educational system revolves. The success of education sector depends on the service and quality, commitment of teachers who are essential to system and Teacher is one of the significant forces in the development of a society. A teacher job is far more complex in developing economy such as in India. Teachers in India are faced need to display more than just mandated good behaviours towards both organization and students. With respect to teacher's role in school argued that teachers should exhibit in role and citizenship behaviours simultaneously. Both behaviour are pivot and fundamental to school success and student's achievement (Hoy et al.,2006). The schools have designing deeper and more meaningful environments that encourage the teachers to feel connected, responsible and motivated to attempt achieving their organization goals. This study will throw significant light on the environment that schools can foster to encourage and promote employees to willingly display OCBs to attempt positive organizational outcomes. In current and unstable situation of academic sector its most important to incorporate spirituality at workplace which could beneficial for institution and students. Hence researcher has chosen to study the academic sector as there is lack of such studies in his sector though the teacher is high and need for OCB. The study could benefit both researchers in the field of management in the academic sector as well as professional trainer in the sector.

Objective:
1. To examine the relationship between Workplace spirituality and organization citizenship behavior among school teachers in India.
2. To find the effect of mediating role job satisfaction between Workplace spirituality and Organization citizenship behavior among school teachers in India

Figure 1: Conceptual Framework
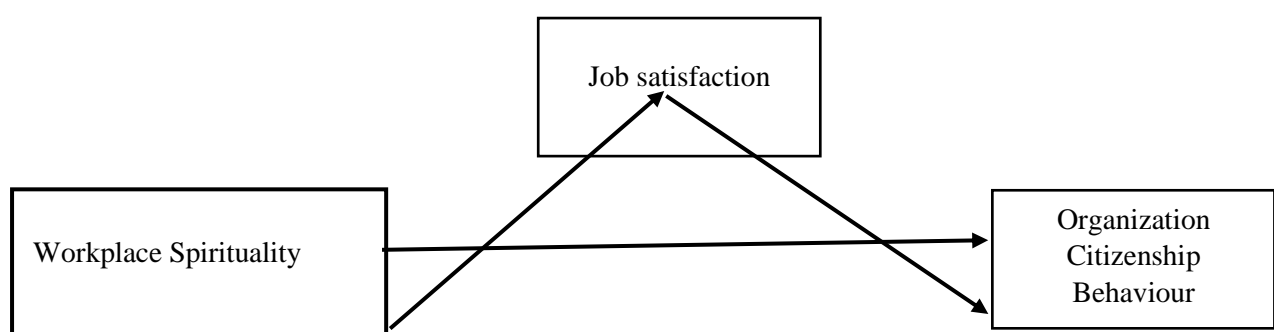
Sample and Procedures:

This descriptive study was conducted among a sample of 216 school teachers, who were full time teachers in private schools in Southern states of India. The data were collected by administering self-reported questionaries among the respondents, selected through the non-probabilistic purposive sampling method. Approximately 300 teachers from different schools in India were approached through the school headmasters to participate in this study and also an online survey method using Google form was used to distribute the questionnaire to respondents in select schools. After eliminating 84 incomplete responses, finally 216 response was used for data analysis.

Measurement Scales:

All measurement instruments were retrieved from the existing literature. The workplace spirituality scale was adopted from Milliman et al (2003) and Ashmos D.P. & Duchon, D, (2000) to evaluate the workplace spirituality of school teachers on three dimensions namely meaningful work, sense of community and alignment with the organization's values. Organisation citizenship behaviour was measured with 10 items selected from the short form of OCB, (Spector, P. E., Bauer, J. A., & Fox S, 2010). Job satisfaction scale with 10 items was selected from (Scoil Macdonald & Peter Maclntyre, 1997). All scales were rated on five-point scales, ranging from 5 (strongly agree) to 1 (strongly disagree).

Statistical analysis

The relationship between the constructs was measured using SEM PLS V3. In this study the data for independent and dependent variables were collected from the self -administrated questionnaire, where there is possibility of common method bias. Common method bias is defined as the variance among the two variables which may be overlapped because of relationship between two constructs (Lee., 2009). So the researchers have calculated Harmon single analysis and it found that the common variance is just 39.426(<50%).

Data Analysis

Discriminant, construct and convergent validity

Reliability is applied to test the consistency of the scale and stability of the data collected. Generally, Cronbach's alpha value must be greater than 0.70 (Nunnally, J.C. and Bernstein, I.H., 1994). Both internal reliability and consistency coefficient alpha is used to calculate the statement homogeneity within each factor which is suggested by the Cronbach (1951). Construct reliability which is based on calculation of actual loadings of every construct must be greater than the 0.70 and the average of variance extraction (AVE) must be greater than 0.50. Construct validity is used to determine how well a test measures what it is supposed to measure. (Leong, 2011). Convergent validity tests whether the constructs that are expected to be related are, related and Discriminant validity tests whether the constructs that should not be related, have no relationship. All composite reliability (CR) must greater than 0.70. All the factor loading must be greater 0.50 and all the AVE must be greater than 0.50 (Fornell, C.and Larcker, D.F., 1981).

Table 1: Discriminant Validity by (Fornell and Larcker (1981) method

Latent Variables	AoV	JS	MW	OCB	SoC
AoV	**0.750**				
JS	0.713	**0.777**			
MW	0.497	0.431	**0.731**		
OCB	0.618	0.662	0.439	**0.702**	
SoC	0.546	0.413	0.338	0.539	**0.652**

Note: Bold values along with the diagonal are the square root of the average variance extraction.

Table 2: Convergent validity and Construct reliability

	Latent Constructs	Factor Loadings	Cronbach's alpha	CR	AVE
AOV	AoV1	**0.731**	**0.740**	**0.837**	**0.562**
	AoV2	**0.727**			
	AoV3	**0.744**			
	AoV4	**0.794**			
MW	MW1	**0.766**	**0.710**	**0.821**	**0.534**
	MW2	**0.734**			
	MW3	**0.728**			

	MW4	0.764			
SOC	SOC1	0.795	**0.766**	**0.747**	**0.526**
	SOC2	0.810			
	SOC3	0.906			
	SOC4	**0.726**			
JS	JS1	**0.895**	0.772	0.829	0.533
	JS2	**0.724**			
	JS3	**0.700**			
	JS4	**0.758**			
	JS5	**0.773**			
	JS6	**0.867**			
	JS7	**0.711**			
	JS8	**0.830**			
	JS9	**0.724**			
	JS10	**0.774**			
OCB	OCB1	**0.707**	0.802	0.849	0.662
	OCB2	**0.848**			
	OCB3	**0.771**			
	OCB4	**0.778**			
	OCB5	**0.794**			
	OCB6	**0.771**			
	OCB7	**0.804**			
	OCB8	**0.882**			
	OCB9	**0.704**			
	OCB10	**0.722**			

Table 3: Examination for hypothesis in the structural Model

| SI.no	Path	T-statistics	P values	Supported
H1$_a$	Meaningful work → Job satisfaction	2.287	**0.0226**	Yes
H1$_b$	Sense of community→ Job satisfaction	0.456	**0.649**	No
H1$_c$	Alignment with organisation values → Job satisfaction	9.457	**0.000**	Yes
H2	Job satisfaction → Organisation citizenship behaviour	3.358	**0.001**	Yes
H3a	Meaningful work → Organisation citizenship behaviour	3.942	**0.0001**	yes
H3b	Sense of community →Organisation citizenship behaviour	3.052	**0.002**	Yes
H3$_c$	Alignment with organisation values → Organisation citizenship behaviour	**1.341**	**0.180**	No
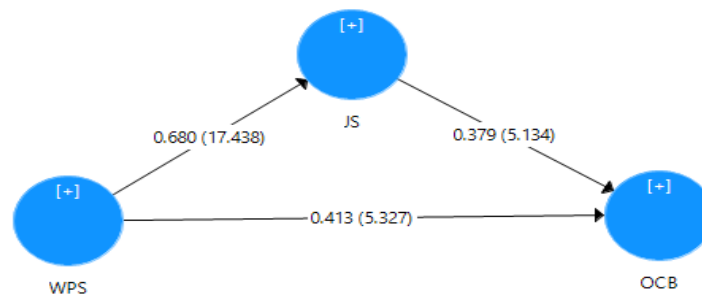
Figure 2: Path Model

Hypotheses examination in the structural Model

Path analysis on the basis of t-statistics was used to verify the hypotheses. From the above SEM it was found that the (MW) meaningful work t- statistics = 2.287 has influence on job satisfaction (JS). Hence H1$_a$ is supported. Sense of community (SoC) t- statistics= .456 has no influence on job satisfaction (JS). Hence H1b is not supported. At the same time H1$_c$ Alignment with organisation values (AoV) t- statistics= 9.457 has influence on job satisfaction (JS). Hence H1$_C$ is also supported. The effect of Job satisfaction and organisation citizenship behaviour found that JS t- statistics =3.358 has highly significate on OCB. Hence H2 is supported. Meaningful work t- statistics = 3.942 has positive influence on OCB. Hence H3a is supported. Sense of community t- statistics =3.052 has influence on OCB. Hence H3b is supported. Alignment of organisation values t- statistics =1.341 has no influence on OCB. Hence H3C is not supported.

Test of Mediation effect

Mediation happens when a third variable mediator is intervening with two other similar constructs. More specifically, a shift in the exogenous structure induces a shift in the mediator component, which in effect results in a change in the PLS path model's endogenous build. The essence of the relationship between two constructs is regulated by a mediator variable.

Table 4: Mediation Effect

Hypotheses	Path	T-statistics	P values	Supported
H$_1$	Workplace Spirituality → Job satisfaction	17.438	**0.000**	Yes
H$_2$	Workplace spirituality →Organization citizenship behaviour	5.327	**0.000**	Yes
H$_3$	Job satisfaction → Organization citizenship behaviour	5.134	**0.000**	Yes
H4	WPS*JS→OCB	2.52	**0.000**	Yes

As shown in Figure 2 and Table 4 there is significant relationship between the indirect effect H$_1$ (WPS→JS) (p=.000) and H$_3$ (JS→ OCB) (p = .000). The direct effect H$_2$ (WPS→OCB) is also significant (p=.000). This shows there is a partial mediation in this relationship (Zhao et al., 2010). When H$_1$ x H$_2$ and H$_3$ are significant and H$_1$xH$_2$xH$_3$ are positive, it indicates that a portion of workplace spirituality on Organization Citizenship Behaviour is mediated through job satisfaction. This is called as complementary partial mediation (Baron, R.M. and Kenny,

D.A. 1986), which explains that the intermediator variable, possibly cofounds (Zhao et al., 2010), the relationship between the dependent and independent variable.

In addition to bootstrap method, Sobel's test is also used to support the mediation result the result is as follows:

Sobel test bootstrap method

$$z = \frac{ab}{\sqrt{(b^2 \mathrm{SE}_a^2) + (a^2 \mathrm{SE}_b^2)}}$$

$$Z = \frac{0.612 * 0.391}{\sqrt{(0.391)^2 * (0.35)^2 + (0.612)^2 * (0.080)^2}}$$

$$= 4.7070$$

Discussion:

In this study, the researchers examined the effects of workplace spirituality dimensions on OCB among full-time academic staff of schools in southern part of India. In addition, the mediating role of job satisfaction on the relationship between workplace spirituality and OCB was explored. Our PLS results revealed that two of the three workplace spirituality variables (meaningful work and alignment with organizational values) had significant relationships with job satisfaction. Only one dimension of workplace spirituality (sense of community) was found insignificant. The same way two of workplace spirituality dimensions (meaningful work and sense of community) had significant relationship with Organizational citizenship behaviour. . Only one dimension of workplace spirituality (alignment with organizational values) was found insignificant.

Our findings are generally consistent with theoretical evidence (Duchon, D & D.A. Plowman, 2005; Garcia-Zamor, J.C. 2003; Gotsis, G. & Kortezi, Z., 2008) that when workers have a deep sense of meaning and purpose in their jobs, feel connected to others, and experience a strong sense of alignment between their personal values and that of their company, they are required to become more fulfilled, act more collaboratively, and bring their full potential to the workplace and their employing organization. The self-determination theory (Ryan, R. M., & Deci, E. L., 2000) indicates that individuals can experience greater well-being within a social context; to the degree that they feel related to others. If the job of an individual provides connection, then that theory will suggest that the person will experience greater satisfaction at work. A job activity that provides satisfaction may establish emotional control of the company and the job. As the employee is proud to own his company, he / she expresses satisfaction with his / her organization and is therefore also involved in more OCBs. Encouraging a feeling of interconnection would encourage group cohesiveness and a sense of "togetherness," a willingness to engage and participate in group activities, leading to improved relationships among workers, ultimately supporting each other and their workplace and showing OCB.

The researcher states that it is fair to conclude that OCB can be encouraged by job satisfaction, because positive emotions encourage people to engage in behaviour that will support their emotions. Spector, P.E. and Fox, S. (2002) argued that situations that induce positive emotions encourage people to become more involved in the workplace, including adopting OCB. workplace spirituality should not be manipulated only to achieve organizational performance. It should be implemented for betterment of all stakeholders of the organizations. A culture organizational citizenship should be cultivated in the workplace by enforcing codes of conduct as well as instilling values of tolerance and compassion (Garg N 2020)

Conclusion

Encouraging a sense of interconnection can promote group cohesiveness. The following conclusions can be taken from this research study and the discussions above. Experience of job satisfaction is the strongest trigger for the display of OCBs among the staff studied. Increasing job satisfaction leads to a greater display of OCB. Employers who concentrate on happy and fulfilled workers, through fostering the feeling of significance and intent at work and a sense of community at the workplace, inspire their workers to show OCB. That can be achieved by

empowering workers to buy into the organization's vision and purpose and to appreciate the importance of their acts and efforts, to the common good.

This study explored the mediating impact of job satisfaction on the relationship of the academics at selected private schools between workplace spirituality and organizational citizenship behaviour. This research contributes significantly to the literature by affirming the partial mediating impact of job satisfaction on the relationship between the spirituality of the workplace and organizational citizenship behaviour. This study concludes that job satisfaction partially mediates the correlation that exists at selected private schools between workplace spirituality and organizational citizenship actions of teachers. The outcome of the findings mentioned in this study is that spirituality in the workplace plays a vital role in increasing the behavior of organizational citizenship, particularly when job satisfaction mediated this relationship. This study recommends that workplace spirituality through its dimensions such as, meaningful work, sense of community and alignment with organizational values can contribute remarkable enhancement to teacher's organizational citizenship behaviour

Managerial implications of the study

The administrative importance of this study is that the management of India's higher institutions will indoctrinate spirituality in the workplace through their teachers. By doing so, the teachers are more dedicated by providing their respective schools with more meaningful services. In addition, a well-conceived moral connection with organizational values of a teacher's workplace can result in job satisfaction that can inevitably contribute to teachers' organizational citizenship behavior.

Academic implications of the study

This study provides new ways of thinking for educators by clarifying that the idea of spirituality in the workplace is of due importance in the educational field. The study ensured that the academics would assert trust among people by rising the WPS in the education sector, and thus there will be greater job satisfaction. This research has also confirmed previous studies that people within the company are looking for more meaningful and purpose-oriented work; they are looking for a sense of community and their colleagues want help. Because of the intertwined spiritual principles, all sides, organizations and staff would seek mutual confidence, providing all sides with advantages in terms of organization as well as individual.

Limitation

As with all studies, there are limitations to this analysis. First our research was limited to teachers attached to higher learning private institutions within one state in India, and it curtails the generalizability of our findings'. Similar work can be repeated in other parts of the country as well as and among teachers from higher-learning public institutions. Secondly, this analysis uses cross-sectional data, making it difficult to determine causality (Lubatkin, M., & Chatterjee, S. 1994) between the independent variables and OCB. We propose that prospective researchers consider gathering data using a longitudinal design that would enhance the ability to make causal statements. Third, the workplace-spirituality-OCB partnerships explored job satisfaction alone as a mediator. Following Milliman et al. (2003), it will also be important to see how the relationship between workplace spirituality and employee OCB can be moderated or mediated by different organizational variables, such as organizational structure or leader-member exchange.

Scope for future research

The present study centered on the education sector; future studies should also consider the effect of WPS on many other industries, such as non-profit organizations and insurance firms, since these are the most relevant industries and are also people-oriented. Profit generation is important for insurance companies, and social obligations apply to non-profit organizations. There is also room for research to explore the efficacy of various workplace spirituality mediators – OCB relationship including organizational commitment, organizational self-esteem and organizational justice. Additional research may lead to a pre- and post-test longitudinal analysis of OCBs, their success as recorded by the supervisors and their self-perception by the respondents themselves. A further study might potentially replicate this study with a larger sample size of these populations. A further research with a greater sample size of certain populations could theoretically replicate this analysis. It was possible to check

comparative samples between schools. Furthermore, in order to test their effect on trust, several aspects of workplace spirituality can also be seen to try that by passing through trust whether or not they can improve satisfaction with regard to work. Comparative samples could be tested between schools. These dimensions can be compassion, transcendence, and mindfulness (Petchsawang, P., & Duchon, D. 2009).

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