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**Assessment of the Effects of Spiritual Leadership on Organizational  
Citizenship Behaviour and Organizational Commitment**



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## Assessment of the Effects of Spiritual Leadership on Organizational Citizenship Behaviour and Organizational Commitment

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### Abstract

**Purpose:** This study assesses the effects of spiritual leadership on organizational citizenship behaviour and organizational commitment. The objectives were to study the effects of spiritual leadership on organizational citizenship behaviour (OCB) as well as to analyse the impact of spiritual leadership on organizational commitment (OC). The objective of this study is to assess the effects of spiritual leadership on organizational citizenship behaviour in Universiti Kuala Lumpur Business School and MIIT all in Malaysia.

**Methodology:** Survey design was adopted. Data were collected through questionnaire. A sample size of 143 were used comprising of academic staff of Universiti Kuala Lumpur Business School and MIIT. Analysis was carried out using Pearson Moment and multiple regression method of statistical tool. This study found that there is a significant relationship between organizational citizenship behaviour and spiritual leadership.

**Findings:** It also revealed that there is a significant relationship between organizational commitment and spiritual leadership. Spiritual leadership creates congruence across the empowered team to foster increased level of productivity and performance. Based on the findings of this study, it recommended amongst others that the top management of UniKL in particular, and other universities in general, should review their employees' organizational citizenship behaviour in order to increase the spiritual leadership style.

**Unique Contribution to Theory, Policy and Practice:** The study suggests that top management at universities like UniKL should review employees' organizational commitment and Behaviour (OCB) to enhance spiritual leadership. This will lead to better understanding, honesty and commitment, resulting in improved job performance, better relationships and acceptance of organizational objectives. The findings can be applied to other organizations striving for high leadership standards.

**Keywords:** *Leadership, Spiritual Leadership, Organizational Citizenship Behaviour and Commitment*

## **I. Introduction**

The role and impact of leadership in the management of an institution, firm and any organization cannot be overemphasized. This is because the concept of leadership has a significant and essential bearing on various activities with direct impact on the achievement of the entire organizational goals and objectives. In respect to this, scholars and practitioners in leadership have proposed several effective leadership strategies in running the activities of organizations to enhance and expand change initiatives in order to ensure that organizations achieve not only their desired goals but also the desired goals of the employees that work in the organizations (Bass, 2020).

Fry et al. (2015) defined spiritual leadership as the value, attitude and behavior of leaders, which has been posited to be essential and vital in influencing and motivating one (intrinsic motivation) and other individuals such as employees in order for the employees to become more effective at the workplace. In other words, the use of spiritual leadership as an instrument on transformation and development in an organization can help bring about a positive and progressive organizational evolution and change. Using spiritual direction as a model and theory of transformation and development in an organization can help in bringing a positive and progressive change in the human resource of an organization (particularly the employees) and also positively increases the performance of the organization. Therefore, spiritual direction can not only be juxtaposed in life, but can also be optimized at the organizational level, for both employees and organizations.

Spiritual leaders will be able to strengthen the moral personality of their employees or subordinates, which help to enhance the letters' commitment for the accomplishment of organizational vision and mission (Fairholm, 2018). Prior studies on spiritual leadership, employee organizational commitment and organizational citizenship behavior have established the fact that improving corporate citizenship behavior in organizations is a step in the right direction that will help the organization to reduce expenses incurred. Spiritual leadership also acts as a good platform for the organization to attain organizational effectiveness and efficiency. This means that through spiritual leadership displayed in an organization, employee citizenship behavior will be enhanced, which may help to increase the productivity and overall outcome of the organization.

Presently, the entire business environment has become very competitive. Only highly competitive organizations that not only produce high quality products and services, but also provides high quality work environment that bring about job satisfaction for their employees, can survive. One of the ways for organizations to become competitive is for them to develop citizenship behaviour in their employees. Organizational citizenship behavior of an employee is an employee's willingness to give his or her time and other resources to do additional jobs and tasks to increase the success and productivity of the organization without been asked or compelled to do so. This proactiveness and attitude refer to one's own initiative. The organizational citizenship behavior refers to beneficial organizational gesture and actions that cannot be applied to the base of formal function/role obligations or caused by contractual agreement of reward (Organ, 2020).

There are numerous definitions for workplace spirituality which cover the concepts of meaning, as well as aims and how it is relevant to others (Miller *et al.*, 2018; Biberman & Whitty, 2020; Ashmos

& Duchon, 2019; Giacalone & Jurkiewicz, 2019). Spirituality is seen as having to do with individuals' sincerity involving the search for meaning and importance of relevance. For many adults, the desire for spirituality has led to many individuals, particularly employees, to search for the importance of performing a job in their respective organizations (Giacalone & Jurkiewicz, 2019). However, reaching a clear definition of workplace spirituality proves difficult as the subject matter is subjective. Nonetheless, the effects and the relevance of its application in the smooth running of an organization cannot be overemphasized or even denied. Workplace spirituality covers a concept of integrity and idea for understanding the critical and necessary values in workplace settings. Spirituality at work consists of an attempt to discover and search for the ultimate meaning of one's life, to help improve communication among employees and to foster harmony or unity between individuals' fundamental beliefs that align with organizational values and vision (Mitroff & Denton, 2020).

It is argued that when spirituality is displayed in an organization, employees within the organization have been found to experience high productivity and reduced stress levels (Giacalone & Jurkiewicz, 2019). Therefore, this shows that spiritual leadership plays a vital and essential part in organizational effectiveness, giving these organizations a competitive advantage over other organizations. In other words, spiritual leadership may help to reduce mental stress that employees might encounter in carrying out their duties and responsibilities. It helps combine compassion and wisdom and ensures that employees share workplace responsibility more willingly. This suggests that spirituality may have a positive effect in enhancing organizational learning, as it encourages corporate members, particularly employees, to embrace organizational learning instead of learning in silo.

### **Statement of the Problem**

Spirituality in the work environment until now has not been given much consideration as it is a relatively new topic under human resource management yet its operations has been right times of ages. Therefore, there is lack of depth in empirical literature on the extent spiritual leadership may influence employees' citizenship behaviour and commitment to an organization. Since humans are rational and place value on their belief system, studies have shown that there is link between organizational cultural system which inculcates religion and employee job satisfaction vis a vis job commitment. However, some authors have been quick to point out that spirituality and religion are two different things entirely even though religion cannot do without spirituality, spirituality can do without religion. With some of these controversies and confusion, it has therefore become imperative to carry out a study on the link between spiritual leadership and citizenship behaviour and the link between spiritual leadership and organizational commitment especially in higher institutions in Malaysia hence the need for this study.

### **Research Objectives**

The objectives of this study are:

1. To study the effects of spiritual leadership on organizational citizenship behaviour (OCB)



2. To analyse the impact of spiritual leadership on organizational commitment (OC)

### **Research Questions**

- a. What is the relationship between spiritual leadership and organizational citizenship behaviour (OCB)?
- b. What is the relationship between spiritual leadership and organizational commitment (OC)?

## **II. Literature Review**

### **Definition of Leadership**

Leadership has been defined as the characteristics, attitudes and behavior through which a leader, employer or a boss influences and controls the behavior of subordinates to attain the desired goal (Lord and Maher, 2020). From these definitions, it can seem that without effective leadership, people will not be able to achieve the goals and vision of an organization. Leadership styles may influence interaction and communication between two or more members of a group that often involves a structuring or restructuring of the situation, the perceptions and expectations of subordinates (Bass, 2020), which concerns three aspects; the leaders, the assistants and their connectivity (that is how they relate) (Dansereau, Yammarino & Markham, 2020). A representative overview of several other definitions of what entail leadership is shown in the table below:

**Table 1: Representative Overview of Leadership Definitions (1957-2019)**

<b>Definition(s)</b>	<b>Author(s)</b>	<b>Year</b>
Leadership is defined as the attitude of a person that is directing the activities of a group in achieving a shared goal	Hemphill & Coons	1957
It is “a particular type of power relationship characterized by a group member’s perception that another group member has the right to prescribe behaviour patterns for the former regarding his activity as a group member.”	Janda	1960
It is an “interpersonal influence, exercised in a situation, and directed through the communication process, toward the attainment of a specific goal or goals.”	Tannenbaum Weschler & Massarik	1961
The term leadership refers to an “ interaction between persons in which one presents information in a manner that the other person is convinced that his outcome will be improved if he behaves in the way suggested or desired.”	Jacob	1970
It is “the initiation and maintenance of structure in expectation and interaction.”	Stogdill	1974
Leadership is “the influential increment over and above mechanical compliance with routine directives of the organization.”	Katz & Kahn,	1978
Leadership is “the process of influencing the activities of an organized group toward goal achievement.”	Roach & Behling	1984
Leadership is “the process of influencing employees to work toward the achievement of objectives”.	Lussier,	1990
Leadership is “the ability to influence a group toward the achievement of goals.”	Robbins,	1993
Leadership as a means through which individuals relates to one another. It is a means through which leaders direct the activities of people that will be geared towards the attainment of goals within a particular situation.	Gerber, Nel and Van Dyk,	1996
Leadership is defined as the behaviour of a person in which such an individual is saddled with the responsibility of organizing and directing the activities of a group towards the attainment of a shared vision or goal.	Rowden	2019

The above definitions showed that the role of leadership in every organization is encompassing and crucial. Nevertheless, various opinions and views among academicians in their studies on the subject of leadership have led to different interpretations of their respective findings. Therefore, leadership can only be impactful and may help in the attainment of desired goals when subordinates are allowed to be led by effective leaders (Lord & Maher, 2020).

### **The Significance of Leadership**

The importance of the role of leaders in the successful and earnest running of organizations cannot be overemphasized. It is essential for leaders that the subordinates' concerted efforts and skills are in synergy in order to attain the desired goal of the entire group. Without employee synergy, leaders will not be able to achieve their goal of driving employees in reaching the group's vision and mission. Leaders act as the captain of others by giving commands, instructions and directives on how to arrive at a desired outcome. Studies carried out by both past and present researchers have posited the importance of leaders' contribution towards driving organizations into a better position via the tool of motivation, where the aim is to obtain employees' cooperation and support (Sarros & Woodman, 2020; Manz & Sims, 2017). Thus, organizations that do not have good leaders have a slim chance of competing well in the business environment. Other researchers have postulated that leadership is a significant determinant of organizational effectiveness (Chandler, 2019; Katz & Kahn, 2020; Peters & Waterman, 2018). However, others have expressed a lack of confidence that leaders have any substantial influence on the performance of their organization (Pfeffer, 2015).

### **Spiritual Leadership**

Fry (2019) was among the first scholars to combine the idea of spirituality and leadership. He, in fact, postulated the cause and effect theory of "spiritual leadership". In another seminal study, Fry *et al.*, (2015) used the context of the U.S Air Force personnel in investigating the spiritual leadership theory in 2003. Findings of the study showed that there was a positive correlation between the data and the theoretical model based on a statistically acceptable standard.

Spiritual leadership has become an exciting aspect of study for researchers in the field of management. Spiritual leadership has been found to have a positive influence on the productivity, commitment and mutual association among employees in an organization. However Chen and Yang (2018) cautions that in order to better analyze spiritual leadership, it is imperative to understand the research context. Earlier studies on spirituality have taken into account the need for self-actualization - which is the highest level in the hierarchy of requirements, interpersonal relationships, pursuit of achieving meaning, and aim of spiritual leadership. When an individual is healthy spiritually, such an individual becomes internally motivated and full of hope, has a strong belief and becomes more devoted to pursuing meaningful work and life goals (Ross, 2017). Spirituality is thus an essential personality trait. The notion of spirituality has been introduced by scholars into workplace management, as employees need to recognize and explore the meaning of work, the purpose of life and interpersonal relationships (Milliman, *et al.*, 2015).

Spiritual leadership has become an important aspect of study for researchers of late. Initially, the direction of investigation was to determine the mental trait of an effective leader. For instance, Fairholm (2020) pointed out that effective leaders have firmer intrinsic beliefs and higher intellectual abilities. They have what it takes to help people to escape the feeling of subordination. They value individual values, personal meaning and life purpose.

### **Spirituality at the Workplace**

Cacioppe (2019) argued in his research that the modern world is overwhelmed by social, economic and environmental problems, arising from people's greed and lack of love and compassion towards other individuals. He went on to state that this large scale problem has rekindled humankind's renewed search for harmony and peace, based solely on spiritual journeys. Biberman and Whitty (2020) argued that organizational studies have undergone a primary shift from a mechanistic paradigm that values rationality and science to a spiritual model that place value and relevance on consciousness and understanding. Such a movement allows emphasis on issues that could include teamwork, creativity, trust and openness, with the aim of changing approaches in handling disruptions, caused by a drive towards globalization in order to ensure that businesses are still thriving in a changing world. The spiritual model primarily identifies that individual's work not only with their hands, but they also utilize their mind and spirit (Ashmos & Duchon 2019). It is when employees carry out their jobs and tasks with a committed spirit and mindset that they can find and derive meaning and purpose. This results in fulfillment, with the workplace becoming a place where employees have the freedom to express themselves when the occasion arises. Therefore, allowing employees to represent their human experience at its deepest and most spiritual level may not only reduce employees' stress level, conflicts and absenteeism from work, but may also help to expand and increase employees' work performance, in addition to their welfare as well as pattern and quality of life (Petchsawanga & Duchon, 2018).

### **Measuring Workplace Spirituality**

Giacolone and Jurkiewics (2019), in their research work, defined workplace spirituality to be differentiated in the organisation being either to one person, team or to the entire organisation which will allow having a taste and feel that bring satisfaction through perfection. Workplace spirituality is able to expand the work process as a whole, imbuing employees with feelings that are linked to a non-physical force that helps them to have a sense of completeness and happiness. Fry (2015) pointed out that issues with regards to spirituality in the workplace had gained an increased focus with implications to leadership theory. This has resulted in research and practice in workplace spirituality to become accelerated.

Three major areas were examined in the context of this research. These areas include:

- To investigate spiritual importance and spiritual attributes.
- To identify the theoretical framework and concepts related to spirituality.
- To create a means for determining spirituality.



Spirituality is based on the following two aspects (Fry, 2019), both of which are very important in an employee's career and life.

- The wholeness in oneself, which will manifest in the mind of one's destiny
- The belief that individual activities have a meaning or value, which surpasses economic benefits or self-gratification.

Spirituality is an essential component of the concept of leadership in the modern business world, as this component is deemed to be a driving force for improvement, leading to both internal and external success. There is a relationship between spiritual leadership with employees' thoughts, values, acts and perceptions, achieved via team bonding and spirit rather than acting in silo. Sendjaya (2019) suggest that spiritual leadership would result in oriented leadership. This indicates that working together in a team is more related to spiritual leadership compared to working in isolation. Through spirituality, a collective agreement that is more impactful can be reached (Koenig, 2018).

### **Organizational Citizenship Behaviors (OCB)**

According to Priyanka and Punia (2019), organizational citizenship behaviors (OCB) refer to employee activities and actions that are accomplished without anyone telling them to do so. It is of importance to note that these activities do not attract any reward from the organization. Hence, such employees are not motivated by reward, but rather, they are internally motivated to do so when they feel that they are part of the organization. Such acts contribute towards the growth of the entire organization (Organ, 2020). Good behaviour and attitudes include assisting colleagues with their work, assisting other employees in learning new jobs and tasks, helping new employees familiarize themselves in the organization, and freely performing beneficial tasks. Such organizational citizenship behaviors are seen as important and necessary for an organization to successfully operate (Organ, 2020). Organization citizenship behavior is a term that covers anything beneficial and positive done by employees of organizations, of their own accord that support other fellow employees and is profitable to the organization. They are known to break set boundaries or go beyond and above the minimum efforts that are required to do a task. The organization benefits more from employees' OCB towards their organization. Therefore it is wise for organizations to encourage staff to engage in OCB. This is because studies have shown that organizational citizenship behavior of staff has helped the organization to increase productivity, efficiency and customer satisfaction (Organ, Podsakoff, & Mackenzie, 2016). Also, through OCB, organizational operation cost, as well as the rate of employee's turnover and absenteeism can be reduced (Podsakoff, Whiting, Podsakoff & Blume, 2015).

### **Organizational Commitment**

Various authors have defined organizational commitment. One overarching definition is that organizational commitment is related to a mental state that covers an employee's relationship with the organization and reduces the possibility that such employee will leave the organization (Allen & Meyer, 2019). Organizational commitment has become a major topic of discussion among

researchers possibly because it involves a wide range of behaviors and attitudes of employees which merit further investigation. These behaviors and attitudes include an intention to leave, turnover, punctuality, organization citizenship behaviors, attitudes towards organizational change and performance (Meyer & Herscovitch, 2020). The commitment of employees can be view in three different dimensions which are affected (being emotionally attached to the firm), continuance (perceived cost linked with leaving the organization) and normative (feelings of obligation to the organization) (Meyer & Allen, 2020; Allen and Meyer, 2015, 2019). Although each variable of commitment makes it possible for employees to remain in a particular organization, each employee's mindset is different from other employees'.

When employees believe that they are part of an organization, their affective commitment towards the organization is enhanced. For instance, employee's emotional commitment increase when they feel that the organization they work for treats them in a fair, respectful and supporting way. Employee attribute of continuance commitment is developed in employees when they either acknowledge that they stand to lose the investment in the organization or when they perceive that the only option they have is to remain with their present organization as they do not have an alternative organization in mind. On the other hand, employee normative commitment towards an organization increases when the employees internalize the organization's norms by socializing, or receiving commendations that spur them to give back or accept the terms of a psychological contract.

### **Spirituality and Organizational Commitment**

Spirituality at work comprises three dimensions. The first dimension is related to a sense of meaning at work, deep understanding of meaning and purpose in action (Ashmos *et al.*, 2019). This dimension of workplace spirituality specifies how employees tend to daily work at the personal level (Ashmos *et al.*, 2019). Sense of solidarity is another fundamental dimension of workplace spirituality that involves a deep bond with others (Ashmos *et al.*, 2019). Alignment of individual value with the organization is the third dimension of workplace spirituality, which involves experiencing a strong sense of alignment between personal values of employees with organizational values. The size of workplace spirituality involves the tendency of employees with more significant organizational objectives (Mitroff & Denton, 2020). Organizational commitment of employees is also affected by this issue. If managers intend to reduce the extent of employee absence and leave, members within an organization need to view their jobs positively. One way to achieve this is to foster organizational commitment, which is an attitude related to employee loyalty to their workplace. The average adult spends much of his or her life working, which amounted to as much as a quarter or perhaps a third of his or her waking life. Thus, it is no surprise that the workplace has become the most important community for employees, with some displacing family or social groups with work and colleagues at work. In other words, the workplace has become the fountainhead of the community for many people (Biberman & Whitty, 2020). With this centrality of work in people's lives, several associated problem have developed, such as stress, burnout and workaholism.

From the above discussion, it can be surmised that spirituality in an organization has a positive influence on employees' commitment to organizations. When spiritual leadership is in operation in an organization, such an organization will be able to improve employee responsibility by increasing their emotional attachment to the organization. This relates to the employees' affective commitment to the organizations. Through effective leadership, the organizations will be able to influence employee continuity with the organization, thereby reducing employee turnover rate. By doing so, employees' feeling of obligation towards the organization will be further enhanced. Therefore, through spiritual leadership, organizations will be able to strengthen the possibility of retaining employees for an extended period, which could also lead to the employees becoming more committed to the organization.

### **Spiritual Leadership and Organizational Citizenship Behavior**

Mayfield and Mayfield (2018) state that leaders' caring behaviour makes employees to be emotionally attached to an organization, and will become willing to remain in the organization for a more extended period. Leaders' respectful behavior makes employees feel they are valued and essential in the organization, hence making them willing to exhibit organizational citizenship behaviour. Williams and Anderson (2020) categorized organizational citizenship behavior (OCB) into two categories. The first category involves behavior directed to specific individuals like an employee, while the second category involves behavior directed towards the organization or a team. This study views OCB as altruism toward colleagues and conscientiousness toward the organization. It is postulated that spiritual leadership encourages employees to be aware of the meaning and value of work, which helps them to attain and derive satisfaction in assisting their colleagues and completing assigned tasks as promptly as possible (Williams & Anderson, 2020). Spiritual leadership also influences a high degree of organizational membership of employees. In a harmonious organizational environment, staff members are willing to assist their colleagues. Therefore this study proposes that under spiritual leadership, employee response positively affects organizational citizenship behavior and organizational commitment.

### **Spiritual Leadership and Social Exchange Theory**

According to Schroeder (2016), the dependence on social exchange theory as a medium for explaining social interaction has given researchers room to make numerous findings on the most essential and relevant antecedents of citizenship, the association between the insights of justice, equity, quality associate amongst crucial implication which include enhancing productivity, lowering turnover, and increasing customer satisfaction (Podsakoff, MacKenzie, Paine, & Bachrach, 2016). For social exchange to take place successfully, both parties must indeed believe that the exchange is a social one and feel they are somehow benefitting from this more personal relationship. However, some employees or employers might prefer reciprocity in the form of economic exchange, or the agreed-upon transactions. This theory of social exchange is based on the premise of perceptions of equality or integrity that reinforces relationships and faith over time. Furthermore, the rule of exchange present in these relationships states that individuals will be

willing to take up responsibilities just to return any good deeds that they have received. This involves going above and beyond their level of required works.

The social exchange theory refers to a type of transaction. Based on this, organizations function partly via mutually desirable relationships, where those who are involved give and receive benefits. Part of such benefits is the socio-emotional benefits. When trust is developed to an optimal level, employees are more than willing to go beyond the minimum requirement, believing that they will not be taken advantage of. Nevertheless, their needs will meet through this ongoing association. From this point of view, the social exchange theory does not entirely specify thoughts beyond the desire to maintain the exchange association. Therefore, social exchange is very vital and inevitable in organizations, as it helps to bring about a mutual association between leaders and followers or employees in organizations.

### **III. Methodology**

#### **Research Design**

The quantitative research was adopted with the use of survey design approach. This was used as it involves collection of data directly from the source. Structured questionnaire was therefore used to elicit information on how spiritual leadership affects organizational citizenship behavior at the Universiti Kuala Lumpur, Malaysia Business School and MIIT in Malaysia.

#### **Population and Sample Size**

The research population used in this research are administrative and academic staff in a government higher institution in Malaysia. However, the samples for this study were one hundred and forty three (143) administrative staff and academic staff in Universiti Kuala Lumpur.

#### **Sampling Technique**

Judgmental sampling technique was adopted which involves selection of respondents based on convenience and access as a result of worldwide Covid-19 pandemic.

#### **Instrument for Data Collection**

Structured questionnaire was used for data collection. The questionnaire was administered online to the administrative staff and the academic staff of Universiti Kuala Lumpur, Malaysia Business School and MIIT Malaysia. The respondents were given several days to answer the questionnaire, following which they were required to submit the completed questionnaire, also via online.

#### **Method of Analysis**

The significant relationship, strength and position for all the variables were determined by Pearson correlation coefficient and regression analysis was adopted. In multiple regression analysis, the square of multiple  $r$ ,  $R$ -square, or  $R^2$  value may be used to know how much better we can predict variance in the dependent variable (Sekaran & Bougie, 2016). Generally, Multiple Regression models are formulated as follow:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \epsilon$$

Where:

$X_k$  = independent variable

$\beta_0$  = intercept

$\beta_1$  = parameter related to  $+X_1$

$\beta_2$  = parameter related to  $X_2$

$\varepsilon$  = an error term, normally distributed about a mean of 0 (for purpose of computation, the  $\varepsilon$  is assumed to be 0)

This analysis was used to find out the independent variables (OCB and organizational commitment) which is normally distributed to a mean of 0 (the  $\varepsilon$  is assumed to be '0' for the purpose of computation) affecting the dependent variable (spiritual leadership) as both of it also is measured using metric scales.

#### **IV. Analysis and Results**

Descriptive analysis, scale measurement and inferential analysis were used to explain the retrieved data in more detail.



**Table 2. Demography of respondents**

		<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Male	42	29.4
	Female	101	70.6
	Less than 21	1	.7
<b>Age</b>	21-30	3	2.1
	31-40	25	17.5
	41-50	64	44.8
	50-above	50	35.0
	Less than 5 years	10	7.0
<b>Work Experience</b>	5-10	31	21.7
	10-15	33	23.1
	15 years and above	69	48.3
<b>Level of Education</b>	Bachelor's degree	7	4.9
	Master's degree	67	46.9
	Doctorate degree	69	48.3
<b>Administrative Position</b>	Dean	2	1.4
	Director	2	1.4
	Deputy Dean	4	2.8
	Head of Section	25	17.5
	Programme Coordinator	14	9.8
	Others	96	67.1
<b>Academic Position</b>	Professor	3	2.1
	Associate	5	3.5
	Senior Lecturer	83	58.0
	Lecturer	48	33.6
	Assistant Lecturer	4	2.8
<b>Category of Position</b>	<b>Permanent</b>	125	87.4
	<b>Contract</b>	18	12.6
<b>Marital status</b>	<b>Single</b>	8	5.6
	<b>Married</b>	128	89.5
	<b>Others</b>	7	4.9
<b>Religion</b>	<b>Islam</b>	135	94.4
	<b>Others</b>	8	5.6
	<b>Total</b>	<b>143</b>	<b>100.0</b>

**Source:** Developed from field work, 2021

Analysis in table 2 shows that 101 (70.6%) were female respondents while 42(29.4%) male respondents. Equally, the age analysis shows that 41-50 years old formed the highest group of respondents totalling 64(44.8%), followed by the age group of 50 years and above which comprised 50(35.0%) respondents. The age group 31-40 comprised 25(17.5%) respondents, age group 21-30 comprised 3(2.1%) respondents, while the age group of less than 21 was just 1(0.7%) respondent. Most of the respondents surveyed had work experience of 15 years and above which

comprised 169 (48.3%) respondents. Respondents with 10-15 years experience comprised 33(23.1) people. This number was somewhat similar to those with 5-10 year work experience which comprised 31(21.7%) people. Respondents with less than 5 years work experience comprised only 10(7.0%) people.

Academic qualification shows majority of the respondents have doctorate degree comprised 69(48.3%) people, followed by those with master's degree comprised 67(46.9%) people, while those with bachelor's degree comprised 7(4.9%) people. Furthermore, in the seven listed administrative positions 'Others' formed the highest administrative position group which comprised 56(39.2%) respondents. Next was the administrative position under the 'Head of Section' which comprised 44 (30.8%) respondents. This was followed by 'Program Coordinator' [25(17.5%)], followed by 'Deputy Dean [8(5.6%)]. Both 'Dean' and 'Director' have the same frequency of respondents comprising 4(2.8%) people, under the 'Deputy Director' group, there were only 2 (1.4%) respondents. For the category of academic positions, most of those surveyed held the position of Senior Lecturers', comprising 83(58.0%) respondents. Meanwhile 48(33.6%) respondents held the position of 'Lecturer', 5(3.5%) held the position of 'Associate Professor', 4(2.8%) were 'Assistant Lecturers' and 3(2.9%) held the position of Professors. majority of the surveyed administrative and academic staffs of the school were permanent 125(87.4%) staff, with only 18(12.6%) contract staff. majority of the respondents are married, comprising 128(89.5%) people, followed by 8(5.6%) who remained single, while 7(4.8%) respondents fell under the 'others' category. Most of the respondents, comprising 135(94.4%) people practised the Islamic faith. This was followed by other forms of religion with 8(5.6%) respondents.

**Table 3: Results for Organizational Citizenship Behaviour**

S/N	Organizational Citizenship Behaviour	S	D	N	A	SA	Mean	Rank
		D						
1	I will cover the duties of my colleagues who is unable to come to work	5 (3.5)		9 (6.3)	44 (30.8)	85 (59.4)	4.5	4
2	I create time to support colleagues whose job nature is very close to mine	1 (0.7)		2 (1.4)	41 (28.7)	99 (69.2)	4.7	2
3	I am willing to change my working time, to stand in for my colleagues, when they ask me to	6 (4.2)		7 (4.9)	45 (31.5)	85 (59.4)	4.5	
4	I show support to those who have a problem relating to their job or even when the problem is not job-related			3 (2.1)	39 (27.3)	101 (70.6)	4.7	2
5	I go extra miles to accommodate new workers to feel at home in our workplace	1 (0.7)		4 (2.8)	35 (24.5)	103 (72.0)	4.7	2
6	Whenever any employee is going through a time of personal trial, I show that I am concern about his/her ordeal			2 (1.4)	39 (27.3)	102 (71.3)	4.7	2
7	I am willing to assist those who are not yet competent in their job			3 (2.1)	33 (23.1)	107 (74.8)	4.7	2
8	I am willing to spare time to assist my colleagues			2 (1.4)	34 (23.8)	107 (74.8)	4.7	2
9	I attend functions which will enhance our organizational image even if it is not compulsory			8 (5.6)	35 (24.5)	100 (69.9)	4.6	3
10	I will give my full cooperation with any initiative that will make my organization grow			1 (0.7)	29 (20.3)	113 (79.0)	4.8	1
11	I show to my organization my true loyalty without pretence				32 (22.4)	111 (77.6)	4.8	1
12	I attend programs which can give excellent representation to my organization even though it is not compulsory			5 (3.5)	31 (21.7)	107 (74.8)	4.7	2
13	When others are speaking badly about my organization, I protect the image of my organization			1 (0.7)	24 (16.8)	118 (8.25)	4.8	1
14	I always feel proud of my organization, even publicly			1 (0.7)	27 (18.9)	115 (80.4)	4.8	1
15	I do give suggestions that will improve the performance of my organization				33 (23.1)	110 (76.9)	4.8	1
16	I do everything within my power to defend my organization in any circumstance			4 (2.8)	34 (23.8)	105 (73.4)	4.7	2
17	The image of my organization is my priority in everything I do	1 (0.7)		2 (1.4)	32 (22.4)	108 (75.5)	4.7	2

**Source:** Developed from field work, 2021

Based on Table 3, the top 5 highest ranked statements of OCB all had a mean score of 4.8 respectively. The statements were: I will give my full cooperation with any initiative that will make my organization grow, I will show to my organization my true loyalty without pretence, When others are speaking badly about my organization, I protect the image of my organization, I always feel proud of my organization, even publicly and I do give suggestions that will improve the performance of my organization. The scale for strongly agree generated the highest percentage for the 5 statements, with 79%, 77.6%, 82.5%, 80.4 and 76.9% respectively. This was followed by 20.3%, 22.4%, 16.8%, 18.9% and 23.1% for agree; 0.7%, 0%, 0.7%, 0.7% and 0% for neutral. None of the respondents, or 0% chose disagree and strongly disagreeing for the 5 statements.

The mean score for the second ranked statements is 4.7, generated by the following 9 statements: I create time to support colleagues whose job nature is very close to mine, I show support to those who have a problem relating to their job or even when the problem is not job-related, I go extra miles to accommodate new workers to feel at home in our workplace, Whenever any employee is going through a time of personal trial, is how that I am concern about his/her ordeal, I am willing to assist those who are not yet competent in their job, I am willing to spare time to assist my colleagues, I attend programs which can give excellent representation to my organization even though it is not compulsory, I do everything within my power to defend my organization in any circumstance and The image of my organization is my priority in everything I do. The scale for ‘strongly agree’ generated a percentage of 69.2%, 70.6%, 72.0%, 71.3%, 74.8%, 74.8%, 74.8%, 73.4% and 75.5% respectively, while 28.7%, 27.3%, 24.5%, 27.3%, 23.1%, 23.8%, 21.7%, 23.8% and 22.4% was for ‘agreed’, whereas 1.4%, 2.1%, 2.8%, 1.4%, 2.1%, 1.4%, 3.5%, 2.8% and 1.4% were for the neutral response. It should be noted that statements in items 2, 5, and 17 generated a ‘disagree’ response of 0.7% each.

One statement, namely, I attend functions which will enhance our organizational image even if it is not compulsory, was ranked third with a mean score of 4.6 The scale for ‘strongly agree’ for this statement generated a 69.9% response and 24.5% response for ‘agree’. However 5.6% chose ‘neutral’ while none of the respondents ‘disagree’ or ‘strongly disagree’ with the statement.

The mean score for the forth ranked statement is 4.5, involving the following 2 statements: I will cover up the duties of my colleagues who is unable to come to work and I am willing to change my working time, to stand in for my colleagues, when they ask me to. The scale of response for both statements for ‘strongly agreeing’ was 59.4% each. 30.8% and 31.5% responses respectively were for ‘agree’. Neutral responses were 6.3% and 4.9% respectively, while 3.5% and 4.2% responses ‘disagree’ with the respective statements.

**Table 4: Results for Organizational Commitment**

S/N	Organizational Commitment	Frequency (Percentage [%])					Mean	Rank
		SD	D	N	A	SA		
18	I have no sense of belonging in this organization.	103 (72.0)	30 (21.0)	4 (2.8)	1 (0.7)	5 (3.5)	1.4	6
19	I am satisfied to spend my whole life working here		5 (3.5)	12 (8.4)	31 (21.7)	95 (66.4)	4.5	3
20	I do recommend my workplace to my friends as a perfect place to secure a job.		1 (0.7)	5 (3.5)	39 (27.3)	98 (68.5)	4.6	2
21	Whenever my organization has a problem, I react as if its my problem			7 (4.9)	36 (25.2)	100 (69.9)	4.7	1
22	There is not a single person that is lazy in my department.		12 (8.4)	15 (10.5)	27 (18.9)	89 (62.2)	4.3	5
23	The focus of everyone in my department is high job quality.	1 (0.7)	3 (2.1)	20 (14.0)	29 (20.3)	90 (62.9)	4.4	4
24	Giving out the best efforts is our aim in our department.		1 (0.7)	1 (0.7)	36 (25.2)	105 (73.4)	4.7	1
25	In our Team, our work is highly productive.		1 (0.7)	4 (2.8)	32 (22.4)	106 (74.1)	4.7	1
26	As our team is highly efficient, we usually maximize our output.		1 (0.7)	5 (3.5)	35 (24.5)	102 (71.3)	4.7	1

**Source:** Developed from field work, 2021

The top ranked statements generated a mean score of 4.7, involving 4 statements as follows: Whenever my organization has a problem, I react as if is my problem, Giving out the best effort is our aim in our department, In our team, our work is highly productive and As our team is highly efficient, we usually maximize our output. The scale of responses to the statements for strongly agreeing were 69.9%, 73.4, 74.1% and 71.3% respectively while 25.2%,25.2%,22.4% and 24.5% respectively, agreed. 4.9%, 0.7%, 2.8% and 3.5% responses respectively were neutral. Of the 4



statements, 3 statements showed 0.7% responses of disagreement, while none or 0% generated a strongly disagreeing response.

Only 1 statement fell under the second ranked group, namely, the statement that stated I do recommend my workplace to my friends as a perfect place to secure a job, which had a mean score of 4.6. 68.5% of the respondents strongly agreed with the statement, with 27.3% agreeing. However 0.7% respondents disagreed, while 3.5% chose to be neutral.

Similarly only 1 statement was ranked third, involving the statement that said I am satisfied to spend my whole life working here, which generated a mean score of 4.5. 66.4% strongly agreed with this statement, 21.7% agreed, while 8.4% chose neutral. However, 3.5% disagreed with the statement.

The fourth ranked statement was the statement that said the focus of everyone in my department is high job quality, which showed a mean score of 4.4. Majority of the respondents strongly agreed or agreed with this statement as indicated by the 62.9% and 20.3% responses respectively. However, 2.1% of the respondents disagreed, while 14.0% were neutral.

The fifth ranked statement was there is not a single lazy staff in my department, which showed a mean score of 4.3. 62.2% of the respondents strongly agreed with this statement, 18.9% agreed, whereas 10.5% were neutral. However 8.4% disagreed.

The sixth ranked statement was I have no sense of belonging in this organization, with a mean score of 1.4. A majority of the respondents strongly disagreed or disagreed with this statement as indicated by 72.0% and 21.0% responses respectively. However, 0.7% agreed while 3.5% strongly agreed.

**Table 5: Results on Spiritual Leadership**

S/N	Spiritual Leadership	Frequency (Percentage [%])					Mean	Rank
		SD	D	N	A	SA		
1.	I am committed to the vision of my organization			4 (2.8)	29 (20.3)	110 (76.9)	4.7	2
2.	The vision of the organization brings out the best in me		1 (0.7)	3 (2.1)	27 (18.9)	112 (78.3)	4.7	2
3.	I am deeply inspired by the vision statement of the organization			7 (4.9)	27 (18.9)	109 (76.2)	4.7	2
4.	The staff believe in the vision of our organization			13 (9.1)	30 (21.0)	100 (76.9)	4.6	3
5.	The vision of my organization is strongly inspiring to me		2 (1.4)	12 (8.4)	26 (18.2)	103 (72.0)	4.7	2
6.	I believe in my organization so much that am ready to sacrifice whatever it takes for my organization to fulfil its mission		2 (1.4)	12 (8.4)	26 (18.2)	103 (72.0)	4.6	3
7.	I reserve extra energy and apply extra power to make sure that my organization performs well because I believe in what it stands for			10 (7.0)	27 (18.9)	106 (74.1)	4.7	2
8.	I always do my best in my work because I have faith in my organization and its leaders		1 (0.7)	4 (2.8)	30 (21.0)	108 (72.7)	4.7	2
9.	I plan and set up goals for myself because I trust my leaders in my organization		1 (0.7)	4 (2.8)	34 (23.8)	104 (72.7)	4.7	2
10.	I show my belief to my organization and my organization mission statement by performing everything within my capacity to make us succeed as an organization			2 (1.4)	34 (23.8)	107 (74.8)	4.7	2
11.	I have a caring organization that cares for its employees			15 (10.5)	41 (28.7)	87 (60.8)	4.5	4
12.	My organization is considerate and kind to its employees			18 (12.6)	39 (27.3)	86 (60.1)	4.5	4
13.	My organization is always willing to help employees whenever they have problems		1 (0.7)	22 (15.4)	36 (25.2)	86 (58.7)	4.5	4
14.	The slogan of the leaders in my workplace is " talk the talk, walk the walk"	1 (0.7)	2 (1.4)	22 (15.4)	36 (25.2)	82 (57.3)	4.4	5
15.	There are good attributes of trustworthiness and loyalty in my organization			18 (12.6)	46 (32.2)	79 (55.2)	4.4	5
16.	Leaders are honest and proud of our organization		1 (0.7)	21 (14.7)	38 (26.6)	83 (58.0)	4.4	5
17.	Some courageous leaders always stand in the gap for employees in my organization		1 (0.7)	19 (13.3)	43 (30.1)	80 (55.9)	4.4	5
18.	I cherish the work that I do very well				36 (25.2)	107 (74.8)	4.4	2
19.	I handle my work schedules personally and meaningfully				37 (25.2)	106 (74.8)	4.7	2
20.	The job I do is essential to me				33 (23.1)	110 (76.9)	4.7	2
21.	The job I do has a significant impact on people's lives				33 (23.1)	110 (76.9)	4.8	1
22.	My organization does understand my anxieties		3 (2.1)	13 (9.1)	24 (16.8)	103 (72.0)	4.6	3
23.	I appreciate the work I do in my organization			1 (0.7)	30 (21.0)	110 (78.3)	4.8	1

**Source:** Developed from field work, 2021

There were 2 top ranked statements for the dependent variable of spiritual leadership, involving the following statements the job I do has a significant impact on people's lives, and I appreciate the work I do in my organization, which showed a mean score of 4.8. Most of the respondents strongly agreed with the two statements as can be seen from the 76.9%, and 78.3% responses respectively. Additionally, 23.1%, and 21.0% of the respondents agreed with the two statements respectively.

The second ranked statement comprised of 11 statements as follows I am committed to the vision of my organization, the vision of the organization brings out the best in me, I am deeply inspired by the vision statement of the organization, the vision of my organization is strongly inspiring to me, I reserve extra energy and apply extra power to make sure that my organization performs well because I believe in what it stands for, I always do my best in my work because I have faith in my organization and its leaders, I plan and set up goals for myself because I trust my leaders in my organization, I show my belief to my organization and my organization mission statement by performing everything within my capacity to make us succeed as an organization, I cherish the work that I do very well, I handle my work schedules personally and meaningfully and the job I do is essential to me. All 11 statements generated a mean score of 4.7. Almost all of the respondents strongly agreed with the statements showing a percentage of 76.9%, 78.3%, 76.2%, 76.9%, 74.1%, 75.5%, 72.7%, 74.8%, 74.8%, 74.1% and 76.9% respectively, while 20.3%, 18.9%, 18.9%, 18.2%, 18.9%, 21.0%, 23.8%, 23.8%, 25.2%, 25.2%, and 23.1% agreed with the statements respectively. 2.8%, 2.1%, 4.9%, 4.9%, 7.0%, 2.8%, 2.8%, 1.4%, 0.0%, 0.0%, and 0.0% chose to be neutral. It was also noted that 0.7% respondents disagreed with statements number 28, 34 and 35 respectively.

The third ranked statements comprised 3 items involving statements number 30, 32 and 48 The staff believe in the vision of our organization, I believe in my organization so much that am ready to sacrifice whatever it takes for my organization to fulfill its mission, and My organization does understand my anxieties, with each statement generating a mean score of 4.6. For each respective statements, 69.9%, 72.0% and 72.0% respondents strongly agreed with each one, while 21.0%, 18.2% and 16.8% agreed. 9.1%, 8.4% and 9.1% of the respondents chose to be neutral for each respective statements.

The fourth ranked statements comprised 3 items, namely, I have a caring organization that cares for its employees, my organization is considerate and kind to its employees and My organization is always willing to help employees whenever they have problems, showing a mean score of 4.5. For each respective statements, 60.8%, 60.1% and 58.7% strongly agreed while 28.7%, 27.3% and 25.2% agreed. 10.5%, 12.6% and 15.4% of the respondents were neutral, while 0.0%, 0.0% and 0.7% disagreed with each of the statement.

The fifth ranked statements are The slogan of the leaders in my workplace is " talk the talk, walk the walk, There are good attributes of trustworthiness and loyalty in my organization, Leaders are honest and proud of our organization and Some courageous leaders always stand in the gap for

employees in my organization, where each statement showed a mean score of 4.4. For each of these statements, 57.3%, 55.2%, 58.0%, 55.9%, and 74.8% respectively strongly agreed while 25.2%, 32.2%, 26.6%, 30.1%, and 25.2% respectively agreed, with 15.4%, 12.6%, 14.7%, 13.3% and 0.0% respectively choosing to be neutral. For statements no. 39, 40, 42 and 43, 1.4%, 0.0%, 0.7 and 0.7% respectively disagreed, while for statement no. 40, 0.7% strongly disagreed.

Cronbach's Coefficient Alpha was used to interpret the reliability of the survey, identify the correlations, reliability and consistency of the data employed in the study. In this research study, there were 2 independent variables and 1 dependent variable. The table below shows the level of reliability based on the Cronbach's Alpha ( $\alpha$ ) coefficient range adopted for the purpose of this study.

**Table 6: Interpretation of Cronbach's Coefficient Alpha**

<b>Cronbach's Coefficient Alpha (<math>\alpha</math>)</b>	<b>Reliability</b>
0.80 to 0.95	Very Good
0.70 to 0.80	Good
0.60 to 0.70	Fair
< 0.60	Poor

**Source:** Sekaran & Bougie (2016)

**Table 7: Reliability Test Results for Variables**

<b>Variables</b>	<b>Cronbach's Alpha</b>
OCB	0.954884
Organizational Commitment	0.853186
Spiritual leadership	0.971939

**Source:** Developed for this research, 2021

Table 7 above shows the reliability analyses for each of the variable in this study. As recorded in the table above, both the independent and dependent variables showed a Cronbach's Alpha ( $\alpha$ ) coefficient of above 0.60. In fact the OCB, Organizational Commitment and Spiritual leadership variables fell under the level of "Very Good" as attested by the Cronbach's Alpha coefficient of 0.954884, 0.853186 and 0.971939 respectively. Thus, statistically, all the variables were reliable and acceptable, as all showed a Cronbach's Alpha coefficient value of more than 0.60.

### **Pearson Correlations Coefficient**

Pearson Correlations Coefficient was adopted to help indicate the significant connection, strength and direction among all the variables.

**Table 8: Interpretation of Pearson Correlation Coefficient**

<b>Coefficient Range</b>	<b>Strength</b>
$\pm 0.91$ to $\pm 1.00$	Very Strong
$\pm 0.71$ to $\pm 0.90$	High
$\pm 0.41$ to $\pm 0.70$	Moderate
$\pm 0.21$ to $\pm 0.40$	Small but definite relationship
$0.00$ to $\pm 0.20$	Slight, almost negligible

**Sources:** Hair, J. F. Jr., Money, A. H., Samuel, P., & Page, M. (2017). Research methods for business. Chichester, West Sussex: John Wiley & Sons, Inc.

**Table 9 Results of Pearson's Correlation Analysis**

<b>Pearson Correlations Coefficient, N = 143</b>		
<b>Prob &gt;  r  under H0: Rho=0</b>		
	<b>OCB</b>	<b>OC</b>
<b>SL</b>	0.786131	0.832494
	<.0001	<.0001

**Note:** SL = Spiritual Leadership; OCB = Organizational Citizenship Behavior and OC = Organizational Commitment.

**Source:** Developed for this research, 2021

### **Hypothesis 1**

H<sub>1</sub>: There is a significant relationship between organizational citizenship behavior and Spiritual leadership.

H<sub>0</sub>: There is no significant relationship between organizational citizenship behavior and Spiritual leadership.

A positive relationship was found between OCB and spiritual leadership. OCB has a positive value correlation coefficient as shown in Table 9. The OCB showed a 0.786131 correlation coefficient with spiritual leadership. Thus, when OCB is high, spiritual leadership is also high. The figure of



0.786131 correlation coefficient falls between the coefficient ranges of  $\pm 0.71$  to  $\pm 0.90$ . Hence, there is a high connection between OCB and spiritual leadership. A significant relation was found to exist between OCB and spiritual leadership as indicated by the result of the p-value ( $< .0001$ ) which is less than 0.05 alpha. In conclusion, the alternative hypothesis which states that there is a significant relationship between organizational citizenship behavior and spiritual leadership is accepted, whereas the null hypothesis which states that there is no significant relationship between organizational citizenship behavior and spiritual leadership is thereby rejected.

## Hypothesis 2

$H_1$ : There is a significant relationship between organizational commitment and spiritual leadership.

$H_0$ : There is no significant relationship between organizational commitment and spiritual leadership.

Based on Table 9 above, a significant relationship was determined between the organizational commitment and spiritual leadership. Organizational commitment has a positive value (0.832494) for its correlation coefficient. Thus, when organizational commitment was high, spiritual leadership was also high. The figure of 0.832494 correlation coefficient falls between the coefficient ranges of  $\pm 0.71$  to  $\pm 0.90$ . Hence, there is a high connection between organizational commitment and spiritual leadership according to Table 4.16 above. Thus, a significant relation was found between organizational commitment and spiritual leadership as the result of the p-value ( $< .0001$ ) is less than 0.05 alpha. In conclusion, the alternative hypothesis which states that there is a significant relationship between organizational commitment and spiritual leadership is accepted, whereas the null hypothesis which states that there is no significant relationship between organizational commitment and spiritual leadership is thereby rejected.

**Table 10 Multiple Linear Regression Table Showing the Analysis of Variance**

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
<b>Model</b>	2	25.348420	12.674210	227.685911	$< .0001$
<b>Error</b>	140	7.793145	0.055665		
<b>Corrected Total</b>	142	33.141565			

**RootMSE**

<b>Root MSE</b>	<b>0.874559</b>	<b>R-Square</b>	<b>0.764853</b>
<b>Dependent mean</b>	4.623290	<b>Adjusted R-Square</b>	0.761494
<b>Coefficient Variance</b>	0.489		

**Source:** Developed for this research, 2021

Table 10 showed that the p-value (<.0001) is smaller than 0.05 alpha value. Therefore, the F-statistic was positive. This indicates that the model developed is a good descriptor. Hence, independent variables (OCB and OC) are found to be significant in describing the spiritual leadership's variance. Lastly, the alternative hypothesis has been supported and data proved. R square reflects how much the dependent variable variance can be further described by the independent variables. The independent variables (OCB and OC) are able to explain 76.49% of the dependent variable variation (spiritual leadership). Nevertheless, 23.51% are not explained in this study which means there are other variables which might be significant in further describing spiritual leadership commitment that are yet to be considered in this research.

**Table 11 Table Explaining Multiple Linear Regression which Shows the Parameter Estimates**

<b>Variable</b>	<b>DF</b>	<b>Parameter Estimate</b>	<b>Standard Error</b>	<b>t Value</b>	<b>Pr &gt;  t </b>	<b>Standardized Estimate</b>
Constant	1	0.140736	0.20527	0.610495	<.0001	0
OCB	1	0.461381	0.070564	6.538437	<.0001	0.386942
OC	1	0.547305	0.058532	9.350405	<.0001	0.553356

**Note:** OCB = Organizational Citizenship Behavior;

OC = Organizational Commitment

**Source:** Developed for this research

From Table 11, we found that OCB and organizational commitment were the significant predictors for the dependent variable (spiritual leadership). The two independent variables p-value are lower than alpha (0.05) whereby their p-value is <.0001 for both OCB and organizational commitment.

**Regression equation:**

Spiritual Leadership = 0.140736

Organizational Citizenship Behaviour = 0.461381

Organizational Commitment = 0.547305

As shown in Table 11, the predictor variable that contributes greatly to spirituality leadership variance is organizational commitment as its parameter estimate value is the largest (0.547305). This simply implies that organizational commitment was the most significant in explaining spiritual leadership variance at the time the variance was described by other predictor variables that controlled the model. As shown in Table 11, the second highest predictor variable that contributed to the dependent variable variance (spiritual leadership) is Organizational Citizenship Behaviour as its parameter estimate value is 0.461381. This simply shows that Organizational Citizenship Behaviour is the second strongest unique contribution in describing the dependent variable variation (spiritual leadership) at the time the variance was described by other predictor variables that controlled the model.

The above results and interpretation were generated through the use of descriptive, reliability and inferential analysis. From the overall results of the analyses, there is a statistical significant connection between the independent variables (OCB and organizational commitment) and dependent variable (Spiritual leadership). The next chapter will focus on the limitations to this study, the summary of this research together with the recommendations for future studies.

## **V. Discussion of Findings**

In investigating the relationship between Organizational Citizenship Behaviour and spiritual leadership, the results showed that there was a significant relationship between organizational citizenship behaviour and spiritual leadership. Chen and Yang (2018) conducted a study in Taiwan to investigate the impact of SL on OCB by using multi-sample analysis of structural equation modelling and LISREL 8.72 software. Their study involved comparative research between the finance and retail industries to understand the impact of generalizing and applying SL to different industries. From 28 major companies, 466 valid samples participated in the survey including 239 retailing service industry samples and 227 financial service industry samples. Chen and Yang (2018) adopted the SL measurement tool proposed by Fry (2015) and related it to the OCB scale introduced by William and Anderson (2020). The chi-square values were significant for both the finance sample (176.56,  $P = .00$ ) and retail sample (171.42,  $P = .00$ ), the model fit was good, and other fit indices showed a good fit for both the finance sample and retail sample. According to the results, a leader's SL has a positive impact on spiritual survival in both the finance and retail sample. Moreover, spiritual survival has a positive impact on altruism and conscientiousness for the finance and retail samples, respectively. Therefore, the results showed that the behavioural characteristics of leaders who practiced SL had a positive impact on the meaning/calling and membership of the employees, and further confirmed the process perspective of the SL theory (SLT) and generalization of applying the theory to different industries. In addition, the intrinsic motivation effects facilitated employees to perform excellent organizational citizenship behaviours, including the altruism of assisting co-workers and responsible conscientiousness toward the organization. In reality, the feeling of membership toward an organization is conducive to performing altruistic citizenship behaviours, making employees more willing to help solve co-

workers' problems. It was also found that the impact on altruism is stronger than on conscientiousness.

Discussing the relationship between Organizational Commitment and Spiritual Leadership is simply an examination of research on spiritual leadership and its potential impact on organizations. It has been found that a leadership approach that emphasizes spiritual well-being in the workplace produces beneficial personal and organizational outcomes (Eisler & Montouri, 2019). Findings of this study concur with this view as it was found that there is a significant relationship between organizational commitment and spiritual leadership. Table 5.1 showed that  $H_2$  is accepted as it showed a positive correlation coefficient value of 0.832494 which indicates high correlation in strength. Additionally, its p-value is lesser than 0.0001 which means it is lower than the 0.05 alpha values. Thus, Spiritual Leadership and Organizational Commitment are proved to be positive. The work of Fry *et al.*, (2020) succinctly supported the findings of this research by explaining that spiritual leadership facilitates the “emergence of unit trust, intrinsic motivation, and organizational commitment which is necessary to positively influence unit performance”. Giacalone and Jurkiewicz (2019) concur with previous findings by indicating that spiritual leadership in the workplace not only leads to personal outcomes of increased joy, peace, job satisfaction, and commitment, but also delivers improved productivity and reduces absenteeism and turnover. Moreso, Fry and Slocum (2017) conducted a research on a company that owned wholesale distributors. The study measured organizational commitment and productivity along with calling/meaning, membership, and the elements of spiritual leadership (vision, faith, hope, and altruistic love). Findings indicated that 13% of distributor sales growth could be explained by meaning/calling and membership along with 94% of employee commitment to a company and 73% of distributor productivity. These findings suggest that if companies sustained spiritual leadership, there would be an increase in sales growth. This gives companies a significant competitive advantage. Perhaps that is why many companies have applied spiritual leadership in their organizations. Frisdiantara and Sahertian (2018) highlighted that Dilmah Tea, Amway, Tom's Maine, Ford, and Southwest Airlines use a framework of spiritual leadership and these findings complement the findings of Riaz (2018) in a study conducted among school principals which discovered that there was a positive relationship between school principals who described themselves as spiritual and transformational leadership dimensions that include idealized influence attributed, idealized influence behaviours, inspirational motivation, individualized consideration, and intellectual stimulation. This research suggested that spiritual leadership is significantly related to transformational leadership; a leadership style that is considered highly attractive to most educational institutions. Conducting more research on the link between spirituality and transformational leadership could be key to integrating more qualities of spirituality into the education realm. Fry (2019) concluded that spiritual leadership is necessary for the transformation and continued success of learning organizations.

## VII Summary and Recommendations

In an attempt to add to the literature on the relationship between dependent and independent variables, this research study was somewhat successful in making several contributions to the area being studied. This research attempted to expand previous meta-analytical findings by looking specifically at the relationship between dependent (spiritual leadership) and independent variables (OCB and organizational commitment), where it was found that there is indeed a relationship between dependent (spiritual leadership) and independent variables (OCB and organizational commitment). Through the findings of this study, as well as future proposed enhancements to future studies, a better understanding on the relevance and effect of spiritual leadership on organizational citizenship behaviour may be achieved.

Furthermore, the research has provided an in-depth understanding about the effects of spiritual leadership on organizational citizenship behaviour at the Universiti Kuala Lumpur (UniKL), Malaysia. Based on the findings, the two factors, which are OCB and organizational commitment have been found to have a positive relationship towards spiritual leadership of both administrative and academic staff.

Based on the findings of this study, the top management of UniKL in particular, and other universities in general, could review their employees' OCB and organizational commitment in order to increase the spiritual leadership style. By looking into these aspects and improving them, employees will more likely have a higher level of understanding, honesty and commitment towards the organization, which will consequently bring more positive outcomes to the organization such as higher job performance, better relationship with colleagues and students, better acceptance and commitment to organizational objectives.

Finally, this research has proven that with some level of good behaviour and commitment at the workplace, there will be an increase in the leadership standard of the staff. Findings of this research is not only limited to the Universiti Kuala Lumpur, but the findings can also be related to other organizations that strive to achieve high leadership standards in the workplace.

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