The Mediating Role of Organizational Citizenship Behavior between Workplace Spirituality and Job Performance: Contingent Role of Organizational Commitment in Public Sector Organizations

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Abstract

Drawing insights from the need to fully exploit human resources for competitive advantage as well as effectiveness, Workplace spirituality has been brought into Workplace setting for enhanced and better performance. This study has empirically explored the relationship between workplace Spirituality and Job Performance with a focus on mediating role of Organizational Citizenship Behavior. The framework of the study further incorporated and tests the moderating role of Organizational Commitment between Organizational Citizenship Behavior and Job Performance. This quantitative-hypothesis-driven research employs a self-administered questionnaire to collect data from 250 employees of the public sector organizations through the convenience sampling technique. The data gathered has been analysed using statistical tools through regression analysis to test the hypotheses of the study. The results reflect that workplace Spirituality has a positive impact on Job Performance and Organization Citizenship Behavior positively mediates the relationship between workplace Spirituality and Job Performance. This study further proves the moderating role of Organizational Commitment between Organization Citizenship Behavior and Job Performance. Being an extension of previous researches, this study highlights the significance of workplace Spirituality in enhancing Job Performance. Furthermore, human resource management practitioners need to understand, recognize the influence and role of workplace Spirituality, Organization Citizenship Behavior, and Organizational Commitment ineffective functioning of their organizations. As these are the missing links that are expected to exploit and improve the competence and effectiveness and ultimately the performance of the employees and the organization as well.

Keywords: Workplace Spirituality, Organization Citizenship Behavior (OCB), Organizational Commitment, Job Performance

1. Introduction

In today's cutthroat competitive world, the importance of performance has become paramount. This makes it more imperative for human resource professionals to understand the nature of employees and the factors that affect their work output. Job Performance is key to the overall success of an organization as it determines the outcome of all the investment a company or an organization puts into an individual it hires. Especially in the public sector organizations, that are continuously striving to improve their services and performance that ultimately gauge their effectiveness (Johari et al., 2018). The public sector employees are considered as the backbone of excellent services being provided and investigating how the improvement in their service impacts the performance overall is considered significant (Kim, 2006). The job performance of an employee majorly depends upon various factors. There is a vast array of factors influencing the job performance of employees directly or indirectly including, but not limited to Workplace Spirituality, Job Commitment, Organizational Citizenship Behavior (OCB), Emotional Intelligence, Employee engagement, and other organizational factors.

Spirituality has been a part of human nature since times immemorial. Spirituality has been found to have positive effects on the mental wellbeing of people and the quality of their lifestyles (Kim-Prieto & Miller, 2018). Spirituality at workplace has a multidimensional meaning which is defined as efforts undertaken to find employees' purpose in life, to develop a strong connection with the co-workers; furthermore, it aligns the values of the employees to that of the organization such that it increases the performance (Marschke, 2011). The relationship between spirituality and Job Performance has been under debate for long and it took quite a while for people to correlate spirituality and business as being inter-reliant entities (Javanmard, 2012). Workplace Spirituality can enhance the performance of employees by providing them with a sense of purpose and meaningfulness in what they are doing.

The employees show Organizational Citizenship Behavior (OCB) when they display certain behaviors that go beyond their assigned job descriptions towards their organization (Dubey, Pathak, & Sahu, 2020). When employees observe OCB, it eventually leads to employees finding their sense of meaning which is an integral part of Workplace Spirituality. OCB can improve performance by inculcating knowledge sharing spirit in employees (Supriyanto, Ekowatia, & Maghfurah, 2019).

Job performance is also known to originate from employees' Organizational Commitment (OC). It is the loyalty one has to the organization. When employees trust each other, they like to share their knowledge with each other which contributes to Organizational Commitment (Curado & Vieira, 2019). This kind of knowledge-sharing environment fosters strong relationships between co-workers and makes the environment conducive to high performance. It is imperative to investigate how the performance of individuals in the public sector increases as it contributes to the growth of the economy. In this study, the antecedents of performance specifically in the public sector organizations of Pakistan have been considered by analyzing the role of OCB between Workplace Spirituality and Job Performance. In addition, the moderating role of Organizational Commitment has been explored to understand the antecedents of enhanced job performance in public sector organizations.

2. Literature Review

2.1 Workplace Spirituality

Workplace Spirituality (WS) instils past practices of interconnectivity and bondage of trust among individuals who are working together, which eventually inculcates cooperative feelings and fosters an organizational culture that is driven by motivation, positive response, and uniformity among the co-workers (Utami et al., 2021). This results in uplifting the collective performance levels of employees and hence, results in high productivity (Hassan, Nadeem, & Akhter, 2016). Workplace Spirituality is not being religious, or people following a certain belief system, it is the acceptance of employees of them being spiritual beings; whose souls needs nurturing at workplace to thrive and lead a meaningful life (Nasurdin, Nejati, & Mei, 2013). Workplace Spirituality pertains to the efforts made by individuals to find one's ultimate purpose in life. It encompasses the development of connections with peers at workplace and other people indirectly associated with work (Rahman, Zaman, Hossain, & Mannan, 2019).

According to the latest definition of workplace Spirituality, it consists of three components namely; inner life, meaningful work, and community. These are the three dimensions of workplace Spirituality and they relate closely to human self-concept, work content, and working context respectively (Margaretha, Saragih & Frederick, 2020; Hassan et al., 2016; Javanmard, 2012). Spirituality is an innate human trait that is present in everyone. Every

individual entering workplace takes with him/her, his or her specific ethical system, and that system forms the basis of experience of that job (Rahman et al., 2019; Javanmard, 2012). This element of workplace Spirituality involves the idea that a workplace is a place where the employees find a sense of meaning in their work and have a conducive environment to showcase their personality (Mousa, 2020). The inner life is the spiritual need of humans that solicits harmony between organizational and personal values. It demands comprehending one's self-image and self-awareness. The belonging factor is another aspect of inner life that refers to the capability of being empathetic that helps employees develop emotional connections with their co-workers (Bella, Quelhas, Ferraz, & Bezerra, 2018).

Meaningful work is the dimension of Workplace Spirituality is defined to be the aspect of the job or work that pertains to the purpose of one's professional life, a sense of accomplishment, and a way for the individuals to express their true self through their work (Daniel, 2019). Meaningful work incorporates various aspects of professional life that give it its unique identity, such as autonomy and independence that empower an employee and is pertinent to his performance level (Weeks & Schaffert, 2019). Meaningful work also encompasses enjoyment at work and relates to the sense of pleasure and happiness at workplace (Bella et al., 2018; Mousa, 2020).

Community is the feeling of being deeply connected and having an association with each other at a workplace (Mousa, 2020). As per researchers, this workplace Spirituality works at the group level of human resources and pertains to the communications between co-workers. Sense of community is based on having connections with others and the level of compassion one enjoys between one's own inner feelings and those of others working with them. Community factor caters to the concepts of communication, autonomy, respect, attention, support, and personality (Bella, Quelhas, Ferraz, & Bezerra, 2018).

2.2 Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is self-initiating and voluntary behavior that is beyond employees' job descriptions and can contribute positively to organizational goals (Teng, Chieh Lu, Huang, & Fang, 2020). Since OCB embodies voluntary behaviors of employees to help their organization to achieve its goals, employees that are strongly connected to their organizations are likely to showcase such behaviour (Charoensukmongkol, Daniel & Chatelain-Jardon, 2015). The concept of OCB is based on factors such as sportsmanship, altruism, courtesy, conscientiousness, and civic virtue (Utami et al., 2021; Tan et al., 2019).

Sportsmanship is defined to be a readiness to endure the expected misfortunes and nuisances of work without complaining (Popescu, Deaconu, & Popescu, 2015). Sportsmanship is the dimension of OCB that involves not indulging in behaviors such as gossiping, leg-pulling, and complaining about the size of the office or lack of facilities one can do without (Newland, 2012). Sportsmanship also includes not blaming others at workplace for things going wrong, and the ability to tolerate organizational problems (Polat, 2009).

Altruism refers to every kind of voluntary action of employees taken to help the co-workers in performing their tasks and trying to solve the problems they face within the organization. (Popescu et al., 2015) People showcasing altruism at workplace are the ones, who are helping the newcomers in performing their jobs, sharing the burden of work of co-workers, assisting others to solve problems they are facing in their work, training colleagues voluntarily in learning to use new equipment, helping others meet their deadlines or arranging for the equipment and material needed by co-workers, etc. (Polat, 2009). Altruism is considered the

most important part of OCB by most researchers and they refer to the behaviors that are directly and intentionally aimed at helping a specific person in face-to-face situations (Muthuraman & Al-Haziazi, 2017).

Courtesy is defined as the behavior of employees that makes them help their colleagues or fellow workers in avoiding anything that may cause a problem for them. (Polat, 2009). Courtesy also includes the employees encouraging their co-workers when they are feeling down and low about their professional development. According to the research conducted earlier, shows that employees depicting courtesy in their behaviors are the source of reduction of intergroup conflict and hence, have to spend less time in conflict management activities. (Muthuraman & Al-Haziazi, 2017). Courtesy fosters relationships based on kindness and cooperation among co-workers (Muthuraman & Al-Haziazi, 2017). Courtesy fosters effective communication and interaction between co-workers who work towards the shared objectives of the organization (Charoensukmongkol et al., 2015).

Conscientiousness pertains to upholding a high standard of work awareness, which involves voluntary behavior, which surpasses the minimum expected role definition. (Polat, 2009). Conscientiousness is the propensity to be self-disciplined, dutiful, and keep high aims for achievements (Krimbill, Goess, & Escobedo, 2019). Similarly, researchers consider this construct as similar to hard-working abilities as Barrick and Mount (1993) have discussed that conscientiousness comprises of two main factors the achievement motivation and dependability. Where the achievement motivation is necessary to achieve set goals, the dependability factor enhances the reliability of the individual and increases the credibility (Muthuraman & Al-Haziazi, 2017). Conscientiousness also tends to inculcate mindfulness in employees who never forget to be a part of the organization and adhere to the rules and regulations implemented by the organization.

Civic virtue with respect to OCB means high commitment and loyalty towards one's organization. Such behavior encourages effective participation of employees in meetings, showing keen interest in organizational policies, contributing, and suggesting improvement or better strategies for the organization. It also helps employees to adjust to the changes being implemented in the organizational framework. (Polat, 2009). Civic virtue also means the demonstration of responsible concern for the prestige and image of the organization. (Muthuraman & Al-Haziazi, 2017) It fosters an environment where an employee considers achieving organizational goals and enhancing organizational performance as part of their responsibility. OCB not only benefits the co-workers but also the manager/supervisor and the organization. When subordinates observe OCB at workplace by, for instance, helping a new employee to learn the tasks he is assigned, this gives the supervisor time to work on more pressing matters and this kind of help rendered by the employees is rewarded by the organization in form of bonuses and rewards (Alkahtani, 2015).

2.3 Organizational Commitment

Organizational Commitment (OC) is the association that an employee feels for his/her organization (Razzaq, et al., 2019). This sense of attachment with the organization affects their decision to continue with the organization in the long term (Curado & Vieira, 2019). Pertaining to the antecedents of OC, studies prove that there are various personal characteristics that are linked to the commitment like age, educational qualification, tenure in an organization, income, etc. (Curado & Vieira, 2019). It is known that as one spends more time in one organization, one develops a bond with the organization which makes it difficult for the employee to move

on to another organization (Wang, Han & Li, 2021). Studies have also advocated the role of organizational commitment in creating high job performance for the employees (Wang, Weng & Jiang, 2020).

Organizational commitment is based on the three-component model, which includes: affective organizational commitment, continuance organizational commitment, and normative organizational commitment. Affective Organizational Commitment is related to how much an employee wants to remain with the organization. They find themselves to be an organizational fit, are aligned with the organizational goals, and are satisfied with their job (van der Werf, 2020). According to Ghosh and Swamy (2014), effective Organizational Commitment develops more slowly but highlights the deep psychological association of highly committed employees which means, individuals with affective commitment have a strong psychological bond with the organization and a sense of belonging.

Continuance Organizational Commitment showcases the degree to which employees feel the need to stay with the organization (Van Der Werf, 2020). The reason for the need to stay with the organization may vary according to the circumstances surrounding the particular employee, which may range from lack of alternate working opportunity or salary package etc. This may keep the employees committed to the organization but it can leave the employee dissatisfied with his/her job. Normative Commitment showcases the employees developing a sense of obligation to stay with the organization. It has more to do with societal expectations than personal choice (Al Jabri & Ghazzawi, 2019). It is referred to as a sense of duty and loyalty one feels towards the organization. It has nothing to do with the level of satisfaction an employee is feeling at his/her job.

2.4 Job Performance

Job Performance (JP) encompasses various aspects which include meeting deadlines for units produced, human resource data such as attendance and turnover, and the level of performance an employee gives on post-training tests and the last aspect pertains to a judgemental performance that is provided mostly by the manager's performance evaluation. Sari, Muhtarom, Nguyen, Nguyen, and Ansir (2020) stated that the performance of an employee depends on the ability of the individual, his readiness, and the kind of effort he or she puts in that directly affects the quality of their performance. Effective Job Performance is the aim of all businesses as well as the employees to achieve organizational goals (Loan, 2020). High Job Performance is directly associated with high salary packages and incentives that the organization provides. This relationship between high Job Performance and high salaries results directly in enhanced competitive capabilities, translating into increased confidence and happiness (Sonnentag & Frese, 2005). To achieve a competitive advantage in the market, organizations need high-performing individuals in their workforce (Loan, 2020). On the flip side, individuals working for the organizations also need to perform well as accomplishing tasks and giving high Job Performance becomes a source of satisfaction for the individual, which instils a sense of achievement, and pride (Sonnentag & Frese, 2005).

2.5 Workplace Spirituality, Organizational Citizenship Behavior And Organizational Commitment Relationship

Workplace Spirituality affects the commitment of employees in the organization (Afsar & Maryam, 2015). The employees tend to show creative working behavior when their work is meaningful. Rego and Cunha (2008) concluded that when people find meaningfulness in their work, they are happier and healthier, become more engaged and collaborative. They apply

themselves fully to work for achieving organizational goals. The world that we are living in now is highly competitive and it is a survival of the fittest (Kumar, 2020). The suggested course of action for employees to take by various researches is to integrate spirituality in every aspect of their professional life such as organizational mission, vision, etc. This is suggested so that workplace Spirituality is inculcated in every aspect of work-life considering the fact that spirituality help employees realize their true meaning of existence (Kumar, 2020).

According to the studies done on workplace spirituality, it is said that work is not just a means for earning financial gains, but it also serves as a platform for their sense of accomplishment and a way to express themselves through their work (Daniel, 2019). Inculcating workplace Spirituality in an organization's environment can result in a lower turnover ratio, trust, Organizational Commitment, and a higher level of job and rewards satisfaction; which are key drivers of job performance (Saadatyar, Poursalimi, Al-Tabbaa, & Iannotta, 2020).

Almost every study conducted on the effects of workplace Spirituality on the organizational environment and the employees have concluded that it creates an aura of spirituality at workplace, which brings a sense of wholeness and transcendence to the employee's performance (Belwalkar & Vohra, 2016). There is a glowing endorsement for the relationship between OCB and the employees finding their sense of purpose and meaning in daily professional life, which encourages them to give greater extra-role performance and form a deep connection with their respective organizations. Research has proven the positive relationship between Workplace Spirituality and OCB as well as Job Performance. Similarly, there has been significant evidence of a positive relationship between spiritual leadership and aspects of OCB such as altruism and courtesy (Kaya, 2015).

H1: Workplace Spirituality has a positive impact on Job Performance.

H2: Workplace Spirituality has a positive relationship with OCB

2.6 Organizational Citizenship Behavior, Organizational Commitment, and Job Performance Relationship

Previous researches carried out on the relationship between OCB and Job Performance has clearly fascinated that there is a profound connection between the two (Albloush, et al., 2020). It is emphasized upon by the researchers that the organizations and managers should facilitate OCB to get high Job Performance levels from their employees by implementing practices that endorse and back social support system, such as promotion of work-life balance and strengthening social support of employees (Albloush, et al., 2020). OCB is considered to be the most important aspect studied in the field of organizational behavior and is often considered an outcome that is beneficial for the organization (Zysberg, 2020).

It has been construed from various researches done in this regard that organizations which focus on continuance commitment of the employees, should be aware of the fact that such commitment of employees does not last long and has no deep psychological association of employees with the organization. This results in voluntary turnover as and when an opportunity arises for alternate better prospects in other organizations (Ghosh & Swamy, 2014). Employee commitment in all its forms such as affective, normative, and continuous was found out to be in a positive relationship with performance (Rafieia, Amini, & Foroozandeh, 2014). Through their self-expression, employees showcase their attachment to the social relationships they have at workplace which results in enhanced morale and urge for better performance by the employees (Suharto, Suyanto, & Hendri, 2019). In today's volatile environment, the future

belongs to the managers who are ready to embrace change, and for effective change; there is a need for committed employees (Sutanto, 1999).

H₃: OCB has a positive impact on Job Performance.

H₄: OCB positively mediates the relationship between Workplace Spirituality and Job Performance.

H₅: Organizational Commitment positively moderates the relationship of OCB and Job Performance.

2.7 Research Framework

Based on previous studies and research work, and the research objectives of this study, research framework is as follows:
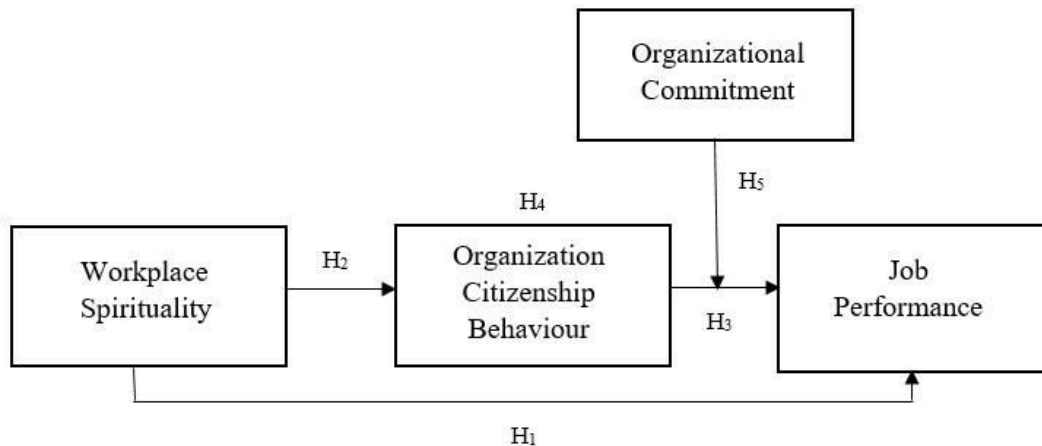

Figure 1: Research Framework

3. Methodology

3.1 Subjects/ Participants and Procedure

This study follows the positivism paradigm. A Quantitative and deductive research approach has been taken up in the study. The data has been collected from the employees of the public sector based in Rawalpindi/Islamabad through adapted and structured questionnaires. Non-probability convenience sampling technique has been employed in this study to generate a sample of 250 respondents from the desired population of interest. The responses of the respondents were collected ensuring anonymity. Google forms were used to collect data through online means along with the self-administered procedure and used the neutral wordings along with indirect questions to avoid the social desirability bias as also suggested by Fisher (1993).

3.2 Measures

The data was collected on an adapted structured survey questionnaire encompassing all the aspects that pertain to the variables being discussed in the study. 11 items for OCB comprising its dimensions of Altruism, Civic Virtue and Conscientiousness, were taken from the study

conducted by Dinka (2018). 21 items of Workplace Spirituality, which included its different aspects such as compassion, meaningful work, transcendence, and mindfulness, were extracted from a study by Shrestha (2016). The items for organizational commitment were taken from the study of Allen and Meyer (1990). Lastly, Job Performance's 10 items were taken from the study conducted by Ramos-Villagrasa, Barrada, Fernández-del-Río, and Koopmans (2019) in the respective domain. The scale that gauges the responses of the respondents, is the Likert 5-point scale, with anchors ranging from 1. Strongly disagree to 5. Strongly agree.

4. Results

4.1 Demographic Analysis

Table.1 Descriptive Analysis

Demographics		Frequencies	Percentages
Gender	Male	187	75
	Female	63	25
Age	Less than 30 years	82	33
	30 – 45 years	126	50
	More than 45 years	42	17
Designation	Senior Managers	13	5
	Middle-Level Managers	32	13
	Support Staff	205	82

Descriptive statistics are deemed an important part of all the studies conducted and should be included. Demographics are an important part of descriptive statistics as they provide an insight into the basic information about the respondents who become part of the study. In this study, the gender that dominates the respondents' sample is male which makes up 75% of the total numbers and has a major effect on the study as compared to the females who only make up 25% of the total respondents. 50% of the respondents lie in the range between 30 to 45 years of age, 33% is below 30 years of age while only 17% are above 45 years of age, showing that most of the respondents lie between 30 to 45 years of age.

4.2 Correlation Analysis

Considering +.70 is good, +.80 is deemed good and +.90 is best, Workplace Spirituality, OCB, and Organization Commitment scores are good and are reliable while Job Performance scoring +.80 is the more reliable score. Therefore, with provided four items for each, each variable has been provided with reliable data in this study.

Looking at the correlation analysis, we can see an association between workplace Spirituality and Job Performance with .511 value of correlation, which proves that workplace Spirituality and Job Performance have a positive association between them. Similarly, OCB and workplace Spirituality have a positive relationship with a strong correlation scoring .468 in Pearson Correlation. OCB and Job Performance have a positive association which is proven by the correlation analysis conducted, .479 score shows an association between the two. The Score of

.468 between Workplace Spirituality and OCB while the score of .479 between OCB and Job Performance also shows a positive association. OCB and Organizational Commitment have a value of .506, while Organizational Commitment and Job Performance show .524 correlation value reflecting positive associations.

Table 2: Correlation and Reliability Analysis

	WS	OCB	OC	JP
WS	*.791*			
OCB	.468**	**.768**		
OC	.487**	.506**	*.742*	
JP	.511**	.479**	.524**	*.801*

*** Sig. (2-tailed); n=250*

The reliabilities are reflected as diagonal values in the table.

4.3 Regression Analysis

The given value of R and R^2 depicts whether the changes in the dependent variable due to the independent variable is significant or not. As R is 0.438 and R^2 is 0.233, it clearly highlights that the results are significant and positive for Workplace Spirituality and Job Performance, proving the linear association. The adjusted R^2 value remained 0.229, which shows 22.9 percent variation in Job Performance due to the predictors incorporated in the estimated regression model.

Table 3: Regression Analysis

S-No	Model	R^2	Adj. R^2	t-value	Beta	p-value
H1	Workplace Spirituality ➡ Job Performance	0.233	0.229	7.759	0.483	0.000*
H2	Workplace Spirituality ➡OCB	0.309	0.306	9.411	0.556	0.000*
H3	OCB ➡ Job Performance	0.467	0.465	13.441	0.684	0.000*

*p<0.01, n=250

In the case of Workplace Spirituality and Job Performance, β-value being 0.483 shows the magnitude of the relationship and proves the hypothesis true. The relationship of Workplace Spirituality and OCB, as R is, .556 and R^2 0.309, makes results to be a significant and linear model to be accurate for the research. Moreover, the adjusted R^2 value by the remaining 0.306 shows 30.6% variation in OCB due to Workplace spirituality, β-value of 0.556 shows the magnitude of the relationship and proves the hypothesis true. Values of R for regression analysis of OCB and Job Performance being .684 and R^2 .467 validates the significance of change brought by OCB in Job Performance. 0.465, which is the adjusted R^2, depicts 46.5%

variation in Job Performance index due to OCB. The 0.684 beta value shows a positive relationship.

Table 4: Mediation Analysis

S-No	Model	Model	R^2	Adj. R^2	t-value	Beta	p-value
H4	Workplace Spirituality ➡OCB	1	0.23	0.229	7.759	0.483	0.000*
	➡Job Performance	2	0.48	0.484	2.362	0.145	0.019*
					9.925	0.608	0.000*

*p<0.05

Table 5: Moderation Analysis

S-No	Model	Model	R^2	Adj. R^2	t-value	Beta	p-value
H5	OCB ➡ Job Performance	1	0.467	0.465	13.441	0.684	0.000*
	Moderation of OC	2	0.757	0.755	3.805	0.265	0.000*
					15.651	0.491	0.000*

*p<0.01

The values of R and R^2 for hypothesis 4, are indication of positive changes brought by Workplace Spirituality on OCB and on Job Performance by Workplace Spirituality and OCB. Adjusted R^2 values of both models depict 22.9% and 48.4% variations brought due to the respective predictors on their dependent variables. Beta value for all the variables being .483, .145 and .608 gives the clear indication of significant relationship between the variables and that the size of changes brought by the mediating variable. The hypothesis is proven through the significance value i.e. p<0.05. It can be stated that the variables are highly significant and partial mediation is facilitated by OCB between Workplace Spirituality and Job Performance is highly effective and positive by nature.

The R and R^2 values of the two models are showing positive changes, which are also significant in nature brought by the independent variables to the dependent variables. The adjusted R^2 values show that OCB has brought 46.5% changes in the value of Job Performance while OCB and Organizational Commitment brought 75.5% variation for the dependent variable, Job Performance. The Beta value has increased and the significance remains <0.05 which is p = 0.00 reflecting the positive moderation of organizational commitment between OCB and job performance.

5. Discussion

The basic objective of this study was to examine the mediating role of OCB between Workplace Spirituality and Job Performance, and to what extent Organizational Commitment plays a moderating role between OCB and Job Performance. The study included the public sector employees of Rawalpindi/Islamabad. No significant research was done on the public sector of Rawalpindi/Islamabad with respect to the mediating role of OCB between workplace Spirituality and Job Performance before. Hence, this study endeavoured to bridge the gap and try to understand the impact of Workplace Spirituality, OCB, and Organizational Commitment on Job Performance and their relationships with the employees of the public sector of Rawalpindi/Islamabad.

The findings of the study reflect that workplace spirituality positively impacts the job performance of employees in public sector organizations. The findings of this study are aligned with the research work done by previous researchers and workplace Spirituality and Job Performance are positively related to each other, such that workplace spirituality is the domain where researchers have recently stepped and started working on its various aspects to understand its effects on the organizations and employees. Kumar (2020) suggests that organizations should inculcate Workplace Spirituality at their workplace if they want to enhance the overall productivity of their employees. This proves that if workplace spirituality is promoted in the public sector of Rawalpindi/Islamabad, it can enhance their Job Performance and can help the public sector to achieve its goals as well as improve its image. The results of the relationship between workplace spirituality and OCB as well as the relationship between OCB and JP were also found to be positive and significant. The results are also in line with prior literature that suggests that OCB is the most significant factor which is beneficial for the organization (Zysberg, 2020), and due to the OCB, the productivity and performance of the employees increase (Suharto et al., 2019).

The mediating role of OCB between Workplace Spirituality and Job Performance is also found to be positive and significant and is in line with the previous researches and studies. Belwalkar, Vohra, and Pandey (2018) and Albloush, et al. (2020) in their respective studies advocated the positive impact of workplace spirituality on OCB and the positive influence of OCB on the Job Performance of the employees, which was confirmed in this study for the public sector employees. On similar lines, Organizational Commitment also positively moderates between OCB and Job Performance. The results of this study are in line with the findings of Sutanto (1999), Wang et al. (2021), Suharto et al. (2019).

5.2 Theoretical Implications

Workplace Spirituality is a relatively newer domain in which researchers have ventured quite recently. Aspects of Workplace Spirituality such as inner life, meaningful work, and sense of community are found to be highly effective in improving the productivity level of employees and making Workplace environment more conducive to enhanced Job Performance. This study fills the gap on literature available and the analysis clearly endorses the findings of previous researches and if implemented in the public sector of Rawalpindi/Islamabad, and provides evidence to fill the gap in the literature. It highlights the antecedents for producing desired results such as a better workplace environment and enhanced employee performance. According to the researchers who worked on OCB and its impact on Job Performance such as Albloush, et al. (2020), organizations are encouraged to implement and back work-life balance concepts and social support systems so that they can get employees to adopt OCB and become

more productive. This study can prove beneficial for the public sector workplace environment with people adopting a sense of community.

5.3 Practical Implications

This research study will help managers to understand the relationships between these variables and assist them in formulating better techniques to motivate the employees to perform better. This study sheds light on the impact of Organizational Commitment on Job Performance that can give awareness to the managers/supervisors about the ways that can be adopted to enhance employees' commitment to their organizations. According to Sutanto (1999), employees who are happy with the organization they are working in, and believe in their organizations, work for the benefit of their respective organizations. This study can become the initiating factor for the managers to adopt such policies that enhance Organizational Commitment in their employees. The positive impact of Workplace Spirituality that is endorsed by previous researchers as well can play a significant role in enhancing the Job Performance of public sector employees. This research study can enable managers as well as top executives to understand the importance of Workplace Spirituality. The public sector of Rawalpindi/Islamabad can benefit greatly through research studies such as this to improve the working environment, public image, and productivity level of its employees.

5.4 Limitations and Future Research

The managerial implications and the findings of this study should be assessed in light of its limitations and future research directions. This study was cross-sectional research, which was conducted in one context and in a single country, i.e., Rawalpindi/Islamabad, Pakistan. This study, therefore, has a vast scope of being carried out in different environments, through different research designs. It can be replicated with much larger samples and different industry etc. with longitudinal research which may provide a much deeper and profound understanding of mediating role of OCB between Workplace Spirituality and Job Performance. The data collected for this study was done through questionnaires and was of quantitative nature. Different methods can be used to collect data for future research. Future researchers can add other variables such as Emotional Intelligence etc. in order to conduct research that is more dynamic.

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