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The Interplay of Psychological Empowerment and Workplace Spirituality in Shaping Organizational Citizenship Behaviour

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Abstract

As a developing country, Malaysia is part of a fast-paced business environment where it can be challenging for companies to create and enforce regulations that effectively motivate their employees. Employee engagement is widely recognized as crucial to improving worker productivity. Without active and enthusiastic participation, companies are unlikely to achieve the objectives of their business strategies, which are essential for boosting overall performance. This research examines the level of organizational citizenship behaviour (OCB) and explores the relationship between psychological empowerment, workplace spirituality, and OCB among employees at ABC Sdn Bhd. It further investigates how OCB can lead to compulsory citizenship behaviours, which may result in burnout, unhealthy competition, and decreased productivity within the workplace. To gather data, a questionnaire-based survey was conducted among 112 employees across various management levels. Responses were analyzed using means, medians, frequencies, and percentages through the Statistical Package for the Social Sciences (SPSS) software. The findings of this study offer valuable insights for stakeholders, highlighting the impact of psychological empowerment and workplace spirituality on OCB. These insights can lead to numerous benefits, including improved organizational performance, increased employee engagement, enhanced organizational culture, better employee well-being, and higher levels of retention and loyalty. By understanding these effects, stakeholders can take proactive steps to support initiatives that foster psychological empowerment and workplace spirituality, resulting in positive outcomes for both the organization and its employees.

1. Introduction

As per Malaysia Madani, YAB Dato' Seri Anwar Ibrahim introduced a policy framework and government slogan. The framework's two primary goals are to reform the economy to position Malaysia as a leader among Asian economies and guarantee that the Rakyat shares fairly in the increased income. The concept of Malaysia Madani refers to the vision of a progressive and inclusive society in Malaysia, where all citizens are treated fairly and have equal opportunities to contribute to the nation's development. Malaysia is actively working towards its goal of becoming a developed country and achieving high-income status (Izzani, 2023). While technology has undoubtedly transformed the economy, human capital remains a crucial asset in driving economic growth and

innovation. This is particularly true in the service sector, where employees play a vital role in interacting with customers loyalty, understanding their needs, and providing personalized services. Customer loyalty is a critical factor for business success, influenced by factors like satisfaction, service quality, customer experience, and relationship management (Rane et al., 2023). The aftermath of the pandemic has brought about significant changes in the way we work. We have witnessed the emergence of new technologies, business practices, and a shift from physical offices to digital workspaces. As we recover from the pandemic, many individuals have embraced digital communication and developed relationships based on the internet. In light of these changes, organizations must focus on fostering a new wave of thinking in leadership and organizational studies to align with their plans and goals. It is essential for organizations to adapt to the evolving landscape and leverage the potential of digital technologies to thrive in the post-pandemic era (Nosike, et al., 2024). Organizational citizenship behaviour (OCB) refers to voluntary actions by employees that are not part of their formal job requirements but contribute to the overall effectiveness and productivity of the organization. According to Sari (2022) OCB characterizes an individual's propensity for making decisions that aren't as transparent or aren't as randomly associated with incentives, and this affects the efficacy and efficiency of the company's operations and it's influenced by psychological empowerment and workplace spirituality (Somech and Ohayon,2020). ABC Sdn Bhd, established on September 19, 1969, is a Malaysian company headquartered in Klang, Selangor. Operating in the wholesale trade sector, the company primarily engages in distributing and supplying a wide range of goods to retailers and other business entities.

In the current economy, Malaysian businesses must hire and keep talented workers. Due to their hectic lifestyles, more Malaysians are unemployed (DOSM,2023). They want to work somewhere where they won't be treated differently because of their age or gender or made to feel like they're never enough to offer due to a hidden organizational civic behaviour problem. Organizational Citizenship Behaviour: Benefits & Best Practices (n.d.). Sari (2022) found that OCB describes an individual's inclination towards discretionary decision-making that is not as open or is haphazardly tied to incentives and affects the company's effectiveness and efficiency. Organizational citizenship behaviours may harm employees without employers' knowledge. In a 2017 American Psychological Association study (Valerie Bolden-Barrett), 55% of respondents who had undergone organizational change at work reported chronic stress, compared to 22% of those who had not. 35% of respondents reported physical symptoms due to work stress, compared to 8% before organizational changes. Unfair treatment, managerial in transparency, and future uncertainty can cause stress.

Organizational citizenship behaviour requires employees to do work outside their job duties, resulting in compulsory citizenship. Setting high expectations for workers might lead to burnout and reduced productivity (Somech and Ohayon, 2020). That could make people act unnaturally. A trustworthy OCB can yield positive results. However, financial incentives like promotions or preferential treatment may misincentivize employees. Because OCB procedures often fail after achieving the desired objective. Neglecting OCB can lead to poorer job satisfaction, absenteeism, and turnover, which can hurt productivity and profitability (Gao, Chen, Liu, & Li, 2020)."When companies ignore OCB, employees may become less committed to the organization and less willing to go above and beyond their formal job requirements, resulting in a decline in organizational performance" (Xu & Yang, 2018, p. 469). Low organizational citizenship attitude reduces staff performance, productivity, and efficiency.

Psychological empowerment is identifying workplace powerlessness factors and treating them through official organizational practices and informal efficacy information systems. Empowerment is more about sharing authority or promoting self-efficacy—it motivates intrinsic work motivation (Wardani,2022). Distraction from boring work reduces psychological empowerment, a component of OCB's meaningfulness. This is because focusing on something other than work may hurt the company's output (Somech and Ohayon, 2020). When an employee prioritizes a cause over team goals, the balance is appropriate (Lennard and Van Dyne, 2018). Psychological empowerment is more likely to occur among employees with greater OCB levels, according to study. (Wardani,2022)

Corporate civic activity under competence creates unhealthy rivalry that harms workplace spirituality (under sense of community) and personal agency. Unhealthy workplace spirituality weakens teamwork and distracts employees from their main goal of raising the organization (Somech and Ohayon, 2020). When employees put themselves first, competition might result. When workers fight, productivity and quality suffer (Yasser and Hendawy,2021). The optimal balance is when behaviours that go above and above have a purpose in helping the team accomplish the work needed to be done (Laura,2023). In conclusion, this goal of this study is to investigate the level of organizational citizenship and to determine the effect between psychological empowerment and workplace spirituality towards organizational citizenship behaviour among employees at ABC Sdn Bhd.

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2. Literature Review

2.1 2.1 Organizational Citizenship Behaviour

Wardani (2022) defines organisational citizenship behaviours (OCBs) as employee acts that exceed expectations. The high level of emotional exhaustion experienced by employees was unquestionably the cause of their absence from organisational citizenship. However, a study by Ooh et al. (2023) stated that emotional exhaustion negatively impacts employees' organisational citizenship behaviour, with psychological capital moderated by it. Managers who assess OCB positives and cons might help employees avoid burnout and work hard. Workers will "go the extra mile" for their employer if they feel they are making a difference. These elements can boost work productivity and enjoyment. Addressing the issue could demotivate workers but ignoring it could cause job creep or work life imbalance. Positive OCBs will allow managers to spend less time managing staff and brainstorming cost-cutting initiatives. People usually choose routines that will help them in their future careers. Businesses gain from hardworking personnel in times of uncertainty and change. (Shaad Habeeb,2019)

Organizational citizenship behaviour (OCB) encompasses acts of generosity and kindness voluntarily performed by staff members within an organization, with altruism being a key component (Wardani & Ayu Manuati Dewi,2022). Altruistic behaviours in the workplace include assisting and supporting colleagues, as well as going above and beyond to serve others without expecting anything in return. Conscientiousness, on the other hand, refers to an individual's inclination to take ownership of their job and exceed expectations in performing their duties efficiently and effectively (Wasim, Masood, and Hina, 2021). It involves carrying out tasks with dedication, thoroughness, and attention to detail. Sportsmanship in the workplace entails maintaining a cooperative and pleasant attitude among individuals (Jena and Laletendu, 2017). It involves demonstrating effective interpersonal skills, fostering positive relationships with colleagues, and adopting behaviours that contribute to a helpful and respectful work environment. When organizations actively cultivate and encourage these positive organizational citizenship behaviours, they can create a workplace culture that promotes collaboration, commitment, and a strong sense of community among employees (Lhakard, 2024). Courtesy, as a discretionary behaviour, involves employees exhibiting kindness, respect, and consideration beyond what is required by the formal rules and regulations of the organization (Shaad Habeeb,2019). Lastly, civic virtue refers to employees actively participating in organizational activities that go beyond their formal job responsibilities, with the aim of improving the organization as a whole (Ammara Saleem, Nisar, and Asma Imran, 2017). This entails consciously engaging in behaviours that contribute to the betterment of the organization.

2.2 Psychological Empowerment

Psychological empowerment is a person's impression of their work environment, skill, relevance, and autonomy (Ilham Muzaki and Ade Irma Anggraeni, 2020). This management style boosts employee intrinsic motivation and company productivity (Wardani & Ayu Manuati Dewi,2022). Psychological empowerment is the concept that one influences an organization's environment, a person's competency, their work's purpose, and their autonomy. Psychological empowerment gives employees self-confidence and full control over their work (Tanyıldızı & Doğan, 2023). Along with psychologically empowered personnel, a tall individual could dominate an OCB from within (Ammara Saleem, Nisar, and Asma Imran, 2017).

These factors, including meaningfulness, competence, self-determination, and impact, contribute to employees' motivation, job satisfaction, and overall performance in the workplace. Meaningfulness is about work being considered meaningful when employees feel a sense of purpose and personal connection to their work goals. When there is congruence between employees' perception of the importance of their work and the overall workplace, they become more devoted to their jobs (Sanjay Kumar Singh and Ajai Pratap Singh, 2018; Omar et al., 2021). Competence refers to the ability to meet challenges and foster a work environment that encourages creativity and innovation. Effective supervision, providing feedback, and promoting a positive work environment contribute to employees' sense of competence (Omar et al., 2021; Shaad Habeeb, 2019).Self-determination is the sense of agency and autonomy individuals have in their work. When employees have some freedom in how they carry out their responsibilities and feel respected for their input, they have a healthier sense of self-worth (Omar et al., 2021; Jena and Sajeet, 2018). Impact is about employees' ability to have an impact on the organization through their motivation, performance, and contributions is crucial. When employees believe their actions can help the company achieve its goals, they are motivated to work hard and create positive outcomes (Omar et al., 2021; Wasim, Masood, and Hina, 2021).

2.3 Workplace Spirituality

Humanism led to the spirituality at work movement. Motivation theories based on this humanistic approach have gained popularity in organisational behavioural research (Wasim, Masood, and Hina, 2021). Researchers have noted that humanistic aspects are increasingly being incorporated into organisational theory and culture. The

workplace is defined by "meaningful work in the context of community" because "employees have an inner existence that nourishes and is nourished by meaningful work." Junaidah, Hashim, and Siti (2018) define workplace spirituality as belonging, purposeful work, and personal development. The first is coworker relationships, the second is meaningful work, and the third is knowing one's abilities and using them at work (Junaidah, Hashim, & Siti, 2018). According to the Ekta, et al. (2023), stated that workplace spirituality, on the other hand, reflects an employee's perception that their work has meaning and significance, and that the organization they work for operates with ethical principles and cares for its employees' well-being.

The facets of workplace spirituality are as follows. Meaningful work is about people who seek meaning in their jobs beyond just a pay check. Meaningful work encompasses job qualities, personal meaning, and the impact on one's life and community (Oswal et al., 2021; Junaidah, Hashim, & Siti, 2018). Sense of community is related to the workplace which is seen as a source of spiritual growth and connection. A strong sense of community fosters employee embeddedness and reduces turnover (Oswal et al., 2021; Wasim, Masood, & Hina, 2021). Organizational values alignment is when everyone in the organization shares the same goals and ideals, teamwork and collaboration are facilitated. Alignment enables easier changes and improvements, as well as consistent adherence to core beliefs (Oswal et al., 2021; Shaad Habeeb, 2019). These aspects of spirituality in the workplace contribute to a more fulfilling and connected work environment.

2.4 Hypothesis Development

2.4.1 Effect of Psychological Empowerment Towards Organizational Citizenship Behaviour

Organisational citizenship—activities that aren't required by an employer but significantly improve an employee's ability to do their job—and organisational empowerment—structural and psychological— could also affect the OCB. Jena, Lalatendu, Pradhan, and Sajeet (2018) found that psychological empowerment positively affects organisational citizenship in 761 Indian manufacturing and service executives. Citizenship behaviour also fulfils employees' requirements for belonging, self-esteem, purpose, and meaning in their work. Citizenship behaviour helps employees handle job uncertainty, severe workloads, and various duties.

Psychological empowerment affects OCB in many studies. Psychological empowerment, as defined by Ilham Muzaki and Ade Irma Anggraeni (2020), is a person's sense of control over their life and interactions with people, institutions, and the world. Employee motivation can boost OCB. Motivated people work harder to improve and produce better results. According to the research on High School Employees in Banyumas Regency, 97 respondents agree that competence is also an example of an employee's attempts to feel psychologically empowered in their position at work and positively promotes organisational citizenship behaviour. According to Ammara Saleem, Q. A. Nisar, and Asma Imran (2017), empowerment increases workers' confidence and responsibility in an organisation. 181 respondents from HEC recognized Pakistani universities reported better job satisfaction and organisational citizenship conduct when they felt self-determination, competence, impact, and significance in their work.

Psychological empowerment improves organisational citizenship behaviour (OCB), according to Sanjay Kumar and Ajai Pratap Singh (2018). Recent empirical studies, including a meta-analysis of 267 respondents in the human resources departments of public sector banks in India, have found a positive and significant link between psychological empowerment and organisational citizenship behaviour (OCB), arguing that engaged, empowered workers are better able to identify workplace issues and propose solutions. Psychological empowerment enhances Organisational Citizenship Behaviour, according to an empirical study by Mohammad Abdulrab, Zumrah, Almaamari, Ali, Isaac, Osama, Ameen, and Nasser (2018). The study found that people with more life control were more committed to their employment. Emotional and mental freedom inspires workers to act with more OCB. Ni Wayan Wardani and Gusti Ayu Manuati Dewi (2022) studied 155 Regional Revenue Agency samples and found that OCB is linked to organisational justice, psychological empowerment, organisational commitment, and workplace contentment. Psychological empowerment improved employee happiness, loyalty, and citizenship. Study by Kang & Hwang (2023) explore to improve organizational citizenship behaviour (OCB) in private companies, enhancing employee performance and reducing counterproductive actions. It concludes that encouraging OCB and collaborating with employees can boost morale, increase productivity, and lead to improved earnings and reduced overhead costs.

According to Somech and Ohayon's 2020 study, psychological empowerment decreases organisational citizenship behaviour. Organisational citizenship occurs when firms require people to conduct actions outside their regular duties. Employees may lose motivation if expectations are too high. Artificial behaviours may result. Good results may result from OCB credibility. However, a worker driven by financial rewards like promotions or preferential treatment could set a dangerous precedent. The study by Argyropoulou, et al. (2023) on 150 employees in Indonesia with at least one year of work experience show the results suggest that companies should strengthen mutual relationships within the company, involve employees in the decision-making process, and

provide more opportunities for career advancement, promotions, and employee participation to improve the performance of their employees. OCB tactics are ineffective when the goal is attained. According to Wardani (2022), formal organisational practises and informal efficacy information systems can identify and manage workplace difficulties that cause helplessness. Empowerment involves sharing power to improve agency and self-efficacy, but personal motivation to achieve well is more vital. Distraction from monotonous tasks reduces psychological empowerment, an OCB meaningfulness component. Meaningfulness in OCB across 155 Agency Badung samples adversely linked with psychological empowerment.

2.4.2 Effect of Workplace Spirituality Towards Organizational Citizenship Behaviour

Workplace spirituality—the effort to find one's ultimate purpose, to develop a strong connection to co-workers and other people associated with work—and organisational citizenship behaviour—a wide range of individual actions that go beyond assigned tasks, often for the benefit of the organization—are positively related. Shaad Habeeb (2019) found that the employee-employer psychological contract is going through waves. Organisational citizenship behaviour improves workplace spirituality, according to 800 responders from four Malaysian private hospitals. Results include re-engineering, downsizing, and new technology. Numerous research has shown that workplace spirituality affects OCB. Workplace spirituality, as characterised by Ilham Muzaki and Ade Irma Anggraeni (2020) among 97 respondents in High School Banyuman Regency, is a global movement that recognises the value of work to personal development. OCBs are employees who serve others without asking anything in return. Workplace spirituality improved organisational citizenship.

Singh & Dhir (2024) examines the significance of workplace spirituality in organizational studies, highlighting its growing importance in emerging economies. Wasim ul Rehman, Faryal Jalil, Masood Hassan, Zunaira Naseer, and Hina Ikram (2021) found that workplace spirituality helped employees, managers, and CEOs worldwide find more happiness and meaning in their work. It was also suggested using a hypothetical model, which has been verified. Workplace spirituality strongly enhanced organisational citizenship conduct among 361 banking sector employees in Punjab, Pakistan. An emotional involvement in actively helping coworkers or introducing new OCB acts is like a strong urge. Lalatendu Kesari Jena and Sajeet Pradhan (2018) examined how WPS size affects academic staff OCB at 15 private Malaysian universities. The WPS "meaningful work" component correlated positively with the OCB dimensions. A study by Khan & Rubel (2024) on 121 employees found gender and job position significantly moderating the positive relationship between compensation practice and OCB, with the relationship strengthening for female employees and operator-level employees. Junaidah, Hashim, and Siti (2018) suggest that "organisational citizenship behaviour" shows employees' willingness to go above and beyond their job duties. 800 respondents from four Malaysian hospitals found that workplace spirituality improves staff engagement and corporate citizenship. In this study, meaningful work, a sense of community, and corporate values congruence were all linked to organisational citizenship conduct. Good corporate citizenship was associated with all three workplace spirituality characteristics. Thus, workers with a strong spirituality at work may be more willing to participate in other organisational civics.

Shaad Habeeb (2019) found that employees with a strong business connection are more likely to demonstrate high levels of organisational citizenship, such as going above and beyond. Dr. Pushkar, Dr. Abhishek & Kailash (2020) revealed a strong linear relationship between organisational citizenship behaviour and workplace spirituality in 433 Indian BFSI respondents. A study by Ahmad, et al. (2024) revealed the influence of spirituality in the workplace on employee performance through the examination of meaningful work, a sense of community, and organizational trust. The result found there is a significant positive correlation between meaningful work, a sense of community, organizational trust, and employee performance. Meanwhile, Somech and Ohayon (2020) suggest that workplace spirituality, a subcategory of "sense of community," negatively impacts employees' corporate citizenship. Corporate civic behaviour under competence creates unhealthy rivalry that harms workplace spirituality and individual agency. Unhealthy workplace spirituality detracts from work and demotivates coworkers. When employees prioritise their own demands over those of the company, rivalry can arise.

3. Research Methodology

This research is a cross sectional study and most of the previous study has opted for a quantitative research approach, as it was an appropriate for investigating the similar variables and achieving the research objectives. Hence, this study utilizes the quantitative method as a research design to explain the impact among variables or the interrelationship that exists between variables by means (Thi Quyunh, Helena, and Shen ,2023).The survey questions was conducted and had achieved high value of reliability and validation from industry or academic experts. In this study, primary data collected by the researcher is through questionnaire due to its effectiveness at collecting standardized data from a significant number of respondents. The respondents will be invited to participate in an online survey to provide their feedback and information. Quantitative data collection method which is survey was used to carry out this study, questionnaire is adapted and adopted from Adiguzel et,al

(2021),Oswal et,al (2020) and Muthuraman and Al-Haziazi (2017). The researcher chooses to use stratified random sampling which to increase precision because it enables researchers to concentrate their sampling efforts on particular interest subgroups. The questionnaire was administered to all the warehouse department employees which is 112 employees in total through an online survey platform, "Google Forms". The recipient (finance admin) sent the link of the Google Form to their colleagues after receiving an email with Google Form link. For secondary data collection, the researcher carried it out by a literature study which is referring from e-books and databases from articles and journals such as Google Scholar and Springer.

There had a total of 80 questions for the questionnaire and it is divided into four section which included section A, B, C and D. Section A is demographic section which explained about the background of the respondent. Section B is about the independent variables and C involved the questions about the dependant variables. Lastly, section D is an open-ended question which is regarding to the opinion of the respondents on how to make sure there's no negative impact by applying organizational citizenship behaviour at workplace. After the questionnaire is completed, the data was imputed and analysed using the Statistical Package for the Social Sciences (SPSS) Version 27. In this research, descriptive analysis and inferential analysis are used. Descriptive analysis was conducted to obtain the mean score, frequency and percentage of all variables to measure the level of psychological empowerment, workplace spirituality and organizational citizenship behaviour. For inferential analysis, the bivariate and correlation analysis was used for hypothesis testing while linear regression was used to determine the effect of independent variables (psychological empowerment and workplace spirituality) and the dependent variable (organizational citizenship behaviour).

4. Results and Discussion

This section concludes and explains the findings of the data analysis The outcomes of this research are highlighted, and it generally involves the discussion on research results finding, conclusion and limitations of the study. Moreover, the implications of the research recommendations are also included in this chapter.

4.1 The Level of Psychological Empowerment, Workplace Spirituality and Organizational Citizenship Behaviour

These findings align with earlier research that defines scores between 3.67 and 5.00 as indicating high levels of psychological empowerment, workplace spirituality, and organizational citizenship behaviour (Shaad Habeeb, 2019). According to the Table 1, the majority of employees at ABC Sdn. Bhd. exhibit high levels of psychological empowerment (79.4%, or 89 employees). A smaller proportion of employees (17.8%) report moderate levels, and only 2.6% show low levels of psychological empowerment.

Based on the questionnaire, 'the work given to me at the institution I work for is very important' has the highest mean and 'I have a great influence on the events that take place in the department I work' has the lowest mean. According to the data that had been analysed for workplace spirituality, majority of the employees are classified in high level of workplace spirituality in ABC Sdn Bhd which contributed 67.8% (76 employees) from the overall result. While the rest of the 31 respondents (27.6%) and 8 respondents (7.1%) show a moderate and low level respectively towards the effectiveness of workplace spirituality. Based on the questionnaire, 'my values and morale are taken due care in my organization to boost work spirit' has the highest mean and 'I feel guided by a supernatural power about my work' has the lowest mean. According to the data that had been analysed for organizational citizenship behaviour, majority of the employees are classified in high level of organizational citizenship behaviour in ABC Sdn Bhd which contributed 63.6% (71 employees) from the overall result. While the rest of the 30 respondents (26.7%) and11 respondent (9.8%) show a moderate and low level respectively towards the effectiveness of workplace spirituality. Based on the questionnaire, 'there exists expression of opinions and also encourage colleagues to do so in our organization' ,'there is a demonstration of tolerance within team during hardships in the organization', 'there is a healthy atmosphere of continuous interaction among organization' has the highest mean and 'the team members don't take additional tasks which are not part of their work and go beyond' ,'the sportsmanship dose not helps in learning and recording of the problems encountered in an organization', 'there is no good chance of communication channels getting opened for required flow of communication in a courtesy based organization' has the lowest mean. According to Wardani (2022), it is justified that questionnaires with the least mean doesn't influence the subject which is being studied.

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Table 1 *The level of psychological empowerment, workplace spirituality and organizational citizenship behaviour*

Level	Psychological empowerment	Workplace spirituality	Organizational citizenship behaviour
High	89(79.4%)	76(67.8%)	71(63.6%)
Moderate	20(17.8%)	31(27.6%)	30(26.7%)
Low	3(2.6%)	8(7.1%)	11(9.8%)
Mean	4.16 (high)	4.10 (high)	4.08 (high)

4.2 Normality Test

There are several tests available to determine if a sample comes from a normally distribute population. The two-sample Kolmogorov-Smirnov (KS) test is often used to decide whether two random samples have the same statistical distribution. A popular modification of the KS test is to use a signed version of the KS statistic to infer whether the values of one sample are statistically larger than the values of the other. The KS test is arguably the most well-known test for normality. It is also available in most widely used statistical software packages.

Shapiro-Francia test (Shapiro and Francia, 1972 and Royston, 1983) is specifically designed for testing normality and is a modification of the more general Shapiro-Wilk test (Shapiro and Wilk 1965). In general, it can be concluded that among the four tests considered, Shapiro-Wilk test is the most powerful test for all types of distribution and sample sizes whereas Kolmogorov-Smirnov test is the least powerful test. The results of this study support the findings of Mendes and Pala (2003) and Keskin (2006) that Shapiro-Wilk test is the most powerful normality test. Table 2 presents the normality results.

Table 2 *Normality test*

Variable	Kolmogorov-Smirnov (KS) Statistic	Shapiro-Wilk (SW) Statistic	p-value (KS)	p-value (SW)
Psychological Empowerment	0.092	0.976	0.200	0.120
Workplace Spirituality	0.087	0.980	0.200	0.134
Organizational Citizenship Behaviour	0.095	0.978	0.200	0.110

4.3 The Relationship Between Psychological Empowerment and Organizational Citizenship Behaviour

Table 3 presents the Spearman's correlation coefficient ($r = 0.812$) and the significant p-value ($p < 0.05$) indicate a strong positive relationship between psychological empowerment and organizational citizenship behaviour. This result supports the hypothesis and is consistent with several prior studies (Jena et al., 2018; Muzaki & Anggraeni, 2020; Saleem et al., 2017; Kumar & Singh, 2018). It represents that there is a high positive and strong relationship between psychological empowerment and organizational citizenship behaviour. The outcome indicated that the hypothesis for this research was accepted. The finding was equally with several past studies by Jena, Lalatendu, Pradhan, and Sajeet (2018), Ilham Muzaki and Ade Irma Anggraeni (2020), Ammara Saleem, Q. A. Nisar, and Asma Imran (2017), Sanjay Kumar and Ajai Pratap Singh (2018), Ni Wayan Wardani and Gusti Ayu Manuati Dewi (2022) ,Somech and Ohayon (2020) and Wardani (2022). Past study Mohammad Abdulrab, Zumrah, Almaamari, Ali, Isaac, Osama, Ameen and Nasser (2018) proved psychological empowerment positively promotes Organisational Citizenship Behaviour. The results of the study showed that workers were more committed to their jobs when they had more control over their own lives. In addition, when workers experience emotional and mental freedom, they become inspired to act with greater OCB. Ni Wayan Wardani and Gusti Ayu Manuati Dewi (2022) did a study and identified the ties that bind OCB to factors including organisational justice, psychological empowerment, organisational commitment, and contentment in the workplace. Employee happiness, loyalty, and citizenship attitudes were all found to improve with psychological empowerment. Followed by a study conducted by Modise (2023) that examines the positive correlation between workplace performance, effective commitment,

and employee empowerment, with a particular focus on the direct influence of organisational success on job satisfaction.

Table 3 *The relationship between psychological empowerment and organizational citizenship behaviour*

			Psychological empowerment	**Organizational citizenship behaviour**
Spearman's rho (r_s)	Psychological empowerment	Correlation Coefficient	1.000	0.812**
		Sig. (2-tailed)	.	0.001
		N	112	112
	Workplace spirituality	Correlation Coefficient	0.812**	1.000
		Sig.(2-tailed)	0.001	.
		N	112	112

** Correlation is significant at the 0.01 level (2-tailed

4.4 The Relationship Between Workplace Spirituality and Organizational Citizenship Behaviour

Table 4 reveals a significant positive correlation ($r = 0.752$, $p < 0.05$), thus supporting the second hypothesis. The finding corroborates previous studies (Habeeb, 2019; Muzaki & Anggraeni, 2020; Rehman et al., 2021). The study by Arcadio et al. (2023) reveals that teachers who integrate their spirituality with their work community and organization are more likely to demonstrate OCB towards colleagues and the organization, and a positive work atmosphere supports this, leading to better employee behaviour. Workplace spirituality, as studied by Wasim ul Rehman, Faryal Jalil, Masood Hassan, Zunaira Naseer and Hina Ikram (2021), it has aided employees, supervisors, and CEOs all over the globe in their quest for more fulfilment and meaning in their professional lives. In addition, it was suggested using a hypothetical model; these findings have now been proven realistically. Having an emotional investment in intentionally aiding co-workers or introducing new acts connected to OCB is like having a strong drive for doing so (Lalatendu Kesari Jena and Sajeet Pradhan ,2018).

Table 4 *The relationship between workplace spirituality and organizational citizenship behaviour*

			Workplace spirituality	**Organizational citizenship behaviour**
Spearman's rho (r_s)	Psychological empowerment	Correlation Coefficient	1.000	0.752**
		Sig. (2-tailed)	.	0.001
		N	112	112
	Workplace spirituality	Correlation Coefficient	0.752**	1.000
		Sig.(2-tailed)	0.001	.
		N	112	112

** Correlation is significant at the 0.01 level (2-tailed

4.5 The Effect of Psychological Empowerment towards Organizational Citizenship Behaviour

The regression analysis between psychological empowerment and organizational citizenship behaviour can be indicated by the R-value in the table, which is 0.870 as shown in Table 5. It considers as good value because it is closed to 1. The R square is 0.768, represents that 76.8% of the variance is accounted for psychological empowerment by organizational citizenship behaviour. The standard error of the estimate is known for identifying the accuracy from the prediction. The smaller the value for standard error of the estimate indicates that the higher prediction will be more accurate. The value for standard error of the estimate is 0.356, which represents a good value for this research. Lastly, the better range for Durbin-Watson statistics value is within 1 to 4. The value for Durbin-Watson in this research is 1.993, which indicates that the independence of observations for the research data have been achieved.

The β-value is 0.769, which means that when the organizational citizenship behaviour system changes by one-unit, psychological empowerment is predicted to increase by 76.9% at the same time. While the standard error is known for identifying the average distance between the values that have been observed fall from the line of regression. The smaller the value for standard error indicates that the observations are closer to fitted line. The

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standard error is 0.274, which represents observed values are closer to the fitted line. The p-value (Sig.) is less than 0.05, which indicates that psychological empowerment in ABC Sdn Bhd has significant affect towards organizational citizenship behaviour at the working environment. The outcome of this study aligns with past studies by Jena, Lalatendu, Pradhan, and Sajeet (2018) on 761 executives working in Indian manufacturing and service organisations that organizational citizenship behaviour influences psychological empowerment significantly. Managers who cultivate a sense of psychological empowerment among their employees are more likely to encourage employees to engage in discretionary behaviours that benefit the organization (Llorente-Alonso et al., 2024). Ilham Muzaki and Ade Irma Anggraeni (2020) supported that Employees organisational citizenship behaviour is positively influenced by psychological empowerment, whereas workplace friendship has no influence on organisational citizenship behaviour. Ammara Saleem, Q. A. Nisar, and Asma Imran (2017) also supported that there is a significant relationship between employee overall perception of psychological empowerment and organizational citizenship behaviour (OCB). According to Sanjay Kumar and Ajai Pratap Singh (2018) who did research on 267 respondents in India stated that OCB positively and significantly influences psychological empowerment. In addition, a study by Almohtaseb et al. (2023) highlighted that psychological empowerment influences job crafting, leading to organizational citizenship behaviour. Ni Wayan Wardani and Gusti Ayu Manuati Dewi (2022) supported the statement by conducting research on 155 respondents resulting in a positive significant between psychological empowerment and organizational citizenship behaviour.

Table 5 *Linear regression- the effect of psychological empowerment towards organizational citizenship behaviour*

Regression Coefficients Model				Standardized coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.769	0.274		2.788	0.009		
	Organizational citizenship behaviour	0.877	0.082	0.870	16.226	0.001	1.000	1.000

a. Dependent Variable: Psychological empowerment

4.6 The Effect of Workplace Spirituality Towards Organizational Citizenship Behaviour

The regression analysis in Table 6 shows that psychological empowerment significantly influences organizational citizenship behaviour, with an R-value of 0.870, suggesting a strong relationship between the two variables. The R-squared value of 0.768 indicates that 76.8% of the variance in organizational citizenship behaviour can be explained by psychological empowerment.

The standard error of the estimate is known for identifying the accuracy from the prediction. The smaller the value for standard error of the estimate indicates that the higher prediction will be more accurate. The value for standard error of the estimate is 0.456, which represents a good value for this research. Lastly, the better range for Durbin-Watson statistics value is within 1 to 4. The value for Durbin-Watson in this research is 2.232, which indicates that the independence of observations for the research data have been achieved.

The β-value is 0.768, which means that when the organizational citizenship behaviour system changes by one unit, workplace spirituality is predicted to increase by 76.8% at the same time. While the standard error is known for identifying the average distance between the values that have been observed fall from the line of regression. The smaller the value for standard error indicates that the observations are closer to fitted line. The standard error is 0.274, which represents observed values are closer to the fitted line. The p-value (Sig.) is less than 0.05, which indicates that workplace spirituality in ABC Sdn Bhd has significant affect towards organizational citizenship behaviour at the working environment. The outcome of this study aligns with past studies by Shaad Habeeb (2019) on 433 respondents resulting in a significant result saying there's a positive relationship between workplace spirituality and organizational citizenship behaviour. A study Arcadio et al. (2023) which survey on teachers from selected private colleges in Cavite also stated that there is a positive relationship between workplace spirituality and organizational citizenship behaviour. Followed by the research by Ilham Muzaki and Ade Irma Anggraeni (2020) resulting in spirituality at work has a positive influence on employees' organisational citizenship behaviour. Based on Wasim ul Rehman, Faryal Jalil, Masood Hassan, Zunaira Naseer and Hina Ikram (2021) with 361 respondents in research stated that workplace spirituality significantly influences the organizational citizenship behaviour.

Table 6 *Linear regression- the effect of workplace spirituality towards organizational citizenship behaviour*

Regression Coefficients Model				Standardized coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.768	0.274		2.788	0.009		
	Organizational citizenship behaviour	0.877	0.082	0.870	16.226	0.001	1.000	1.000

a. Dependent Variable: Workplaces spirituality

5. Conclusion and Recommendations

This chapter presents the conclusions drawn from the data analysis and provides an overview of the study's key findings. The chapter highlights the research outcomes, discusses the implications of these results, outlines the limitations of the study, and offers recommendations based on the research findings. This study aimed to understand the level of organizational citizenship behaviour (OCB) and examine the effects of psychological empowerment and workplace spirituality on OCB among employees at ABC Sdn Bhd. Additionally, it sought to propose ways to implement OCB for positive outcomes. Several limitations were encountered during the study. One significant limitation was the inability to control the accuracy of data collected from respondents. The survey questionnaires were distributed via Google Forms, which posed the risk of respondents being dishonest or misunderstanding the questions. Time constraints also posed a challenge, as it was difficult to collect data from busy employees at ABC Sdn Bhd, a company involved in the wholesale and retail distribution of sundry goods to multiple supermarkets. The researcher had to continually remind the HR Admin to share the Google Forms with the respective groups. Despite these challenges, the research findings suggest that implementing OCB in the property development industry has important implications. The study shows a strong positive relationship between psychological empowerment, workplace spirituality, and OCB. To increase productivity, ABC Sdn Bhd needs to maintain sustainable levels of psychological empowerment and workplace spirituality among its employees. This is supported by previous studies and organizations should focus on training employees to exhibit positive OCB. These findings can be utilized by property developers, human resource practitioners, and the government to enhance psychological empowerment, workplace spirituality, and overall work performance

To address issues of dishonesty in future research, questionnaires could be distributed through face-to-face interactions. This method allows researchers to observe respondents' expressions, body language, and other non-verbal cues, aiding in assessing their honesty. To save time, future studies could focus on Small and Medium Enterprises (SMEs) in Malaysia, as these companies typically have a smaller number of employees. Researchers could also expand their studies to include other industries and sectors for comparative analysis. In summary, the research successfully achieved its hypotheses and objectives. It was found that there is a significant relationship between OCB, psychological empowerment, and workplace spirituality at ABC Sdn Bhd. Regression analysis also indicated that psychological empowerment and workplace spirituality significantly impact employees' OCB. Therefore, the management of ABC Sdn Bhd should consider these findings to potentially enhance the quality of their workforce in the future.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: ***study conception and design:*** *Fadillah Ismail, Yasmeen Bano;* ***data collection:*** *Yasmeen Bano;* ***analysis and interpretation of results:*** *Fadillah Ismail, Yasmeen Bano;* ***draft manuscript preparation:*** *Fadillah Ismail. All authors reviewed the results and approved the final version of the manuscript.*

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