

Workplace Spirituality and Employee Performance: Mediating Role of Organizational Citizenship Behavior and Moderating Role of Emotional Intelligence in Nepalese Construction Sector

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Abstract

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This study is designed to explore and determine Performance within Construction sector of Kathmandu, Nepal by shading lights on mediating and moderating role of organizational citizenship behavior and emotional intelligence respectively. After analyzing the responses of the 384 respondents selected conveniently from ten oldest construction companies in Kathmandu Valley, with the application of correlation, regression, this study showed a significantly positive relationship between the constructs Workplace Spirituality, Employee Performance, and Organizational Citizenship Behavior, but there was no meaningful mediating role of on by Organizational Citizenship Behavior. However, Emotional Intelligence strengthens the link between Workplace Spirituality and Employee Performance, emphasizing the need of the emotional alignment. Likewise, the study identified challenges faced by Nepali Construction firms in intergrading WS practices and provided practical recommendations. The study suggests creating spiritual work settings, encouraging mindfulness and compassion, and providing Emotional Intelligence

training hence to improve leadership, engagement, and overall growth for organizational success.

Keywords: *workplace spirituality, employee performance, organizational citizenship Behavior, emotional intelligence, construction sector*

Introduction

The construction industry contributes significantly to economic development of the country through infrastructure projects (National Research Council, 2009). However, employee's dissatisfaction with monotonous work environments is a growing concern as it influences both individual and organizational performance (Dernovsek, 2008; Honiball et al., 2014; Rastogi et al., 2018). According to research, people prioritize necessities such as financial and physical security, which can limit self-actualization. As their careers progress, knowledge workers seek purpose and legacy, which drives them to create inclusive workplaces that prioritize meaning, community, and goals beyond personal success (Kolodinsky et al., 2008; Rathee & Rajain, 2020; Gibbons, 2000; Petchsawang & McLean, 2017; Dollard & Bakker, 2010).

Modern professionals seek workplaces that provide academic, emotional, and spiritual fulfillment, emphasizing motivation, involvement, and the ability to express oneself (Richman, 2006; Fernando, 2005). A spiritually aligned workplace fosters trust, respect, and confidence, which improves employee retention and performance while encouraging corporate citizenship behavior and engagement with company values (Guillory, 2000; Gull & Doh, 2004; Sonnentag, 2003; Rothbard, 2001; Bakker et al., 2012; Snape & Redman, 2010; Jena & Pradhan, 2014). The study emphasizes the need of connecting personal meaning with company goals in order to increase engagement and productivity.

Under this backdrop, the study aims to fulfill the following objectives:

- To analyse the relationship between workplace spirituality with organizational citizenship behavior and employee performance,
- To examine the relationship between organizational citizenship behavior (OCB) and employee performance (EP), and

- To evaluate the impact of workplace spirituality on employee performance under the moderating and mediating roles of Emotional Intelligence and Organizational Citizenship Behavior respectively.

Literature Review

Managers and researchers are increasingly interested in workplace spirituality as a tool of creating meaningful, sustainable organizations (Jurkiewicz & Giacalone, 2016; Kolodinsky & Ritchie, 2016; Acharya & Mishra, 2016), but concerns about its exploitation for productivity gains remain (Brown, 2003; Fernando, 2005; Pradhan & Jena, 2016), prompting calls for more empirical research on its impact on performance (Giacalone et al., 2005). Workplace spirituality originated in the late 1990s as a reaction to exploitative business practices and psychological alienation, arguing for a balance of personal development and compassionate working conditions (Guest & Conway, 2011; Honiball et al., 2014). It is consistent with the trend toward partnership models and is viewed as critical for increasing employee engagement and establishing a healthy company culture.

Workplace spirituality is consistent with person-organization fit (P-O fit), which emphasizes the compatibility of individual beliefs with corporate culture in order to increase productivity, engagement, and prosocial behavior (Jena & Pradhan, 2015; Singh & Mishra, 2016; Kolodinsky et al., 2008; Karatepe, 2013). However, research into its impact is still in its early phases, necessitating additional empirical studies (Rocha and Pinheiro, 2020; Karakas, 2010).

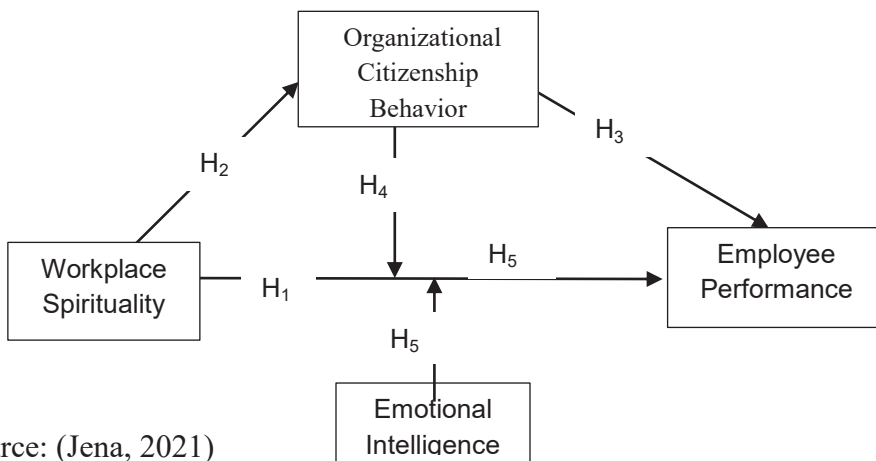
Employee performance is influenced by elements such as motivation, organizational support, and alignment with company ideals, emphasizing its dynamic character and the importance of behavioral research (Mitchell and James, 2001). When employees' spiritual goals coincide with organizational principles, it generates meaning at work, resulting in policies that improve engagement and performance (Harrington et al., 2001).

Employees who believe their workplace promotes spiritual growth report a stronger sense of belonging and higher levels of organizational citizenship, which improves well-being and productivity (Lin & Peng, 2010; Dick et al., 2006; Neck & Milliman, 1994; Lau & Murnighan, 2005), with emotional intelligence further

boosting performance through emotional regulation (Semadar et al., 2006). The research examined emphasizes the importance of workplace spirituality (WS) in improving employee well-being, job satisfaction, organizational commitment, and performance. Dubey and Bedi (2024) emphasize its positive impact and call for more empirical research, whereas Thapa and Shrestha (2023) and Gurung and Rai (2023) investigate WS's effect on organizational citizenship behavior (OCB) and its interaction with emotional intelligence. Furthermore, Sulastini et al. (2023) and Jena (2022) address how WS promotes positive organizational transformation and increases employee performance, whilst Dubey et al. (2022) highlight the importance of WS in mediating job satisfaction and increasing OCB. The findings across these studies emphasize the importance of integrating spiritual practices and emotional intelligence in organizational culture to enhance performance and employee behavior.

Based on the review, we can develop a conceptual framework for the study that demonstrates the workplace spirituality has a favorable impact on organizational citizenship behavior being influenced with emotional intelligence(EI) and thereby organizational citizenship behavior(OCB) which in turn, servers as a link between workplace spirituality (WS) and employee performance. It also shows how the combined impacts of WS, EI, and OCB improve employee performance.

Figure 1
Conceptual Research Framework



Source: (Jena, 2021)

Workplace Spirituality

Workplace spirituality, which acknowledges employees' inner life and their desire for meaning, promotes higher engagement and contentment, ultimately improving performance (Giacalone & Jurkiewicz, 2003). Organizational Citizenship Behavior (OCB), which entails volunteer activities beyond job requirements, is critical in creating a collaborative and efficient work environment. Thus, it can be hypothesized as follows:

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

Employee Performance

Several factors influence performance, including work perceptions, compensation, and connections with colleagues and the company, necessitating additional behavioral research (Mitchell & James, 2001). Increasing data demonstrates that workplace spirituality improves employee performance by addressing emotional and psychological needs, resulting in better organizational outcomes (Duchon & Plowman, 2005). Therefore, the relationship can be hypothesized as:

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

Organizational Citizenship Behavior

Workplace spirituality, which promotes meaning, connection, and community, has a beneficial influence on organizational citizenship behavior (OCB), which are voluntary acts that improve performance without receiving direct rewards. Spiritual workplaces offer emotional and psychological support, motivating employees to exceed job expectations and engage in organizationally beneficial activities (Giacalone & Jurkiewicz 2003). Additionally, workplace spirituality promotes ethical behavior, compassion, and collective growth, all of which are important drivers of OCB (Rego & Cunha, 2008). In this regard, the research hypothesis would be:

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

According to research, Organizational Citizenship Behavior (OCB) has a beneficial influence on performance evaluations, with employees who demonstrate such behaviors earning higher ratings from managers. OCB improves both individual and organizational performance by increasing motivation and effectiveness, whilst the "norm of reciprocity" promotes mutual support. Koys (2001) and Mohammad et al. (2011) stress these benefits, whereas Dent et al. (2005) advocate for more research on the relationship between workplace spirituality, OCB, and employee performance. The mediating hypothesis can be:

H₄: There is a mediating role of Organizational Citizenship Behavior (OCB) in the relationship between Workplace Spirituality (WS) and Employee Performance (EP).

Emotional Intelligence

Emotional intelligence (EI), which includes self-awareness, self-regulation, motivation, empathy, and social skills, is associated with workplace spirituality and promotes positive behaviors such as Organizational Citizenship Behavior (OCB). Employees who practice strong workplace spirituality are more likely to engage in prosocial behaviors that improve performance and organizational outcomes. OCB mediates this connection because workplace spirituality promotes performance through OCB, which contributes to organizational success. By this we can formulate the research hypothesis as:

H₅: There is a moderating role of Emotional Intelligence (EI) in the relationship between Workplace Spirituality (WS) and Employee Performance (EP).

Research Methodology

This study applied causal comparative research design to investigate the association between workplace spirituality and employee performance. The participants (respondents) in the study were 384 employees of 10 large and A-Class construction companies located in Kathmandu valley. While selecting the sample respondents, the convenient sampling method was applied. The respondents were requested to pass their comments on the 29 statements (items) included in the questionnaire designed, in the fashion of 5-point Likert scale, to measure the constructs of the study as conceptualized in the Figure 1 (Conceptual Research Framework). The internal consistency of the items and reliability of the constructs

Table 1*Reliability of Dependent, Independent, Mediating and Moderating Factors*

tor	Reliability
WS	0.791
EP	0.914
OCB	0.786
EI	0.884

covered in the questionnaire was tested by calculating Cronbach's Alpha, and all contracts had reliable value (grater tan 0.75) as shown in the Table 1. The data collected from the responses on the questionnaire were verified and analysed through descriptive and inferential statistics namely, percentage, mean, standard Deviation (SD), correlation, ANOVA and regression analysis.

Results and Discussion

The descriptive analysis described the distribution of the data by summarizing major statistical characteristics such as mean, standard deviation, and range. The survey included 384 respondents, with 55.2% men and 44.8% women, the majority of whom were between the ages of 20 and 30 (51.8%) and held a Bachelor's Degree (63.8%) as shown in the Table 2, Table 3, and Table 4.

Table 2*Gender of the Respondents*

	Frequency	Percent
Male	212	55.2
Female	172	44.8
Total	384	100.0

Table 3*Age of the Respondents*

	Frequency	Percent
20-30	199	51.8
30-40	153	40.1
40-50	27	7.0
Above 50	5	1.1
Total	384	100.0

Table 4*Educational Qualification of the Respondents*

	Frequency	Percent
Intermediate	41	10.7
Bachelors	245	63.8
Masters	96	25
M.Phil. and above	2	0.5
Total	384	100.0

Descriptive Statistics**Table 5***Descriptive Statistics*

Items(statements)	Mean	S.D.
I experience joy and happiness at work.	2.71	0.873
At times, I experience blissful moments at work.	4.34	0.825
Sometimes I experience a sense of enlightenment for my job.	4.2	0.966
My personal values are similar with the value systems of this organization.	4.1	0.95
I put conscious efforts to bring a viable solution to other's problems.	4.34	0.694
My spiritual values guide my decision at work.	4.17	0.899
There is no scope for spirituality at work.	2.14	0.877
I love to handle extra responsibilities.	4.06	0.966
I invite constructive criticism from my coworkers to enhance team effectiveness.	3.59	0.747
I communicate effectively with my colleagues for problem solving and decision-making.	4.18	0.669

I used to keep up to date myself with new skills and knowledge that help me to quickly adapt changes in my core jobs.	4.09	0.78
I extend my sympathy and empathy to my coworkers when they are in trouble.	4.26	0.718
I always look for novel solutions for complex problems.	4.26	0.743
I like challenging tasks at work.	4.17	0.935
I believe in giving an honest day's work for an honest day's pay.	4.39	0.693
I help orient new people even though it is not required.	4.2	0.819
I attend meetings that are not mandatory but are considered important.	4.17	0.849
I do not abuse the rights of others.	4.12	0.884
I read and keep up with organization announcements, memos etc.	4.31	0.702
I am mindful of how my behavior affects other people's jobs.	4.34	0.644
I always focus on what is wrong rather than the positive side.	2.48	1.087
I do not take extra breaks.	3.96	1.039
I am sensitive to the feelings and emotions of others.	4.27	0.69
I always set goals for myself and then try my best to achieve them.	4.37	0.629
I have good control of my own emotions.	4.24	0.815
I am able to control my temper and handle difficulties rationally.	4.25	0.83
I have a good understanding of the emotions of people around me.	4.27	0.779

I have a good sense of why I have certain feelings most of the time	4.18	0.857
I always tell myself I am a competent person.	4.5	0.605

The mean value and the value of SD shown in the Table 5 state that the employees understudy had experienced the positive emotions, strong commitment to ethics, and high organizational citizenship behavior, though feedback acceptance and consistency need improvement. Emotional intelligence was valued for empathy and goal setting, with slight gaps in self-awareness and control, supporting better workplace habits and procedures.

Table 6

Correlation test between WS, EP, OCB and EI

		WS	EP	OCB	EI
WS	Pearson Correlation Sig. (2-tailed)	1			
EP	Pearson Correlation Sig. (2-tailed)	.807** 0.001	1		
OCB	Pearson Correlation Sig. (2-tailed)	.755** 0.000	.832** 0.000	1	
EI	Pearson Correlation Sig. (2-tailed)	.745** 0.000	.823** 0.000	.794** 0.000	1

The correlation value among the variables shown in the Table 6 clearly indicates that there were high relationships between workplace spirituality (WS), employee performance (EP), organizational citizenship behavior (OCB), and emotional intelligence (EI), with WS being favorably related to EP (0.807), OCB (0.755), and EI (0.745). EP and OCB had the strongest connection (0.832), emphasizing the importance of EI in improving performance and encouraging supportive behaviors. Categorically, the study found significant positive connections between workplace spirituality (WS) and employee performance (EP) ($r = 0.807$), WS and organizational citizenship behavior (OCB) ($r = 0.755$), and

OCB and EP ($r = 0.832$). While OCB does not moderate the WS-EP relationship, emotional intelligence (EI) is identified as a strong moderator in this relationship, supporting Hypothesis 5.

Table 7
ANOVA Table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.246	3	41.749	500.687	.000 ^b
	Residual	31.519	378	.083		
	Total	156.764	384			

a. Dependent Variable: EP,

b. Predictors: Independent Variable (Constant), WS

R = 0.774,

R square=0.59

The data in the Table 7 indicates that emotional intelligence (EI), workplace spirituality (WS), and organizational citizenship behavior (OCB) significantly impact employee performance (EP), accounting for 59% of the variance ($R^2 = 0.59$). The model is statistically trustworthy ($F = 500.687$, $p = 0.000$), with WS as the primary predictor, although 41% of the variance remains unexplained. ANOVA results show that workplace spirituality (WS) significantly predicts employee performance (EP), accounting for 59% of the variance. According to regression study, organizational citizenship behavior (OCB) has the greatest influence on EP, followed by emotional intelligence (EI) and work style (WS). WS also explains 56.98% of the variance in OCB, and the mediation model highlights WS's large impact on EP, accounting for 76.66% of the variance, albeit the indirect effect of OCB on EP is still unknown.

Table 8
Regression *Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Toleran	VIF
(Constant)	-3.10	.119		-2.618	.009		
WS	.344	.042	.308	8.160	.000	.373	2.684
OCB	.415	.050	.347	8.372	.000	.310	3.227
EI	.354	.045	.318	7.804	.000	.320	3.120

a. Dependent Variable: EP

The values of the regression analysis shown in the Table 8 indicates that organizational citizenship behavior (OCB), emotional intelligence (EI), and workplace stress (WS) all have a substantial impact on employee performance (EP), with OCB being the biggest predictor. Increases in WS, OCB, and EI produce corresponding improvements in EP. All predictors are statistically significant, and the model has no collinearity concern, indicating dependability.

Table 9
Mediation Model Summary of OCB

R	R-sq	MSE	F	df1	df2	p
0.7549	0.5698	0.1237	503.3360	1	380	0.0000
Model	coeff	se	t	p	LLCI	ULCI
constant	1.2086	0.1254	9.6379	0.0000	.9620	1.4551
WS	0.7043	0.0314	22.4352	0.0000	0.6426	0.7660

As per the data in the Table 9, the mediation study shows a significant positive correlation between workplace spirituality (WS) and organizational citizenship behavior (OCB), with WS accounting for 56.98% of the variation ($R^2 = 0.7549$). The model is statistically significant ($F = 503.3360$, $p = 0.0000$), and WS considerably improves OCB, highlighting its importance in promoting proactive behaviors.

Table 10*Mediation Model Summary of EP*

R	R-sq	MSE	F	df1	df2	p
0.8755	0.7666	0.966	622.2387	2	379	0

Model	Coeff	se	t	p	LLCI	ULCI
constant	-0.0812	0.1236	-.6573	0.5114	-0.3242	0.1618
WS	0.4650	0.0423	10.9971	0.0000	0.3818	0.5481
EP	0.6201	0.0453	13.6836	0.0000	0.5310	0.7092

By observing the values in the Table 10, there was significant positive correlation between workplace spirituality (WS) and employee performance (EP), accounting for 76.66% of the variation ($R = 0.8755$, $R^2 = 0.7666$). WS has a considerable impact on EP (coefficient = 0.4650, $p < 0.0001$), as corroborated by a robust F-statistic (622.2387, $p = 0.0000$) and low mean square error (MSE = 0.966), highlighting its critical role in improving performance.

Table 11*Direct Effect of OCB on EP*

Effect	se	T	p	LLCI	ULCI
0.4650	0.423	10.9971	0.000	0.3818	0.5481

By the data shown in the Table 11, the study indicated a substantial positive association (0.4650) between Organizational Citizenship Behavior (OCB) and Employee Performance (EP) in the construction companies, with each one-unit increase in OCB resulting in a 0.4650-unit increase in EP. This is backed by a high t-value (10.9971), p-value (0.0000), and a 95% confidence interval (0.3818 to 0.5481), all of which exclude zero, demonstrating that increasing OCB improves EP.

Table 12*Indirect Effect of OCB on EP*

Effect	BootSE	BootLLCI	BootULCI
0.4367	0.0451	-0.078	0.0266

If we observed the data depicted in the Table 12, we can say that there was an indirect positive effect of Organizational Citizenship Behavior (OCB) on Employee Performance (EP) in the companies under study (effect size = 0.4367). However, the bootstrapped standard error (BootSE = 0.0451) and confidence interval (-0.078 to 0.0266) including zero indicate that the indirect effect is not statistically significant at the 95% level, raising concerns about the strength of the association.

Table 13*Moderation Model Summary of EI*

EI	Effect	SE	t	p	LLCI	ULCI
3.8571	0.4966	0.0421	11.7882	0	0.4137	0.5794
4.1429	0.4758	0.422	11.2731	0	0.3928	0.5588
5.0000	0.4136	0.0555	7.4459	0	0.3044	0.5228

By the model value exhibited in the Table 13, the study discovered that Emotional Intelligence (EI) strongly moderates the association between Workplace Spirituality (WS) and Employee Performance (EP), hence impacting Organizational Citizenship Behavior. The moderating effect sizes varied from 0.4136 to 0.4966, with high t-values (7.4459 to 11.7882) and p-values of 0, indicating statistical significance and underscoring EI's critical role in this relationship.

Conclusion

Overall, the average scores for Workplace Spirituality (3.71), Employee Performance (4.12), and Organizational Citizenship Behavior (3.94) indicate positive engagement and performance. Likewise, emotional intelligence had a mean score of 4.29, and all variables had Cronbach's Alpha values greater than 0.7. Correlation analysis revealed significant positive relationships between workplace spirituality, employee performance, organizational citizenship behavior, and emotional intelligence, with the strongest relationships being between workplace spirituality and employee performance ($r=0.807$) and organizational citizenship behavior and employee performance ($r=0.832$), implying that both workplace spirituality and organizational citizenship behavior have a positive impact on employee performance.

The findings are consistent with previous study, such as Dubey and Bedi's (2024), which identified gaps in workplace spirituality literature and recommended additional research on its impact on employee outcomes and organizational success. They underline the favorable relationship between workplace spirituality, employee well-being, job satisfaction, and organizational commitment, and ask for additional empirical research on impacting factors. Similarly, Thapa and Shrestha (2023) demonstrate that workplace spirituality improves employee performance by encouraging discretionary behavior, with organizational citizenship behavior (OCB) mediating the effect.

Robbie and Roz (2021) and Shrestha and Jena (2021) found that workplace spirituality and organizational commitment improve employee performance, particularly when mediated by job satisfaction. Sankar and Suresh (2018) emphasize the role of leadership and corporate culture in promoting workplace spirituality, particularly in healthcare. These findings are consistent with Fry's (2003) spiritual leadership model, indicating that workplace spirituality is critical for boosting employee performance.

Higher perceptions of workplace spirituality considerably improve organizational commitment and organizational citizenship behavior (OCB), which is consistent with the findings of Podsakoff et al. (2000) and Rego and Cunha (2008) about the importance of OCB for organizational performance. The study found that spiritually enriched work settings increase employee loyalty and discretionary behaviors, with a R^2 value of 0.5698. Job satisfaction and

organizational commitment also impact OCB. This study emphasizes the importance of workplace spirituality in boosting organizational outcomes.

The study discovers that, while organizational citizenship behavior may improve employee performance, its mediation influence on workplace spirituality and employee performance is not statistically significant, contrary to previous research by Neubert et al. (2014). The direct impact of WS on EP is so great that OCB's role as a mediator is decreased. Sulastini et al. (2023), Jena (2022), and Labetubun and Dewi (2022) found that WS had a favorable impact on performance, with organizational commitment and HR strategies playing important roles. Gurung and Rai (2023) stress EI's moderating impact by demonstrating how employees with high EI improve the effects of Workplace Spirituality (WS) on Organizational Citizenship Behavior (OCB) and Employee Performance.

Additionally, Jena (2022) stresses that emotionally intelligent individuals improve workplace dynamics, which contributes to improved organizational climates and more production. This research, taken together, illustrate the importance of EI in improving organizational performance and relationships.

This study investigates the mediating role of organizational citizenship behavior and the moderating effect of emotional intelligence on the relationship between workplace spirituality and employee performance, implying that Nepalese leaders can improve employee engagement by instilling trust, teamwork, and ethical behaviors. It emphasizes that greater education levels promote openness to workplace spirituality and personal growth, resulting in higher job satisfaction and performance. Businesses that incorporate workplace spirituality and emotional intelligence into their strategy can increase productivity, contentment, and employee retention, establishing a competitive and harmonious work environment (Jena, 2022).

Implications

The study emphasizes the importance of emotional intelligence in improving workplace spirituality and employee success, in line with Afolabi et al. (2010), who discovered that EI increases engagement and performance. It implies that EI improves workplace connections and deepens the emotional bond between employees and employers, hence building a high-performance culture. Also, lends

credence to Altman and Taylor's social penetration hypothesis, arguing that workplace spirituality strengthens emotional connections among employees who share common beliefs, boosting fulfillment and loyalty. Spiritual activities foster social links, which contribute to a corporate culture based on unity and harmony.

However, this study highlights the importance of workplace spirituality in enhancing employee well-being and company performance, urging organizations to address employees' spiritual needs to foster growth, courage, and empathy. It emphasizes the role of line managers in connecting employees to corporate goals, boosting engagement, and promoting spiritual development.

The study suggests implementing mentoring programs and practices like mindfulness, meditation, and yoga to strengthen workforce resilience, while recognizing that modern businesses must prioritize justice, emotional intelligence, and work-life balance to motivate younger employees and align them with long-term performance goals

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