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The Effects of Spiritual Leadership on Organizational Citizenship Behaviour in Universiti Kuala Lumpur Business School

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The Effects of Spiritual Leadership on Organizational Citizenship Behaviour in Universiti Kuala Lumpur Business School

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ABSTRACT

Purpose: Although research on spiritual leadership is clearly still emerging, there is little doubt that this form of leadership contains desirable qualities that many organizations might consider for their best interest. 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, Malaysia. Analysis was carried out using Pearson Moment and regression method of statistical tool.

Findings: This study found that spiritual leadership positively and significantly affects organizational citizenship behaviour. The more high level of spiritual leadership, especially in terms of clear vision, hope/faith and altruistic love, the more advanced of employees' behaviour and satisfaction. Spiritual leadership creates congruence across the empowered team to foster increased level of productivity and performance.

Unique Contribution to Theory, Practice and Policy: The study suggests that top management at Universiti Kuala Lumpur Business School and MIIT in Malaysia should review employees' organizational citizenship behavior to enhance spiritual leadership style. This will lead to higher understanding, honesty, and commitment, resulting in better job performance, better relationships, and better acceptance of organizational objectives. The findings can be applied to other organizations striving for high leadership standards.

Keywords: *Leadership Style, Spiritual leadership, Organizational Citizenship Behaviour, Employee Performance, Job Satisfaction, Workplace Behavior, Personnel Management*

JEL Codes: *M12, M14, Z12, C83*

1.0 Introduction

Spiritual leadership has been defined 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 (Fry, Vitucci & Cedillo, 2015). This implies that 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.

Wu and Lee (2020) assert that spiritual leadership is often rooted in an intrinsic motivation model which comprises vision, hope, faith, and altruistic love which seeks to motivate subordinates through the enhancement of their spiritual well-being. Spiritual leadership has also been shown to influence employees' psychological states positively while also reducing rates of burnout. Thus, the increase in the positive psychological states of the employee involves the expansion of individuals' personal resources, and reduction in burnout rates ameliorates loss of human resources. It is on this premise that one can easily assume that spiritual leadership may to an extent have an impact on employee job engagement because employee will usually identify and engage with the required work when their belief system are satisfied .

Spiritual direction cannot therefore be juxtaposed in life, but can also be optimized at the organizational level, for both employees and organizations. Stogdill (2019) sees spirituality 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, 2017). In recent, the business environment has become highly dynamic and competitive. It is therefore 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, 2019). Existing literature has shown that there is a lack of research that addresses the relationship between spiritual leadership and organizational employee behaviour. Having a better understanding of this relationship is of utmost importance as it can encourage performance, productivity and growth.

Objective of the Study

The general objective of this study is to assess the effects of spiritual leadership on organizational citizenship behaviour.

It also seeks to find out the relationship between spiritual leadership and organizational citizenship behaviour at Universiti Kuala Lumpur Business School and MIIT in Malaysia.

Statement of Hypothesis

H_o: There is no significant relationship between Spiritual leadership and organizational citizenship behaviour

2.0 Literature Review

The Concept of Leadership

A leader is termed used for someone who gives life to the organization and who ensures the stability and pursuance of the organizational goals. It is also a person who is capable of moving the organization to the direction that has been envisioned and sets (Ajayi, 2020). Jeremy, Melinde and Ciller (2019) therefore define leadership as a process of influencing others' commitment towards realizing their full potentials. The nature of this influence is such that the members of the team cooperate voluntarily with each other in order to achieve the objectives which the leader has set for each member, as well as for the group. Ojokuku, Odetayo and Sajuyigbe (2018) posit that leadership is a critical management skill which involves the ability to encourage a group of people from different religious and ethnic background towards achieving a common goal. By having certain leadership competencies and skills, a leader is able to adapt his/her leadership styles and behaviours to achieve the goals and objectives of the organization. At the individual level, leaders who are able to influence, motivate and direct employees will often be rewarded by loyalty and performance of their employees (Idowu, 2019).

Spiritual Leadership

Spiritual leadership is defined as a combination of necessary values, attitudes, and behaviors to self-motivate and others intrinsically so they have a sense of spiritual defense through the call of duty and membership (Udin, 2020). Yang, Huang and Wu (2019) see spiritual leadership as that type of leadership which focuses on the meaning of the organization. Fry (2019) highlights the various duties of spiritual leadership to include: (1) creating a vision in which members of the organization experience the called feeling in their life, find meaning, and make something different; (2) building a social culture/ organization based on altruistic love in which leaders and followers truly mutual concern, care, and respect each other, so that result a sense of membership, feel understood and appreciated.

Employee Behaviour

Aku-Ibe and Onyemaechi (2019) defined employee behaviour as the manner and approach in which an employee receives direction, implement plans and is motivated by people and leaders of the organization. According to Michael (2019) employee behaviour has a direct causal and effect on organizations and their successes. Employees are influenced by values, culture, change and motivation and their reactions to these important factors can make or mar an organization and also influence the failure or success of a leader. They are used to carry out institutional strategies and therefore at the forefront in the implementation of daily plans and routines. Successful leaders are therefore those that can influence the behaviour of employees around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive.

Organizational Citizenship Behaviours

Williams and Anderson (2019) 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. Employees will do what is necessary in completing required tasks under their job description. However, if employees were to give something more to the organization, by taking an extra step to do additional activities which are non-tangible, and are not included in the performance appraisal, the employees will experience full job satisfaction. Organizational citizenship behaviours are related to the psychological aspect and play an essential role in contributing and expanding the general health and well-being of the organization which helps to impact and improve the efficiency and the effectiveness of teamwork and the organization as a whole. Behaviors like enduring job-related inconveniences without complaining, treating others with courtesy during working hours, doing tasks above minimal job requirements, participating and promoting company events, and exhibiting company loyalty, would greatly benefit the organization (Organ, 2019).

Spiritual Leadership and Organizational Citizenship Behaviour

Employees in this modern day business era now spend a lot of time at work and are thus faced with various forms of work challenges. Three main components of spiritual leadership have been identified which are vision, hope/faith, and altruistic love (Fry, Vitucci & Cedillo, 2018). Vision is seen as the image of a meaningful future, with some implicit or explicit commentary about why people should work hard to create their future whilst hope/faith reflects the leaders' confidence that the organization's vision/goal/mission will be fulfilled. Altruistic love on the other hand refers to a sense of wholeness, harmony, and well-being produced through care, concern, and appreciation for both self and others (Fry, 2019). Generally, spiritual leadership is considered as a process that intrinsically motivates employees through hope/faith in a transcendent vision of servicing others by means of altruistic love. Attempts have however been made to different workplace spiritual leadership from religion even as spiritual leadership is known to share some common elements

with religion such as altruistic love. The major difference between spirituality and religion is that while spirituality is necessary for religion, religion is not necessary for spirituality. In addition, while it may be argued that religion is related to spiritual leadership, it cannot be necessary considered as factor when discussing the construct of spiritual leadership. Therefore, spirituality is more concerned with qualities such as love, compassion, patience, tolerance, forgiveness, contentment, personal responsibility, and harmony (Fry & Slocum, 2020).

Recognizing the role of spiritual leadership is linked with appreciation of employees on their innovative performance, and punishing of an employee who performs poorly at work. Again, in spirituality, leaders provide visionary leadership which is connected with providing directions for future actions, communication of preferred types of innovation with explicit vision (Akram, Alam, Ali & Mughal, 2020). Spiritual leaders without the right attitude and behaviour will find it extremely difficult to influence positively their employees, who are more than ordinary resources but invariably partners in the achievement of the organization's goals and objectives (Muideen, 2021). The business environment is fast changing as a result of many societal forces and globalization, diversity and inclusion are forces creating very dynamic and culturally diverse organizations that require unbiased leaders to successfully manage. Many factors influence the performance of an organization, and there is little doubt that the quality of leadership is one of the most critical determinants of their success (Ali, Elmi & Mohamed, 2020). According to Ali et al., (2020), spiritual leadership plays a very important role in enhancing employee job satisfaction, work motivation and work performance. Good leadership behaviour accelerates the development of most organizations.

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, 2019). 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.

Theoretical Framework

This study is based on the contingency theory of Stogdill (1948) that diverse situations place different burdens on leader's behaviour style. It infers that there are no particular characteristics that categorically differentiate leaders from others or that universally determine their success rather, leadership traits are only useful to the extent to which it relates to the particular situation at hand. The above points to the fact that the successful spiritual leadership is hinged on the ability of the said spiritual leader to understand his followers and the peculiarity of the work environment, and respond to both while keeping in view situational changes. Contingency theory of leadership

therefore focuses on particular variables related to the environment that might determine which behaviour of leadership is best suited for a particular work situation.

Empirical Review of Studies

Efanga, Effiong and Nwokomah (2019) in their study on the relationship between ethical leadership behaviour of heads of department and job performance of academic staff in South South Universities in Nigeria using ANOVA analysis discovered that there was a significant relationship between ethical behaviour adopted by the leader and job performance of the academic staff.

In Malaysia, Udin (2020) investigating the effect of spiritual leadership on employee performance with the use of structural questionnaire to collect data from 162 employees of public universities in Southeast Sulawesi which was subsequently analyzed using structural equation modeling showed that spiritual leadership has a significant effect on employee performance. The study concluded that spiritual leadership improves employee performance while helping to realize organizational competitive advantage.

Wu and Lee (2020) in their study focused on the influence spiritual leadership has on employees work engagement. Using a cross-sectional survey to collect data through questionnaire from 164 selected nurses in Taiwanese hospitals in the private sector in Taiwan. The analysis was carried out using linear regression and PROCESS Macro for SPSS and their result suggest that spiritual leadership has a positive influence on nurses work engagement and that spiritual well-being and psychological capital mediate the effect of spiritual leadership on the work engagement of the nurses. The authors urged leaders to be aware of the role of spiritual leadership in promoting work engagement.

Despite the rather extensive development and research of the OCB construct, this research area continues to generate interest, resulting in more information being added to existing knowledge.

3.0 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 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 Malaysia Business School and MIIT.

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 Business School and MIIT in 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.

4.0 Analysis and Results

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

Table 1. Demography of respondents

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

Source: Developed from field work, 2021

Analysis in table 1 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 l69 (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, comprising135(94.4%) people practised the Islamic faith. This was followed by other forms of religion with 8(5.6%) respondents.

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Table 2: Results for Organizational Citizenship Behaviour

S/N	Organizational Citizenship Behaviour	Frequency (Percentage [%])					Mean	Rank
		SD	D	N	A	SA		
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			5 (3.5)	31 (21.7)	107 (74.8)	4.7	**2**

	organization even though it is not compulsory						
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 2, 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, with79%, 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 of0.7% 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' was59.4% 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.

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Table 3: Results or 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

No.	Statement						Mean	Rank
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.

Hypothesis

H$_o$: There is no significant relationship between Spiritual leadership and organizational citizenship behaviour.

H$_1$: There is significant relationship between Spiritual leadership and organizational citizenship behaviour.

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 onthe Cronbach's Alpha (α) coefficient range adopted for the purpose of this study.

Table 4: Interpretation of Cronbach's Coefficient Alpha

Cronbach's Coefficient Alpha (α)	Reliability
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 (2010)

Table 5: Reliability Test Results for Variables

Variables	Cronbach's Alpha
OCB	0.954884
Spiritual leadership	0.971939

Source: Developed for this research, 2021

Table 5 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 (α) coefficient of above 0.60.In fact the OCB, and Spiritual leadership variables fell under the level of "Very Good" as attested by the Cronbach's Alpha coefficient of 0.954884 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 was adopted to help indicate the significant connection, strength and direction among all the variables.

Table 6: Interpretation of Pearson Correlation Coefficient

Coefficient Range	Strength
±0.91 to ±1.00	Very Strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
0.00 to ±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 Willey & Sons, Inc.

Table 7: Results of Pearson's Correlation Analysis

Pearson Correlations Coefficient, N = 143 Prob > |r| under H0: Rho=0	
	OCB
SL	0.786131
	<.0001

Note: SL = Spiritual Leadership; OCB = Organizational Citizenship Behaviour

Source: Developed for this research, 2021

A positive relationship was found between OCB and spiritual leadership. OCB has a positive value correlation coefficient as shown in Table 7. 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 ±0.71 to ±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.

Discussion

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. Hence, it shows that a positive relationship exists between OCB and spiritual leadership (SL). This hypothesis is proved and supported by various previous researches and studies. The findings are in line with the study of Chen and Yang (2020) who conducted a study in Taiwan to investigate the impact of SL on OCB by using multi-sample analysis found that a leader's SL has a positive impact on spiritual survival in both the finance and retail sample. It also supports the observations made by Samul & Wangmo (2021) that there is a positive and significant relationship between SL and OCB given the fact that the correlation

coefficient between the SL and OCB of employees was 0.354. In another study, Kazemipour, Amin and Pourseidi (2020) also investigated the effects of spiritual leadership where they showed that workplace spirituality is effective on affective commitments of nurses. Frisdiantara and Sahertian (2019) 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 (2020) 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.

The implication of our result is that Organizational Citizenship Behaviour improves, if the level of the spiritual leadership indexes is enhanced. This study has been supported by past research which have proved the variables of spiritual leadership (SL) and OCB to be positive and significant. Many available literatures have shown the existence of a relationship between SL and OCB. Likewise, the results of this study also showed that the connection between OCB and SL is significant and showed a positive relationship. Thus, as spiritual leadership affects the growth and potential of university teachers, OCB should be increased as when OCB is high, it will lead to high spiritual leadership.

Conclusively, the results of spiritual leadership and OCB in this research have shown to be positive. Therefore, employees 'corporations with the organization, level of effort and turnover will be influenced by their level of spiritual leadership impact. The status of teachers who have more faith in their abilities to attain a high-standard level of achievement will increase, their love for both colleagues and students will also increase to the favour of the organization.

5.0 Conclusion and Recommendations

Conclusion

Although research on spiritual leadership is clearly still emerging, there is little doubt that this form of leadership contains desirable qualities that many organizations might consider for their best interest. For those companies with an interest in spiritual leadership, there are a few guidelines that must be considered when determining how to incorporate this style of leadership into the organization as a whole

This study found that spiritual leadership positively and significantly affects organizational citizenship behaviour. The more high level of spiritual leadership, especially in terms of clear vision, hope/faith and altruistic love, the more advanced of employees' behaviour and satisfaction. Spiritual leadership creates congruence across the empowered team to foster increased level of productivity and performance. 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.

Recommendations

Based on the findings of this study, the top management of Universiti Kuala Lumpur Business School and MIIT in Malaysia, and other universities in general, could review their employees' organizational citizenship behaviour 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.
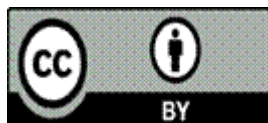
Finally, this research has proven that with some level of good behaviour and commitment at the workplace, there will be an increase in the leadership standard of the staff. Findings of this research is not only limited to the Universiti Kuala Lumpur Business School and MIIT in Malaysia, but the findings can also be related to other organizations that strive to achieve high leadership standards in the workplace.

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