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Research Article

Workplace Spirituality and Organizational Citizenship Behavior: An Empirical Study Among Women Healthcare Workers in Multi-Specialty Hospitals

Ravina

Maharshi Dayanand University, Rohtak, Haryana, India

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***Corresponding author**
Ravina,
Maharshi Dayanand University, Rohtak, Haryana, India.

Email: misthisingh7860@gmail.com

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Abstract

This research investigates the relationship between workplace spirituality and organizational citizenship behavior (OCB) among women healthcare workers in multi-specialty hospitals in the Delhi NCR region. An empirical study was conducted using a standardized, self-administered questionnaire, focusing on the four dimensions of workplace spirituality (meaningful work, inner life, sense of community, and alignment with organizational values), and the five dimensions of OCB (altruism, sportsmanship, courtesy, conscientiousness, and civic virtue). Data from 100 women healthcare workers in public and private hospitals were analyzed using correlation and t-statistics with SPSS. It indicates a positive relationship between workplace spirituality and OCB, with significant variations in public versus private hospitals. The study provides insights into how spiritual well-being and OCB can enhance job satisfaction and performance among women in a high-pressure healthcare environment.

Keywords: Delhi NCR, multi-specialty hospitals, organizational citizenship behavior, Workplace spirituality, women healthcare workers

Introduction

The healthcare sector is a fundamental pillar of society, where healthcare workers play a vital role in delivering quality services. In India, particularly in the Delhi NCR region, women healthcare workers form a significant part of the workforce in multi-specialty hospitals. Their performance and well-being have a direct impact on patient care, making it important to investigate factors that contribute to their job satisfaction and effectiveness. Workplace spirituality and organizational citizenship behavior (OCB) are two major factors that shape the professional environment. This research examines the relationship between these two constructs among women healthcare workers in multi-specialty hospitals, encompassing both public and private institutions (Flores *et al*., 2013).

The healthcare sector, characterized by its high-pressure environment, requires emotional resilience and a sense of purpose from its workforce. For women healthcare workers, balancing both professional and personal responsibilities and aligning personal values with workplace goals can significantly enhance job satisfaction and overall performance. Workplace spirituality offers a framework for understanding how employees derive meaning from their work, build connections with colleagues, and align their values with organizational objectives. On the other hand, organizational citizenship behavior (OCB) encompasses voluntary actions that go beyond formal job duties, contributing to improved organizational performance (Kumar *et al*., 2024). UTAMI *et al*. (2021) demonstrated a positive correlation between workplace spirituality, organizational commitment, and organizational citizenship behavior (OCB), suggesting that employees in spiritually supportive environments exhibit behaviors that enhance organizational efficiency.

Workplace Spirituality: Workplace spirituality is a developing concept that highlights the integration of personal values and inner beliefs with the organizational environment. It focuses on fostering a meaningful, connected, and value-driven experience for employees within the workplace (Murgia *et al*., 2020). In the context of women healthcare workers, workplace spirituality becomes even more important as they often encounter emotionally charged situations, and a spiritual connection to their work may provide a sense of purpose and fulfillment. Workplace spirituality can be examined through four dimensions shown in Fig. 1.

Meaningful Work: This dimension focuses on the personal significance that employees derive from their tasks. For women in healthcare, meaningful work often stems from the impact they have on patient care and their ability to contribute to the health and well-being of the community.

Inner Life: This dimension refers to the personal spiritual beliefs and inner self-reflection that workers bring to their professional roles. Women healthcare workers often deal with emotional stress and burnout, and a strong inner life may help them cope with the demands of their jobs.

Sense of Community: This refers to the connection and sense of belonging that employees feel toward their organization and colleagues. A sense of community can enhance collaboration, trust, and mutual support, which is critical for the high-pressure healthcare environment.

Alignment with Organizational Values: This refers to the extent to which an individual's values align with the broader organizational mission. Women healthcare workers in multi-specialty hospitals may experience greater job satisfaction if their values align with the hospital's vision and culture, regardless of whether they work in public or private settings.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) refers to voluntary actions undertaken by employees that extend beyond their formal duties, facilitating the efficient functioning and overall success of the organization (Basu *et al*., 2017). In the healthcare sector, OCB among women workers can significantly influence the quality of patient care, teamwork, and organizational efficiency. OCB can be categorized into five dimensions shown in Fig. 2.

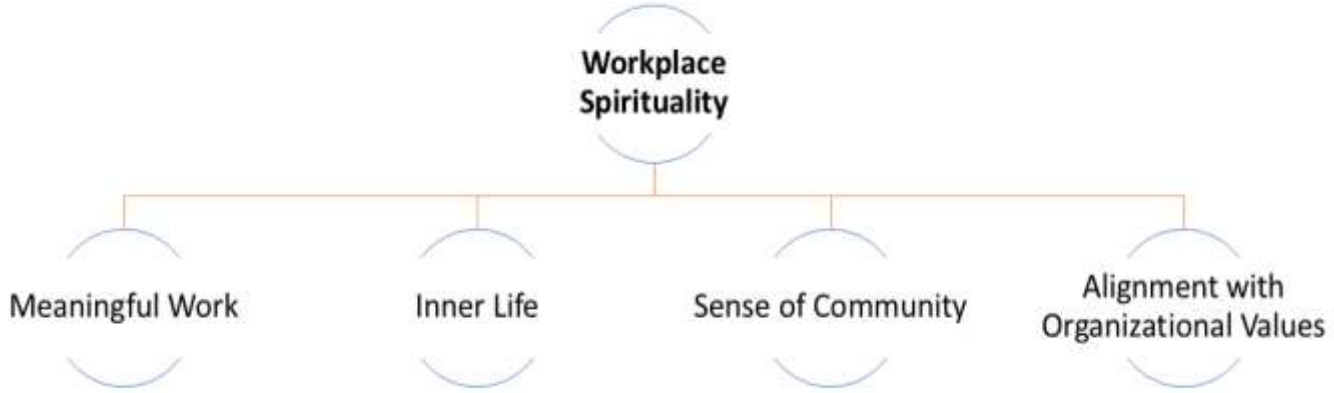

Fig. 1: Workplace spirituality can be examined through four dimensions.

Fig. 2: Organizational citizenship behavior (OCB) is categorized into five dimensions.

Altruism: Refers to selfless behavior intended to help others, such as assisting coworkers or taking extra steps to ensure patient welfare. In multi-specialty hospitals, altruism is often demonstrated through teamwork and a patient-first attitude.

Sportsmanship: This dimension reflects an employee's ability to tolerate less-than-ideal situations without complaints or resentment. Women healthcare workers often face challenges such as long shifts and high emotional demands, making sportsmanship an essential trait.

Courtesy involves considering and respecting others, thereby preventing workplace conflicts by ensuring that employees are thoughtful in their interactions. In a multi-disciplinary healthcare setting, courtesy can foster better communication and reduce stress.

Conscientiousness: This refers to an employee's diligence, reliability, and responsibility in carrying out their duties. For women healthcare workers, conscientiousness is essential for delivering consistent, high-quality patient care.

Civic Virtue: Civic virtue pertains to the active participation in organizational life, including staying informed about hospital policies and engaging in problem-solving initiatives. Civic virtue among women healthcare workers could manifest as involvement in hospital committees or quality improvement projects.

Significance of the Study

Understanding the relationship between workplace spirituality and OCB among women healthcare workers in multi-specialty hospitals provides valuable insights into how organizational culture and individual beliefs influence behavior. This research is significant in both public and private healthcare settings, as it sheds light on the factors that contribute to a supportive, productive, and value-driven work environment. In particular, focusing on women healthcare workers allows for a nuanced understanding of how gender dynamics intersect with workplace spirituality and OCB, ultimately influencing organizational performance and patient outcomes. These dimensions can help hospital management develop strategies that foster a sense of belonging and purpose, thereby enhancing organizational citizenship behaviors that are crucial for the success of multi-specialty hospitals in the Delhi NCR region.

Review of Literature

The concept of workplace spirituality, which emphasizes the connection between an individual's values and the organizational environment, has gained increasing attention in organizational studies. Lodh and Ghos (2022) discuss how quality of work life (QWL) impacts healthcare providers' performance, particularly in public hospitals, where work environments are often unsatisfactory due to excessive workloads, inadequate infrastructure, and long shifts. These factors negatively impact the physical and emotional well-being of healthcare workers, including doctors and other staff members. To highlight the correlation between spiritual leadership, organizational citizenship behavior, and the quality of work life, these factors are identified as crucial to the overall performance of healthcare providers in India. Khateeb (2023) explores the positive dynamics of the work-family interface among Indian doctors, focusing on work-to-family enrichment (WTFE) and family-to-work enrichment (FTWE). Using structural equation modeling (SEM), the study examines how these two aspects influence job satisfaction (JS) and life satisfaction (LS) while also investigating the mediating role of self-efficacy (SE). Khateeb finds that WTFE has a significant positive effect on both JS and LS, whereas FTWE has an impact only on LS directly. SE emerges as a crucial factor mediating the relationship between WTFE and both forms of satisfaction. However, no significant mediation is observed between FTWE and satisfaction through SE. These findings highlight the significance of work-to-family enrichment and self-efficacy in promoting job and life satisfaction among healthcare professionals.

Basco (2022) investigates the relationship between resilience and organizational commitment among healthcare workers at Laguna Medical Center (LMC). Using a descriptive-correlational research design, the study measures resilience through variables such as personal competence, social competence, family coherence, social support, and individual structure. Organizational commitment is assessed in terms of affective, continuance, and normative commitment. The findings reveal a high level of resilience among healthcare workers, particularly in personal competence and social support, with a significant relationship between resilience and organizational commitment. Notably, personal competence has a positive impact on affective commitment but does not influence continuance or normative commitment. The study concludes that enhancing resilience through structured programs can improve organizational commitment, particularly in terms of affective commitment, and recommends implementing a Resilience Enhancement Program to support healthcare workers during challenging times. Gamal *et al*. (2024) examine the relationship between

an ethical work climate (EWC) and nurses' perceptions of moral distress (MD) and compassion competencies (CC). Conducted at Alexandria Main University Hospital across critical and intensive care units, the study utilized three tools: the Revised Ethical Climate Questionnaire (RECQ), the Moral Distress Scale-Revised (MDS-R), and the Compassion Competence Scale (CCS). The results show a significant negative correlation between EWC and MD, indicating that a stronger ethical climate is associated with reduced moral distress. Conversely, a positive correlation exists between EWC and CC, suggesting that an ethical climate enhances nurses' compassion. The study concludes that fostering an ethical work environment can alleviate moral distress while improving compassionate care, thereby enhancing nurse job satisfaction and patient outcomes.

Sharma and Singh (2021) explored the relationship between workplace spirituality and organizational effectiveness, finding that spiritual alignment has a positive influence on organizational outcomes. Astakoni *et al*. (2022) investigated how individual spirituality moderates the relationship between workplace spirituality and organizational commitment, showing that a higher degree of individual spirituality strengthens organizational dedication. Al-Iman *et al*. (2024) provided a systematic literature review, highlighting workplace spirituality as a growing area of study, particularly in light of its impact on organizational performance and employee well-being.

Kumar and Duggirala (2021) provide strategic insights and a business model perspective on the role of health insurance as a healthcare financing mechanism in India. Through interviews with 27 experts from healthcare, insurance, and strategic management fields, the study highlights the critical challenges and opportunities faced by the health insurance industry. Key findings reveal that the industry's growth has been hindered by high incurred claim ratios, and the competitive landscape necessitates focusing on critical success factors to gain an advantage. These include designing simple, customer-friendly insurance products, identifying niche market segments, and establishing robust distribution channels. (Chandra, 2024) explored how workplace spirituality in small and medium enterprises (SMEs) fosters organizational trust and enhances performance, emphasizing the evolving importance of spirituality in the context of Industry 5.0. Collectively, these studies suggest that workplace spirituality plays a crucial role in promoting trust, commitment, and enhanced organizational performance across various sectors.

Variable And Dimensions

1. Workplace spirituality with four dimensions- meaningful work, inner life, sense of community, and alignment with organizational values.
2. Organizational citizenship behavior has five dimensions: altruism, sportsmanship, courtesy, conscientiousness, and civic virtue.

Objectives

- To examine the impact of workplace spirituality on organizational citizenship behavior (OCB) among women healthcare workers in multi-specialty hospitals.
- To analyze the influence of different dimensions of workplace spirituality (meaningful work, inner life, sense of community, and alignment with organizational values) on various dimensions of OCB (altruism, sportsmanship, courtesy, conscientiousness, and civic virtue).
- To compare the relationship between workplace spirituality and OCB among women healthcare workers in public versus private multi-specialty hospitals in the Delhi NCR region.

Data Analysis

Table 1 presents the Workplace Spirituality Questionnaire, which provides important new insights into how employees perceive their inner lives, feelings of community, meaningful work, and alignment with company values. The mean ratings for each statement demonstrate that, overall, respondents have a positive view of their workplace spirituality.

Meaningful Work: The statement "I find my work to be meaningful and fulfilling" had the highest mean score (3.78), indicating that a sizable portion of employees have a strong sense of purpose in their work. The high agreement levels (35 respondents strongly agreed), which show that workers get enjoyment from their employment, lend further credence to this. Positive reactions are also seen in other statements in this category, with mean scores ranging from 3.62 to 3.78.

Inner Life: The highest mean score in this area is 3.77 for "I feel a deep sense of purpose in my daily tasks." The mean scores in this category are relatively lower. The statement, "I often seek a connection to something greater through my work," had the lowest mean score (3.31), suggesting that although workers may derive personal fulfillment from their employment, there is less focus placed on using their work to pursue a more general spiritual connection.

Sense of Community: Employees exhibit a high sense of belonging in this category, as seen by the mean score of 3.76 assigned to the statement, "I feel a strong sense of belonging within my organization." According to the research, employees place a high value on cooperative efforts and supportive connections at work, both of which are essential for developing a positive organizational culture.

Alignment with Organizational Values: The average scores indicate that workers generally align with their company's values, particularly in terms of feeling proud to represent the company (mean score of 3.90). Since it can increase employee engagement and dedication to business goals, this alignment is crucial.

Table 1: Workplace Spirituality Questionnaire

Workplace Spirituality Questionnaire		**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly**	**Mean**	**SD**
Question about Meaningful work	1. I find my work to be meaningful and fulfilling.	6	9	21	29	35	3.78	1.19
	2. My work aligns with my personal values and beliefs.	8	12	18	28	34	3.68	1.27
	3. I feel that my contributions make a difference in the workplace.	6	14	22	25	33	3.65	1.24
	4. I am passionate about my work.	7	11	19	31	32	3.62	1.27
Question about Inner Life	5. I take time to reflect on my inner thoughts and feelings at work.	11	14	25	20	30	3.42	1.33
	6. I feel a deep sense of purpose in my daily tasks.	8	11	23	28	30	3.77	1.29
	7. I often seek a connection to something greater through my work.	12	18	21	26	25	3.31	1.33
	8. I prioritize my personal growth and development in the workplace.	6	14	24	25	31	3.57	1.22
Question about Sense of Community	9. I feel a strong sense of belonging within my organization.	5	10	20	30	35	3.76	1.19
	10. My workplace fosters supportive relationships among colleagues.	8	12	18	27	35	3.69	1.28
	11. I enjoy collaborating with others in my organization.	6	14	22	25	33	3.51	1.15
	12. There is a sense of unity and shared purpose in my workplace.	7	11	19	31	32	3.70	1.22
Question Alignment with Organizational Values	13. The values of my organization align with my personal beliefs.	7	12	25	30	26	3.65	1.22
	14. I feel proud to represent my organization.	4	8	18	34	36	3.90	1.10
	15. I believe my organization is committed to ethical practices.	6	10	20	29	35	3.76	1.19
	16. I am motivated to support my organization's mission and values.	5	9	22	30	34	3.81	1.16

Table 2 illustrates the responses about organizational citizenship behavior. Altruism, sportsmanship, politeness, conscientiousness, and civic virtue are the five primary characteristics of organizational citizenship behavior (OCB). Analyzing employee responses to these questions provides significant insights into their attitudes and behaviors. The majority of the items have mean scores that fall between 3.56 and 4.26, suggesting that people generally respond favorably to the different OCB components. The standard deviations of the scores show that responses vary somewhat. Particularly for "I support my coworkers in achieving their goals" (mean = 4.00, SD = 1.12) and "I help others who are struggling with their work" (mean = 3.90, SD = 1.18), altruism frequently displays high mean scores. This indicates that, despite their workloads and time constraints, individuals within the firm often exhibit altruistic attitudes by supporting one another. On the other hand, somewhat lower scores (mean = 3.56) on the statement "I offer my help to colleagues even when I have my own deadlines" imply that these behaviors may occasionally be hampered by personal obligations.

Table 2: Organizational Citizenship Behavior Questionnaire

Question about Organizational Citizenship Behavior		**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**	**Mean**	**SD**
Altruism	1. I help others who are struggling with their work.	5	10	15	30	40	3.90	1.18
	2. I willingly assist new employees with their onboarding.	6	12	18	25	39	3.79	1.25
	3. I offer my help to colleagues even when I have my own deadlines.	8	15	20	27	30	3.56	1.28
	4. I support my coworkers in achieving their goals.	4	8	14	32	42	4.00	1.12
Sportsmanship	5. I maintain a positive attitude even when things don't go as planned.	7	9	18	28	38	3.81	1.24
	6. I do not complain about minor inconveniences at work.	10	15	25	22	28	3.43	1.31
	7. I remain calm and collected in stressful situations.	6	10	16	29	39	3.85	1.22
	8. I avoid negative gossip about my coworkers.	5	8	12	30	45	4.02	1.16
Courtesy	9. I show respect to all colleagues regardless of their position.	3	5	10	27	55	4.02	1.16
	10. I am considerate of my coworkers' feelings and needs.	4	7	15	26	48	4.26	1.03
	11. I communicate effectively and politely with others.	2	6	12	34	46	4.07	1.13
	12. I often give constructive feedback to my peers.	5	9	20	30	36	4.16	0.99
Conscientiousness	13. I consistently meet deadlines and commitments.	4	6	30	40	20	3.83	1.16
	14. I strive to perform my tasks to the best of my ability.	5	10	15	35	35	3.66	1.00
	15. I take my responsibilities seriously and fulfill my obligations.	2	8	20	30	40	3.85	1.16
	16. I am reliable and dependable in my work.	3	7	25	40	25	3.98	1.05
Civic Virtue	17. I actively participate in organizational events and meetings.	6	10	20	30	34	3.77	1.00
	18. I stay informed about the organizations goals and policies.	5	5	20	35	35	3.76	1.20
	19. I contribute to discussions about improving our workplace.	4	8	22	30	36	3.87	1.11
	20. I advocate for the interests of the organization in the community.	7	9	18	30	36	3.79	1.23

The findings on sportsmanship indicate that employees generally maintain a positive outlook and refrain from engaging in bad behavior. The statement "I avoid negative gossip about my coworkers" has the highest mean score (mean = 4.02, SD = 1.16), indicating that most employees value their teammates enough to abstain from gossip that

could be detrimental to the company. The item "I do not complain about minor inconveniences at work" had the lowest mean score (mean = 3.43, SD = 1.31), indicating that employees' handling of small workplace annoyances might use some improvement. Particularly high marks were given to the courtesy questions, the best of which was "I am considerate of my coworkers' feelings and needs" (mean = 4.26, SD = 1.03). This demonstrates that the company has a strong culture of empathy and mutual respect. Further supporting the notion that civility is a fundamental corporate principle is "I show respect to all colleagues regardless of their position" (mean = 4.02).

With questions like "I take my responsibilities seriously" (mean = 3.85) and "I am reliable and dependable in my work" (mean = 3.98, SD = 1.05), which score quite high, the Conscientiousness dimension demonstrates that employees generally fulfill their commitments. The statement "I strive to perform my tasks to the best of my ability" (mean = 3.66), which has the lowest mean in this dimension, suggests that there may be room for employees to feel more motivated or encouraged to optimize their performance. Lastly, the Civic Virtue dimension emphasizes the level of involvement employees have in organizational life; high scores indicate that employees actively participate in meetings and events. It is reasonable to assume that employees are involved in supporting organizational goals and improvements if they say things like "I advocate for the interests of the organization in the community" (mean = 3.79, SD = 1.23) and "I contribute to discussions about improving our workplace" (mean = 3.87, SD = 1.11).

Conclusion

All things considered, the results of the Workplace Spirituality Questionnaire indicate that workers feel their jobs to be important and satisfying, and they cherish the sense of belonging they have at work. The development of stronger ties to more expansive spiritual or organizational goals, however, could use some work. The results underscore the need to create an environment that fosters both personal significance and community within the workplace. Employers can consider methods to increase spiritual involvement among staff members, such as encouraging conversations about shared values and mission alignment, and offering personal development opportunities. By doing this, businesses can promote a more unified workplace culture and enhance employee performance and satisfaction. The OCB questionnaire results, taken as a whole, demonstrate that the company fosters a courteous, cooperative, and conscientious work environment, with most employees exhibiting these behaviors. However, there's always room for improvement, especially when it comes to being conscientious and managing small professional annoyances with sportsmanship, while striving for peak performance. Encouraging greater involvement in these areas could foster a more positive workplace culture and promote corporate citizenship in general.

Conflict of Interest

The author(s) declare that there is no conflict of interest associated with this research. The study was conducted independently and objectively, without any financial, commercial, or personal relationships that could be perceived as influencing the research design, data collection, analysis, interpretation of findings, or reporting of results. No financial support, sponsorship, or funding was received from public, private, or not-for-profit organizations that may have a direct or indirect interest in the outcomes of this study. The participating hospitals, healthcare institutions, and respondents did not exert any influence over the research process or its conclusions. All ethical standards related to academic integrity, transparency, and impartiality were strictly followed throughout the study. The authors affirm that the findings presented in this manuscript are solely based on empirical evidence and scholarly analysis, ensuring credibility, neutrality, and adherence to the ethical guidelines prescribed by academic and professional research bodies.

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