



Research Paper

## Role of Workplace Spirituality and Organizational Citizenship Behavior (OCB) In Improving Lecturers' Performance

Ramilan Ramilan<sup>1</sup>, Rita Yuni Mulyanti<sup>2\*</sup>, Koesmawan Koesmawan<sup>3</sup>, Lela Nurlaela Wati<sup>4</sup>  
<sup>1,2,4</sup> Universitas Teknologi Muhammadiyah Jakarta, Indonesia  
<sup>3</sup> Institut Teknologi Bisnis Ahmad Dahlan Jakarta, Indonesia

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### Abstract

Educators serve as primary stakeholders profoundly shaping the caliber of tertiary educational establishments. Various determinants impact educator performance, encompassing competencies, motivational factors, discipline, and leadership qualities, as well as Organizational Citizenship Behavior (OCB), where employees' actions surpass their primary job responsibilities. This study intends to experimentally demonstrate the impact of workplace spirituality on the productivity of Lecturers in the Muhammadiyah Aisiyah College (PTMA) setting, both directly and indirectly. To gather empirical data on the impact of workplace spirituality on the performance of PTMA lectures, this study used a quantitative method with a causality design. A questionnaire completed by 260 academics was used to obtain the data. The PLS method and structural equation modeling were used to examine the data. processing data with the SMARTPLS program. According to the study's findings, OCB is positively and significantly influenced by the spiritual workplace, and both OCB and performance are positively and significantly impacted by the spiritual workplace's impact on PTMA lecturers' performance. The final significant finding is that OCB can enhance performance in spiritual workplaces. These findings have consequences for PTMA managers, and it is vital to encourage an increase in OCB by bolstering the spiritual workplace in the PTMA they oversee to boost the performance of their lecturers.

**Keywords:** *Workplace Spirituality, Performance, OCB, PTMA, Lecture*

### INTRODUCTION

In the context of tertiary institutions in Indonesia, lecturer performance can be interpreted as a person's work in performing tasks and the tri dharma of higher education by the authority and responsibility they carry (Ilyas & Norawati, 2022). Lecturers are the main actors who greatly influence the quality of tertiary institutions. One of the indicators in measuring the performance of tertiary institutions is the performance of lecturers, as evidenced by the implementation of the Tri Dharma of Higher Education (teaching, research, and community service).

Some factors that affect lecturer performance include competence, motivation, discipline, and leadership. According to Siagian (2014), several elements, including pay, training, the working environment, culture, leadership, inspiration, and job satisfaction, affect how well employees perform. Research conducted by Jufrizen et al. (2020) showed that the performance of Lecturers of Private Higher Education in Medan is significantly influenced by Organizational Citizenship Behavior (OCB). Similar findings were also stated by Bustomi et al. (2020), indicating that employee performance is affected by OCB, as well as the findings of Nugroho et al. (2020). However, a finding of the research conducted Lukito (2020) states that performance is not affected by OCB.

OCB is an *extra role behavior* because the behavior given by employees exceeds their main duties. Azizah (2018) found that OCB is influenced by Workplace Spirituality (Margaretha et al., 2020), research shows that Workplace Spirituality has a significant effect on OCB (Mariana et al., 2021), and research shows that Workplace Spirituality is necessary to increase employee OCB levels. (Vu et al., 2022a), stated that Workplace Spirituality influences OCB positively and negatively affects perceived job insecurity. Contradictory research has also been discovered, such as (Rokhman, 2022), which demonstrates that while workplace spirituality has little impact on

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Corresponding author's email: rita@utmj.ac.id

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OCB, spiritual leadership and the Islamic work ethic have a considerable positive impact. [Utami et al. \(2021\)](#) demonstrated that spiritual work has a good impact on organizational dedication but no influence on OCB. who concluded that workplace spirituality had a considerable impact on performance ([Karnia et al., 2020](#)). According to the R square findings, 29.4% of the relationship between workplace spirituality and performance may be accounted for. This demonstrates that the coefficient interval includes the effect of workplace spirituality on employee performance in the Low category. [Fanggidae et al. \(2020\)](#) demonstrated that workplace spirituality significantly affects worker performance. [Khusnah \(2020\)](#) demonstrated that Workplace Spirituality has no effect on job satisfaction but has a favorable impact on corporate dedication and employee performance. However, the research does not support the findings of this study. While [Wijaya \(2018\)](#) demonstrates that workplace spirituality has no discernible impact on workers' productivity. [Umam & Auliya \(2018\)](#) concluded that Workplace Spirituality has no discernible impact on worker performance, with a value of ( $p = 0.001$ ).

This study empirically demonstrates the impact of workplace spirituality both directly and indirectly on the performance of lecturers in the Muhammadiyah Aisiyah College (PTMA) setting, considering the inconsistent relationship between the influence of workplace spirituality and OCB on employee performance.

## LITERATURE REVIEW

### Performance (P)

According to [Mangkunegara \(2014\)](#), the work or product (output) produced by human resources throughout a specific length of time in performing their work obligations by the responsibilities assigned constitutes their performance. According to [Payaman \(2005\)](#), performance is the degree of results achieved after completing a particular task. The degree to which results are obtained to meet organizational objectives is known as company performance. To achieve organizational goals, performance is the outcome of an individual's effort to mobilize all of his or her skills and responsibilities to complete tasks in his or her work in terms of both quantity and quality from the output produced by applicable standards. There are five performance measurement points, according to Mathis and Jackson, which were mentioned by [Ridwan and Anggrawati \(2017\)](#). These are (1) Quantity of output, (2) Quality of output, (3) Time of output, (4) Presence at work, and (5) Cooperativeness.

### Workplace Spirituality (WS)

In the last 10 years, workplace spirituality has emerged as a brand-new paradigm in HR management ([Rahayu, 2007](#)). Workplace spirituality, according to [Milliman et al. \(2003\)](#), is a process of enlivening a set of deeply held personal beliefs. It is about expressing one's desire to discover meaning and purpose in life. Workplace spirituality, according to him, is related to efforts to discover one's ultimate life goal, forge strong bonds with coworkers and other people engaged in work, and achieve consistency (or suitability) between one's core beliefs and the organization's values. This is almost exactly what [Mitroff and Denton \(1999\)](#) talked about workplace spirituality.

Workplace spirituality can be categorized into three categories: "purpose in one's work or meaningful work," "having a sense of community," and "alignment with the organization's values" and mission. Each of these categories corresponds to the individual, group, and corporate levels of workplace spirituality. The individual level is represented by meaningful work. A key component of workplace spirituality is the capacity to perceive the highest meaning and purpose of one's work.

### **Organizational Citizenship Behavior (OCB)**

Employees who contribute value to the work they are given and to the firm are referred to as OCBs. [OCB as independent individual conduct that does not directly and explicitly receive benefits from the formal reward system but rather, collectively (aggregately), improves the efficacy and efficiency of organizational operations. It is free and elective because it is not required by our work descriptions or position requirements, which are expressly stated in a contract with the organization, but rather as a personal choice.

OCB is a choice behavior, according to [Robbins et al. \(2008\)](#), that is not required of an employee as part of their formal job duties but promotes the efficient operation of the company. Another viewpoint on the idea of OCB has also been advanced ([Basuki & Kusumawardhani, 2012](#)), arguing that OCB is an individual contribution that goes above and beyond the requirements of the job. This OCB involves several actors, such as those who demonstrate prosocial conduct, volunteerism, and adherence to established policies and procedures. The five main OCB dimensions—Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship—are stated by Organ, who is quoted by [Basuki & Kusumawardhani \(2012\)](#).

### **Relationship between Workplace Spirituality and OCB**

Several studies conducted in Indonesia have shown a relationship between workplace spirituality and OCB. Workplace spirituality is a concept that refers to spiritual experiences and values related to one's work, while OCB is voluntary behavior carried out by employees to help the organization achieve its goals. Workplace Spirituality has a favorable impact on OCB, according to research done by [Azizah \(2018\)](#). Workplace Spirituality has a considerable impact on OCB, according to a study [Margaretha et al. \(2020\)](#). [Mariana et al. \(2021\)](#) shows that Workplace Spirituality is needed to increase the level of employee OCB, while Perceived Organizational Support has no significant effect on OCB. [Vu et al. \(2022a\)](#), in his research stated that Workplace Spirituality positively affects OCB. The first hypothesis in this study is as follows, which is based on some findings from these studies.

H1: Workplace Spirituality has a positive effect on OCB.

### **Relationship Between OCB and Employee Performance**

OCB is voluntary behavior undertaken by employees outside their official duties, which increases organizational effectiveness. Some examples of OCB behavior include helping co-workers, complying with organizational rules, and participating in organizational activities. Several studies have shown a positive relationship between OCB and employee performance. This can be explained by the fact that OCB behavior can improve the quality of relationships between employees, increase job satisfaction, and strengthen bonds between employees and the organization. As a result, employees who exhibit OCB behavior tend to perform better.

According to research by [Bustomi et al. \(2020\)](#), OCB positively and significantly affects employee performance. According to [Jufrizen et al. \(2020\)](#), organizational citizenship conduct has a significant impact on how well private university instructors in Medan perform. [Musriha and Rosyafah \(2022\)](#) showed by his research that work atmosphere, which has the most significant impact on both OCB and employee performance, has a considerable impact on employee performance. The second hypothesis in this study is as follows, which is based on some findings from these studies.

H2: Organizational Citizenship Behavior has a positive effect on performance.

**Relationship between Workplace Spirituality and Employee Performance**

The term "workplace spirituality" refers to spiritual practices applied in the workplace, such as meditation, prayer, and personal reflection. Several studies have shown that workplace spirituality can affect employee performance. For example, one study found that employees who feel connected to spiritual values at work have higher levels of job satisfaction and are more productive. Research conducted by [Karnia et al. \(2020\)](#) concluded that there is a significant influence between spirituality at work and performance. [Fanggidae et al. \(2020\)](#), in his research showed that workplace spirituality has a significant effect on employee performance. [Khusnah \(2020\)](#), showed that spirituality in the workplace has a positive effect on organizational commitment and employee performance, but has no effect on job satisfaction. From these findings, it can be concluded that Workplace Spirituality can affect performance. The third hypothesis in this study is the following, which is based on some findings from these studies.

H3: Workplace Spirituality has a positive effect on Employee Performance.

**Mediation Role of OCB**

OCB is voluntary behavior undertaken by employees outside their official duties that can help the organization achieve its goals. In this context, OCB can act as a mediator or liaison between the independent and dependent variables in a study. The following studies on the role of OCB as a mediator include the one from [Ridlo et al. \(2021\)](#), which found that OCB acts as an intervening variable and that job satisfaction, workplace spirituality, and organizational commitment all positively and significantly affect employee work performance. [Hastuti and Wulandari \(2022\)](#) showed that the mediating variable OCB was able to mediate the positive and significant relationship between Workplace Fun and performance. [Kadarningsih et al. \(2020\)](#), in his research concluded that there is an effect of training and work environment on OCB, the effect of OCB on employee performance, and OCB can mediate the relationship between the work environment and training on employee performance. First, according to [Sugianingrat et al. \(2019\)](#), ethical leadership has no appreciable impact on worker productivity, and raising the value of leadership does not significantly improve the productivity of staff members in non-star hotels in Bali's Sarbagita region. To improve employee performance, ethical leadership can be mediated by employee engagement. Third, OCB can play a role in mediating employee engagement before taking on the task of mediating the impact of ethical leadership on employee performance. The fourth hypothesis in this study is as follows, which is based on some findings from these studies.

H4: The impact of Workplace Spirituality on Performance can be mediated by OCB

**RESEARCH METHOD**

To investigate this hypothesis, this study employs a quantitative research strategy using a causality approach. The developed and upcoming model's mathematical equation is as follows.

$$OCB = \beta1WS+e.....(1)$$

$$P = \beta2WS+\beta3OCB+\beta4WS.OCB+e ..... (2)$$

Data collection was performed using a questionnaire developed based on indicators of each variable. The survey was conducted using a questionnaire with a scale of 6, namely: Very Good (6), Good (5), Fairly Good (4), Not Good Enough (3), Bad (2), and Very Bad (1). The sampling technique used is purposive sampling. The sample criteria in this study were lecturers who had NIDN and were home-based at Muhammadiyah and Aisyah Colleges. The number of samples is calculated by

following the rule of thumb (Hair et al., 2011), which is 5–10 multiplied by the number of indicators (145 – 290). Respondents who filled out the research questionnaire totaled 260 lecturers. Data analysis was performed using SmartPLS 4 software and a version of structural equation modeling (SEM) known as partial least squares (PLS) (Ghozali & Latan, 2020).

**FINDINGS AND DISCUSSION**

**Respondents' Characteristics**

Gender, age, functional position, and structural position are among the characteristics of the respondents described in this study. Table 1 summarizes the traits of the respondents to this study.

**Table 1.** Respondents' Characteristics

Characteristics of the Respondents	Total	
	F	%
<b>Gender</b>		
Woman	98	38%
Man	162	62%
<b>Age</b>		
56–70	31	12%
46–55	87	33%
30–45	123	47%
<30	19	7%
<b>Functional</b>		
Professor	1	0%
Associate Professor	23	9%
Lector	136	52%
Assistant Professor	100	38%
<b>Structural Position</b>		
Chancellor/Vice Chancellor	24	9%
Dean/Director/Deputy Dean/Deputy Director/Chairman/Deputy Chairperson	34	13%
Head of Agency/ Institution/ Bureau/ head of Division/ Division/ Affairs	35	13%
Head of the Study Program, Secretary of the Study Program, and Head of the Laboratory	51	20%
Lecturer	116	45%

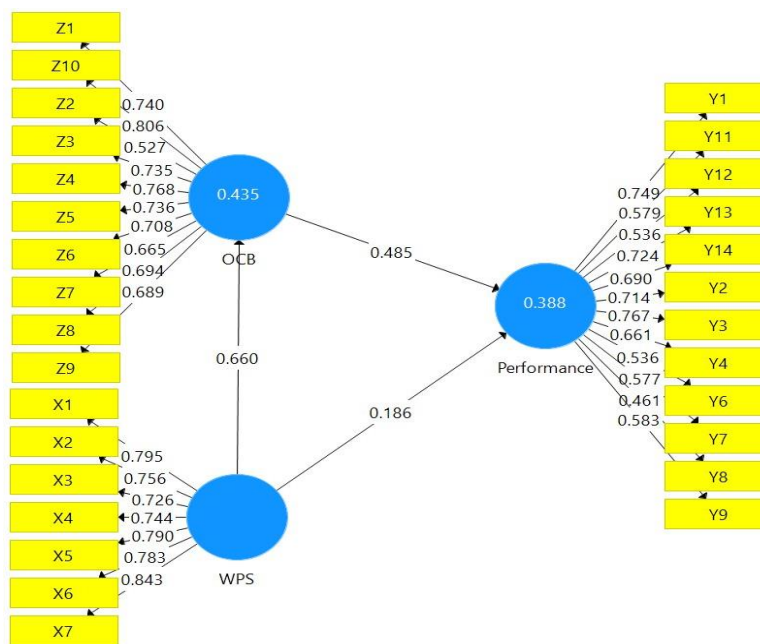
Source: Data processed by Researchers (2023)

In Table 1, it can be seen that the majority of lecturers who were respondents were male (62%). Based on age, the majority of respondents are in the age range of 30-45 years (47%). This condition shows that the majority of lecturers at PTMA come from young people (millennial generation) who can develop their lecturers' careers. Judging from the functional position, most respondents have a functional position as a lecturer (52%) and are followed by expert assistants (38%), while professors and head lecturers are still less than 10%. In addition, the majority of respondents have additional assignments or occupy structural positions and only 45% are purely lecturers.

**Outer Model**

Construct validity and instrument reliability were evaluated using the outer model. The capacity of research instruments to measure what should be measured, the reliability of measuring tools in assessing a concept, or the reliability of respondents in responding to questionnaires or other research instruments, all of which can be determined using this information. Convergent validity, discriminant validity, and composite reliability (Cronbach's alpha) were used to examine the measurement model.

The strength of the correlation between each indicator and the construct, as shown by the factor loading value, indicates that the measurement model with reflexive indicators is convergently valid. If a person's reflective measure has a loading factor over 0.7, it is high. However, at the scale development stage, a loading factor of 0.5–0.6 is still adequate for research (Ghozali & Latan, 2020). Figure 1 displays the study's outer loading findings.



**Figure 1.** Measurement model

Source: Data processed by researchers using SmartPLS (2023)

If the root of the AVE in the construct is greater than the construct's correlation with other latent variables, discriminant validity can be stated to be good when testing the Fornell-Larcker criterion (Sekaran & Bougie, 2016). According to the outcomes of data processing, the root value of AVE is as follows.

**Table 2.** Fornell-Larcker Criterion

Variable	OCB	performance	WS
OCB	0.710		
Performance	0.607	0.638	
WS	0.660	0.505	0.778

Source: Data processed by researchers using SmartPLS (2023)

According to Table 2, each construct has a larger AVE root value than its connection with other latent variables. This means that all constructs have complied with the requirements of discriminant validity.

**Table 3.** Cross Loading

Variable	Notation	OCB	performance	WS	
<b>Workplace (WS)</b>	<b>Spirituality</b>	X1	0.507	0.395	<b>0.795</b>
		X2	0.563	0.389	<b>0.756</b>
		X3	0.445	0.335	<b>0.726</b>
		X4	0.493	0.348	<b>0.744</b>
		X5	0.486	0.382	<b>0.790</b>
		X6	0.514	0.382	<b>0.783</b>
		X7	0.567	0.498	<b>0.843</b>
<b>Organizational Behavior (OCB)</b>	<b>Citizenship</b>	Z1	<b>0.740</b>	0.362	0.595
		Z2	<b>0.527</b>	0.253	0.348
		Z3	<b>0.735</b>	0.462	0.561
		Z4	<b>0.768</b>	0.398	0.549
		Z5	<b>0.736</b>	0.542	0.460
		Z6	<b>0.708</b>	0.500	0.412
		Z7	<b>0.665</b>	0.414	0.347
		Z8	<b>0.694</b>	0.393	0.431
		Z9	<b>0.689</b>	0.492	0.473
		Z10	<b>0.806</b>	0.442	0.451
<b>Performance (P)</b>	Y1	0.522	<b>0.749</b>	0.349	
	Y2	0.638	<b>0.714</b>	0.429	
	Y3	0.555	<b>0.767</b>	0.485	
	Y4	0.363	<b>0.661</b>	0.330	
	Y6	0.214	<b>0.536</b>	0.145	
	Y7	0.191	<b>0.577</b>	0.262	
	Y8	0.112	<b>0.461</b>	0.138	
	Y9	0.233	<b>0.583</b>	0.272	
	Y11	0.233	<b>0.579</b>	0.174	
	Y12	0.330	<b>0.536</b>	0.302	
	Y13	0.379	<b>0.724</b>	0.363	
	Y14	0.313	<b>0.690</b>	0.310	

Source: Data processed by researchers using SmartPLS (2023)

It is clear from Table 3 that each indicator’s cross-loading value on the green school variable is higher than its cross-loading value on other variables. The same is true for the values of the indicators of cross-loading for organizational culture factors, work satisfaction, and environmental responsibility.

Model measures are used to examine a construct’s dependability and validity. If Cronbach’s alpha or the composite reliability value is greater than 0.70, the construct is reliable (Ghozali & Latan, 2020). By examining the construct indicator’s composite reliability value, a reliability test is conducted. If the value is less than 0.6, the Composite Reliability findings will be satisfactory.

**Table 4.** Variable Reliability

Variable	Cronbach's Alpha	Composite Reliability
<b>OCB</b>	<b>0.889</b>	<b>0.910</b>
<b>Performance</b>	<b>0.877</b>	<b>0.890</b>
<b>WS</b>	<b>0.891</b>	<b>0.915</b>

Source: Data processed by researchers using SmartPLS (2023)

Table 4 shows that construct reliability is assessed from the value of composite reliability, and Cronbach’s alpha has a value of more than 0.6. Thus, all research variables have good reliability.

**Inner Model**

The inner model is a structural model for predicting the causal relationship between latent variables. Structural model testing includes goodness of fit, coefficient of determination, effect size, and hypothesis testing.

The evaluation of goodness of fit using predictive relevance ( $Q^2$ ) scores is described as follows.

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2) \dots\dots\dots(1)$$

$$Q^2 = 1 (1 - 0.435) (1 - 0.388) \dots\dots\dots(2)$$

$$Q^2 = 1 (0.565)(0.612) = 0.62 \dots\dots\dots(3)$$

The  $Q^2$  value indicates that the model can explain that OCB in lecturers is associated with spiritual leadership and workplace spirituality by 62%. It is also possible to assess the structural model in PLS by examining the proportion of variation that  $R^2$  (R-Square) can explain. The better the proposed research model's prediction model, the higher the  $R^2$  score. The percentage contribution of the independent variables together with the dependent variable is calculated using adjusted  $R^2$  analysis, which is often known as the coefficient of determination (Ghozali & Latan, 2020).

**Table 5.** Coefficient of Determination

Variable	R Square	R Square Adjusted
OCB	0.435	0.433
Performance	0.388	0.383

Source: Data processed by researchers using SmartPLS (2023)

According to Table 5, the endogenous variable for workplace spirituality's coefficient of determination is 0.594. This demonstrates that 59.4% of workplace spirituality may be attributed to spiritual leadership, with the remaining portion being explained by other factors that were not examined in the study. The  $R^2$  score for OCB is 0.475, which indicates that the independent variables (spiritual leadership and workplace spirituality) are only capable of explaining 47.5% of the lecturer's OCB and that the remaining portion is explained by other variables that were not included.

The magnitude of the influence between variables in the study is indicated by the effect size ( $f^2$ ). The size of  $f^2$  is very useful for determining the extent to which the explanatory or intermediary variable contributes to the dependent variable  $R^2$ . An  $f^2$  value of 0.5 is classified as a large category, whereas a value of 0.15 is in the medium category, and 0.02 is in the "small" category (Ramayah et al., 2018).

**Table 6.** Effect Size

Variable	OCB	performance	WS
OCB		0.217	
WS	0.770	0.032	

Source: Data processed by researchers using SmartPLS (2023)

In Table 6, the value of  $f^2$  spiritual leadership to workplace spirituality is 1.465. This means that the spiritual leadership variable influences workplace spirituality. The  $f^2$  values of spiritual leadership and workplace spirituality to OCB are 0.064 and 0.151, respectively. These figures show that workplace spirituality has a greater influence on OCB than spiritual leadership.



**Table 7.** Hypothesis Testing

Connection	Original Sample (O)	T Statistics ( O/STDEV )	P Values
WS -> OCB	0.660	10.198	0.000
WS -> Performance	0.186	2,179	0.015
OCB -> Performance	0.485	5,892	0.000
WS -> OCB -> Performance	0.320	4,834	0.000

Source: Data processed by researchers using SmartPLS (2023)

Based on the results of testing the hypothesis above, the following equation is obtained:

$$Z(\text{OCB}) = 0.660\text{WS} \dots\dots\dots(4)$$

$$Y (P) = 0.186\text{WS} + 0.485\text{OCB} + 0.320\text{WS}.\text{OCB} \dots\dots\dots(5)$$

Note:

X (WS): Spiritual workplace

Z (OCB): Organizational Citizenship Behavior

Y (F): Performance

e: error

**Discussion**

*Effect of Workplace Spirituality on OCB*

The study's initial hypothesis (H1) is confirmed by a T-Statistics value of 10.198 > 1.98 (T-Table) and a P-value of 0.000 < 0.05. According to the study findings, organizational citizenship behavior was directly positively and significantly influenced by workplace spirituality. The results of this study indicate that the implementation of Workplace Spirituality (X1) in the PTMA environment can create decent working conditions, both physically and non-physically, to support Organizational Citizenship Behavior (OCB), thereby increasing individual and organizational performance as a whole. Workplace Spirituality affects Organizational Citizenship Behavior at PTMA, showing that lecturers have flexibility toward their work, behavior that is part of the task, and voluntary behavior. The wider the lecturers define their work, the more likely they are to engage in Organizational Citizenship Behavior. The findings of this study are consistent with those of earlier studies, such as that of [Azizah \(2018\)](#), which found that Organizational Citizenship Behavior is positively impacted by Workplace Spirituality. A variable that can enhance excess behavior is the quality of work life, which moderates the relationship between the two ([Margaretha et al., 2020](#); [Mariana et al., 2021](#); [Vu et al., 2022b](#)).

*Effect of Workplace Spirituality on Performance*

With a T-Statistics value of 2.179 < 1.98 (T-Table) and a P-value of 0.015 < 0.05, the second hypothesis (H2) of this study is accepted. The results of this study found that Workplace Spirituality (X1) has a direct positive and significant effect on performance (P). These results indicate that Workplace Spirituality in the surveyed PTMA environment has not supported the improvement of lecturer performance. PTMA needs to pay attention to this to create a strong spiritual workplace so that lecturer performance can increase. The results of this study are in line with some of the results of previous studies, such as [Umam and Auliya \(2018\)](#) and [Nurgazali et al. \(2023\)](#).

*Effect of OCB on Performance*

The third hypothesis (H3) of this investigation is accepted with a P-value of 0.000 < 0.05 and a T-Statistics value of 5.892 > 1.98 (T-Table). According to the study findings, organizational

citizenship behavior (OCB) significantly and favorably affects performance (P). The findings above demonstrate that lecturers' performance will improve in direct proportion to their organizational citizenship behavior. The findings of this study show that OCB PTMA lecturers significantly and positively affect their performance in teaching, research, and community service. The findings of this study are consistent with some of the findings of earlier investigations, including research by (Bustomi et al., 2020), which demonstrates that organizational citizenship behavior (OCB) has a positive and significant impact on worker performance, and research by [Jufrizen et al. \(2020\)](#), which demonstrates that OCB has a significant impact on the performance of Lecturers at Private Universities in Medan. [Musriha and Rosyafah \(2022\)](#) study demonstrates that organizational citizenship behavior (OCB) and employee performance are significantly influenced by work climate, with the latter having the most substantial impact on the former. According to [Nugroho et al. \(2020\)](#), there is a considerable correlation between job happiness and academic performance, as well as a connection between organizational commitment, academic achievement, and school performance. Job happiness, organizational fairness, and organizational support during a pandemic all had a favorable effect on employee OCB, and this behavior also had a beneficial effect on performance, according to research ([Hung et al., 2022](#)).

### **Workplace Spirituality Effect on Performance through OCB**

The fourth hypothesis (H4) of this investigation is accepted with a P-value of 0.000 0.05 and a T-Statistics value of 4.834 > 1.98 (T-Table). The findings of this study suggest that Workplace Spirituality (X1), through Organizational Citizenship Behavior (OCB), has a favorable and significant impact on Performance (P). The findings indicated that Organization Citizenship Behavior (OCB) had a fully mediating role in the influence of Workplace Spirituality on lecturer performance at PTMA. Indirectly, Workplace Spirituality had a significant impact on PTMA lecturers' performance. The findings of this study are consistent with some of the findings of earlier studies, including work from [Musriha and Rosyafah \(2022\)](#), which found that organizational commitment, job satisfaction, and workplace spirituality all had a positive and significant impact on employee work productivity when Organizational Citizenship Behavior (OCB) was used as an intervening variable. [Hastuti and Wulandari \(2022\)](#) demonstrated that the mediating factor of Organizational Citizenship Behavior (OCB) was effective in mediating the significant and favorable connection between performance and workplace fun.

### **CONCLUSIONS**

According to the analysis, there are four key conclusions from this study: (1) Workplace spirituality has a favorable and considerable impact on OCB; hence, PTMA professors' OCB will be higher the more spiritual the workplace environment. (2) Workplace spirituality has a good impact and is important to PTMA teachers' performance; therefore, the more spiritually vibrant a workplace is in tertiary institutions, the better the lecturers' output will be. (3) OCB has a good and significant impact on performance; hence, PTMA lecturers' performance will improve with more OCB. The final significant conclusion (4) is that workplace spirituality can enhance performance through OCB, i.e., a spiritual workplace can subtly enhance the performance of PTMA instructors who must meet strict OCB requirements. These findings have consequences for PTMA managers, who must support an increase in OCB by enhancing the spiritual environment of work at the PTMAs they oversee to enhance the performance of their lecturers.

### **LIMITATION & FURTHER RESEARCH**

Reliance on self-reported data from questionnaires may introduce common method bias. Future research should employ mixed-method approaches, larger and more diverse samples, and

objective performance measures to address these limitations. Recommendations for future research include qualitative studies to explore educators' perceptions, longitudinal studies to assess long-term effects, comparative studies across institutions and cultures, and experimental studies on intervention efficacy.

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