The Relationship of Workplace Spirituality on Organizational Citizenship Behaviour

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Abstract

Organizational citizenship behaviour has been defined as the individual's behaviour that is discretionary and not directly recognized by the formal reward system, but it promotes the effective functioning of the organization. Because the importance of organizational citizenship behaviour in organization especially in service sector, this study focused more details on how workplace spirituality enhance the performance of organizational citizenship behaviour among nurses. This relationship grounded by Social Exchange Theory. There were three dimension of workplace spirituality, which meaningfulness, sense of community, and organizational values alignment. While, organizational citizenship behaviour has been measured using five dimensions, which altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. An 800 sets of questionnaire have been distributed in four selected public hospital in Malaysia. Cluster and simple random sampling were used in this study. SPSS 23 and Amos 23 have been used in order analyses the data. Overall, the result revealed workplace spirituality has significant relationship towards organizational citizenship behaviour.

Keywords: Workplace spirituality; organizational citizenship behaviour; social exchange theory; nurses; Malaysia

Abstrak

Tingkahlaku kewarganegaraan organisasi telah ditakrifkan sebagai tingkahlaku individu yang dilakukan secara sukarela dan tidak diiktiraf secara langsung oleh sistem ganjaran formal, tetapi ia dapat meningkatkan fungsi organisasi yang berkesan. Kerana kepentingan tingkahlaku kewarganegaraan organisasi dalam organisasi terutamanya dalam sektor perkhidmatan, kajian ini memberi tumpuan lebih lanjut tentang bagaimana spiritual di tempat kerja meningkatkan prestasi tingkahlaku kewarganegaraan organisasi di kalangan jururawat. Hubungan ini didasarkan oleh Teori Pertukaran Sosial. Terdapat tiga dimensi spiritual di tempat kerja, iaitu makna kerja (meaningful work), rasa bermasyarakat (sense of community), dan penjajaran nilai organisasi (organisational values alignment). Sementara itu, tingkahlaku kewarganegaraan organisasi telah diukur menggunakan lima dimensi, yang mana altruisme, ihsan, kebajikan masyarakat, kepatuhan, dan sportsmanship. Satu set soal selidik telah diedarkan di empat hospital awam terpilih di Malaysia. Kluster dan persampelan rawak mudah digunakan dalam kajian ini. SPSS 23 dan Amos 23 telah digunakan untuk menganalisis data. Secara keseluruhan, hasilnya menunjukkan spiritual di tempat kerja mempunyai hubungan yang signifikan terhadap tingkahlaku kewarganegaraan organisasi.

Kata kunci: Spiritual di tempat kerja, tingkahlaku kewarganegaraan organisasi, teori pertukaran sosial, jururawat, Malaysia

■1.0   INTRODUCTION

Malaysia nowadays is categorize as a developing country and so that it needs a strong and efficient workforce in every organisation to sustain competitive advantage. Organisation based on services and non-profit oriented in Malaysia such as public hospital need employee who constantly exert discretionary behaviour that exceeds their formal role requirements and improve the overall functioning of the organisation (Noorlaila *et al.*, 2015). While, nurses are the largest employees community in hospital and they are working directly with patient's (Altuntas & Baykal, 2010; Yu *et al.*, 2018). Because of that, the quality of hospital service is strongly dependent on them (Farahnaz, 2012). However, according to Saufi *et al.* (2013), only a few studies focused on organizational citizenship behaviour and its five dimensions specifically in health care organization and even fewer have specifically addressed in nursing contexts especially in Malaysia setting. So, to address this problem, this study is carried out to discuss specifically and deeply about organizational citizenship behaviour and its five dimensions (i.e. altruism, courtesy, civic virtue, conscientiousness, and sportsmanship) among nurses at Malaysia public hospital.

In order to increase organizational citizenship behaviour among nurses in hospital, there has been a growing body of literature proposed workplace spirituality can increase organizational citizenship behaviour in workplace (Ghorbanifar & Azma, 2014; Kim & Hunsaker, 2018; Mitroff & Denton, 1999; Nasurdin *et al.*, 2013; Porshariati *et al.*, 2014). Based on Milliman *et al.* (2003), workplace spirituality refers to the involvement of the one person to find ultimate purpose of life, to develop strong connection with coworkers, and to

have an alignment one's core belief with organizational values. Cho and Ha (2016) state an awareness of workplace spirituality is crucial since it can help organizations understand employee behavior. Therefore, the practice of three core dimensions of workplace spirituality including meaningful work (individual level), having sense of community (group level), and being in alignment with the organization's values (organization level) among nurses could be beneficial to increase organizational citizenship behaviour and its five dimensions (i.e. altruism, courtesy, civic virtue, conscientiousness, and sportsmanship).

■2.0 LITERATURE REVIEW

Workplace Spirituality

Based on Milliman *et al.* (2003), workplace spirituality refers to the involvement of the one person to find ultimate purpose of life, to develop strong connection with coemployees, and to have an alignment one's core belief with organizational values. Figure 1 shows the model of conceptualizing workplace spirituality proposed by Milliman *et al.* (2003) and it focusing on the important individual, group and organizational levels of workplace spirituality. The three dimensions of workplace spirituality which are meaningful work (individual level), sense of community (group level), and organizational values alignment (organization level) have been adapted in this study.
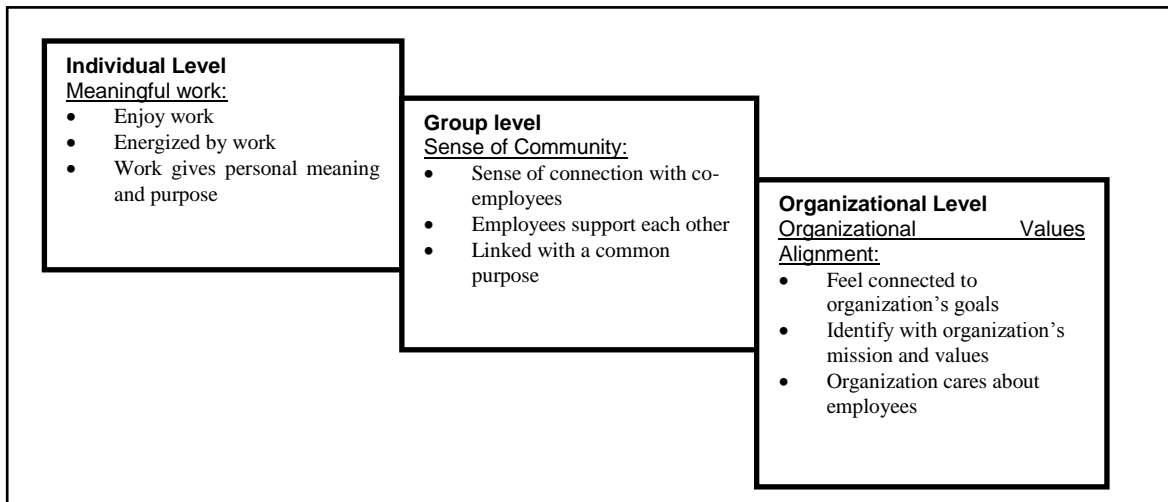

Figure 1 Conceptualization of workplace spirituality (Source: Milliman *et al.*, 2003: 432)

        Meaningful work. Meaningful work has been defined as meaning, purpose and enjoyment in one's work (Duchon & Plowman, 2005). This aspect of workplace spirituality represents how employees perform their daily work routine at the individual level (Milliman *et al.,* 2003). It describes a sense of calling through meaning at works to employees, who seek not only adequacy and control in their work but also look for social meaning or values as well (Fry, 2003).
Sense of Community. Sense of community refers to people value at work is being able to feel part of a larger community or being interconnected (Duchon & Plowman, 2005). It means that some requirements that make involving people connected to each other (Fry, 2003).
        Organizational Values Alignment. Organizational values alignment means that people in an organization believe that all involving people, leaders and subordinates have the same values, principles and benefits from common things (Ashmos, Duchon, Donde, & Dennis, 2000). In this situation, employees experience a deep and strong alignment between their personal values and their organization's value (Milliman *et al.,* 2003).

Organizational Citizenship Behaviour

Organ (1988) identified five major dimensions of organizational citizenship behaviour which are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue that adopted in this study. These dimensions of organizational citizenship behaviour adopted in this study because it has being widely used, has a good content validity, and overall of past empirical research indicates the scales are reliable (Organ *et al*., 2006).
        Altruism. Altruism in simple words means helping or helpfulness (Organ, 1997). It means helping other subordinates of the organization in their tasks such as voluntarily helping new employees, helping coworkers who are overloaded, assisting employees who were absent, guiding employees to accomplish difficult tasks and so on.
Courtesy. Courtesy refers to the gestures that help others to prevent interpersonal problems from occurring, such as giving prior notice of the work schedule to someone who is in need, consulting others before taking any actions that would affect them (Organ, 1990).
Civic virtue. Civic virtue refers to the constructive involvement in the political process of the organization and contribution to this process by freely and frankly expressing opinions, attending meetings which are not required, discussing with colleagues the issues concerning the organization, and reading organizational communications such as mails for the well being of the organization (Podsakoff *et al*., 1990).

Conscientiousness. Conscientiousness is a discretionary behaviour that goes well beyond the minimum role requirement level of the organization, such as obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie *et al.*, 1993).
Sportsmanship. Sportsmanship is defined as a willingness to tolerate the inevitable inconveniences and impositions of work without complaining (Organ, 1990).

The Relationship of Workplace Spirituality on Organizational Citizenship Behavior

In general, organizational citizenship behaviour reflects the willingness of the employees to devote themselves to the organization beyond their in-role duty that based on the Social Exchange Theory (Blau, 1964). The results of study by Shekari (2014) and Kim and Hunsaker (2018) indicates that workplace spirituality has a positive impact on organizational citizenship behaviour. The study done by Charoensukmongkol *et al.* (2015) also showed all three dimensions of workplace spirituality, which are meaningful work ($\beta = .52$, $\rho < .01$), sense of community ($\beta = .64$, $\rho < .01$), and organizational values alignment ($\beta = .47$, $\rho < .01$) were associated with organizational citizenship behaviour. In conjunction, Beikzad *et al.* (2011) reported that all the three dimension of workplace spirituality had a significant relationship with organizational citizenship behaviour. Thus, employees who perceive a strong connection between their inner life also known as workplace spirituality and their workplace are possibly more likely to perform organizational citizenship behaviour. Therefore, based on the statements, the researcher make a hypotheses below.

H1: Workplace spirituality is significant positively related to organizational citizenship behaviour (i.e. altruism, courtesy, civic virtue, conscientiousness, and sportsmanship) among nurses.

Specifically, finding by Nauman *et al.* (2017) showed that first dimension of worplace spirituality which is meaningful work was associated with organizational citizenship behaviour dimensions especially with conscientiounsess ($\beta = .63$, p < .01) and sportsmanship ($\beta = . 54$, $\rho < .01$). The study indicates that the high level of meaningful work in the workplace perceived by employees will lead to a positive effect on organizational citizenship behaviour dimension in organization. Another interesting study by Nasurdin *et al.* (2013) examined the effect of meaningful work on five dimensions of organizational citizenship behaviour. The study shows that employees who possess the sense of meaningful work will naturally be altruism, courtesy, civic virtue, conscientiousness, and sportsmanship to the coworker and organization. Given such findings, the researcher would expect meaningful work of workplace spirituality dimension associates with organizational citizenship behaviour dimensions. Based on the above arguments, the researcher develop the following hypotheses:

H1a: Meaningful work is significant positively related to organizational citizenship behavior (i.e. altruism, courtesy, civic virtue, conscientiousness, and sportsmanship) among nurses.
H1a(i): Meaningful work is significant positively related to altruism among nurses.
H1a(ii): Meaningful work is significant positively related to courtesy of community among nurses.
H1a(iii): Meaningful work is significant positively related to civic virtue among nurses.
H1a(iv): Meaningful work is significant positively related to conscientiousness among nurses.
H1a(v): Meaningful work is significant positively related to sportsmanship among nurses.

The second dimension of workplace spirituality, sense of community could be considered a key factor that encourages employees to perform five dimensions of organizational citizenship behaviour which are altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. Kazemipour *et al.* (2012) surveyed 305 nurses to examine the relationships between sense of community as a workplace spirituality dimension on five dimensions of organizational citizenship behaviour (i.e. altruism, courtesy, civic virtue, conscientiousness, and sportsmanship). The study found that there was a significant and positive influence of sense of community of workplace spirituality dimension towards organizational citizenship behaviour dimensions ($\beta = . 36$, $\rho < .01$). A study done by Jaber and Mohammad Vazin (2013) also reported that sense of community associated with organizational citizenship behaviour ($\beta = . 66$, $\rho < .01$). These indicate that employees who had sense of community in workplace tend to perform more acts of organizational citizenship behaviour. Based on the findings above, the researcher identified the following research hypotheses to be tested.

H1b: Sense of community is significant positively related to organizational citizenship behavior (i.e. altruism, courtesy, civic virtue, conscientiousness, and sportsmanship) among nurses.
H1b(i): Sense of community is significant positively related to altruism among nurses.
H1b(ii): Sense of community is significant positively related to courtesy among nurses.
H1b(iii): Sense of community is significant positively related to civic virtue among nurses.
H1b(iv): Sense of community is significant positively related to conscientiousness among nurses.
H1b(v): Sense of community is significant positively related to sportsmanship among nurses.

Third dimension of workplace spirituality is organizational values alignment, which the employees experience a strong sense of alignment between their personal values and organization's mission (Mitroff & Denton, 1999). Shakki (2015) reported organizational values alignment is associated with altruism ($\beta = . 39$, $\rho < .01$), courtesy ($\beta = . 33$, $\rho < .01$), civic virtue ($\beta = . 41$, $\rho < .01$), conscientiousness ($\beta = . 38$, $\rho < .01$), and sportsmanship ($\beta = . 33$, $\rho < .01$). Besides, a research by Ghorbanifar and Azma (2014) of three dimensions of workplace spirituality towards five dimension of organizational citizenship behaviour also showed that organizational values alignment is associated with altruism ($\beta = . 35$, $\rho < .01$), courtesy ($\beta = . 44$, $\rho < .01$), civic virtue ($\beta = . 48$, $\rho < .01$), conscientiousness ($\beta = . 44$, $\rho < .01$), and sportsmanship ($\beta = . 29$, $\rho < .01$). Based on these findings, the researcher hypothesized that organizational values alignment of workplace spirituality dimension is significant positively related to five organizational citizenship behaviour dimensions as stated below.

H1c: Organizational values alignment is significant positively related to organizational citizenship behaviour (i.e. altruism, courtesy, civic virtue, conscientiousness, and sportsmanship) among nurses.
H1c(i): Organizational values alignment is significant positively related to altruism among nurses.
H1c(ii): Organizational values alignment is significant positively related to courtesy of community among nurses.
H1c(iii): Organizational values alignment is significant positively related to civic virtue among nurses.
H1c(iv): Organizational values alignment is significant positively related to conscientiousness among nurses.
H1c(v): Organizational values alignment is significant positively related to sportsmanship among nurses.

■3.0   METHODOLOGY

Development of Research Instruments

In this study, organizational citizenship behaviour instrument has been employed as the dependent variable. Respondents assessed organizational citizenship behaviour by using the five dimensional scale developed by Podsakoff *et al.* (1990) and the response options ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). This instrument is among prior instrument in the field of organizational citizenship behaviour because it has high and good internal consistency between 0.70 to 0.90 (Rashidah, Aziz, & Munir, 2014). The five dimensions of organizational citizenship behaviour are altruism, courtesy, civic virtue, conscientiousness, and sportsmanship are described as follows. The questionnaire measured in 22 items, which the every each of altruism and courtesy dimensions have 5 items and the dimension of sportsmanship, conscientiousness, and civic virtue have 4 items for each dimensions.

While, the questionnaire for workplace spirituality has been adapted from Milliman *et al.* (2003),. Milliman *et al*. (2003) proposed three dimensions of workplace spirituality questionnaire which are meaningful works, sense of community, and organizational values alignment. In term of psychometric, this instrument has good overall validity (Nasina & Pin, 2011) and high internal consistency ranged from 0.75 to 0.94 (Nikpour *et al*., 2010). Total of 21 items workplace spirituality by Milliman *et al.* (2003) will be adapted in this study. Five-point likert scale from 1 (strongly disagree) to 5 (strongly agree) was applied to rate each questionnaire item.

Population and Sampling Techniques

In this study, a questionnaire is chosen as the instrument for data collection. Respondents assessed organizational citizenship behavior by using the five dimensional scale developed by Podsakoff *et al.* (1990) and the response options ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). While, two dimensionality of leader-member exchange questionnaire by Bhal and Ansari (1996) has been adopted in this study. To obtain the information required, data were collected among nurses from public hospitals in Malaysia. Cluster and simple random sampling had been used in this study as stated in Figure 2. The researcher distribute 200 set of questionnaire for every each in four selected hospitals. From the distributions, a total 539 participants have participated in the study.
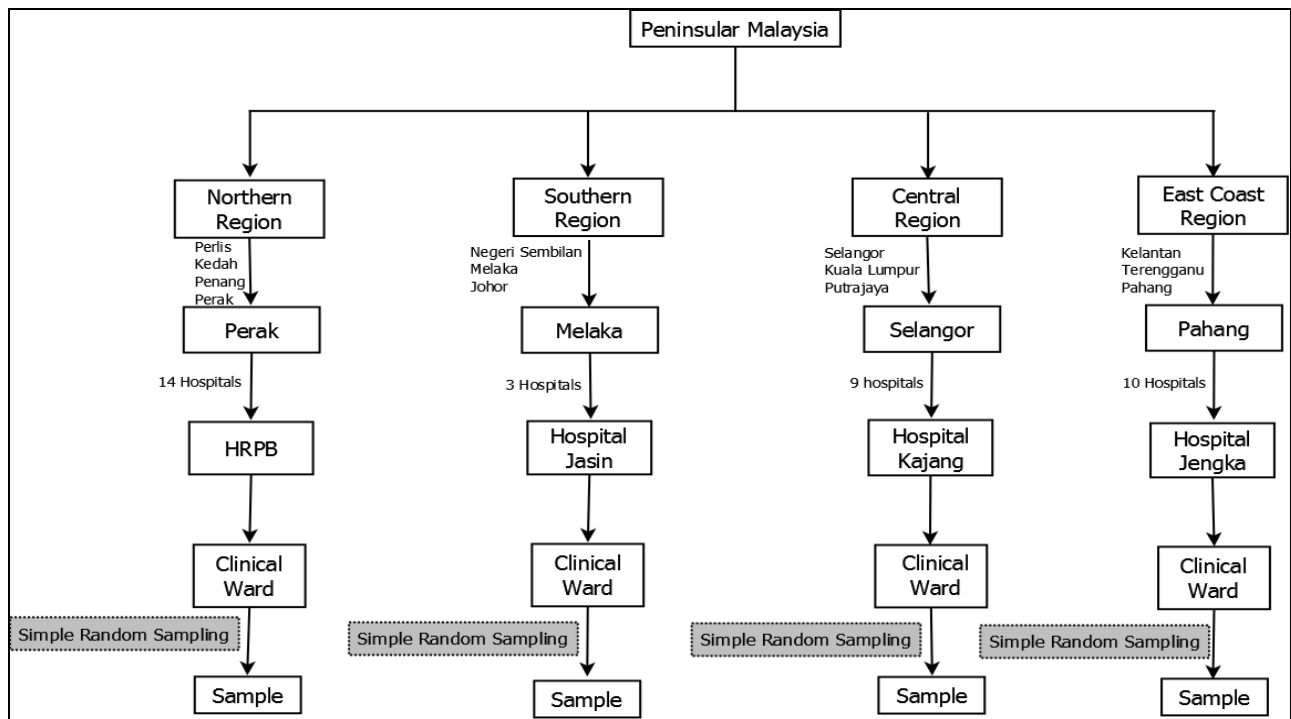

*HRPB=Hospital Raja Permaisuri Bainun

Figure 2 Research sampling process

Data Screening

Data from this study was analyzed using SPSS 23 and AMOS 23. From the analysis, five cases had a large amount of data missing and 53 potential multivariate outliers were excluded from the study. Therefore, leaving 476 participants for the final analyses.

Normality, Validity, and Reliability

The data normality is determined by observing the value of the skewness and kurtosis. Result indicated that study data is normally distributed since skewness value for all constructs were ranged in between ±2.00 and the kurtosis in between ±7.00. Kline (2005) and Awang (2012) suggested for the discriminant validity, correlation coefficients should be less than 0.80. Results of the present study met this requirement which ranged from 0.04 to 0.74, thus the scale used in the study was acceptable for discriminant validity. Lastly, to assess the construct reliability, the researcher has examined the Cronbach Alpha and composite reliability (CR) value of the study instruments. Result indicated workplace spirituality and organizational citizenship behavior had acceptable Cronbach alpha coefficients ranged from 0.75 to 0.90 and the value of CR ranged from 0.81 to 0.91.

Confirmatory Factor Analysis

Workplace Spirituality

After the modification by deleting two items, the result of CFA for the modified three-factor model of workplace spirituality has a good model fit indices with RMSEA = 0.06, GFI = 0.94, AGFI = 0.92, TLI = 0.95, NFI = 0.94, and chisq/df = 2.89 (n = 476). The factor loading of the items in three-factor model with modification are acceptable ranged from 0.62 to 0.81.

Organizational Citizenship Behavior

After do the modification by deleting the items with low factor loading, the result has revealed that the five-factor model has a good model fit indices with RMSEA = 0.06, GFI = 0.92, AGFI = 0.90, TLI = 0.94, NFI = 0.92, and chisq/df = 2.86 (n = 476). The correlation between dimensions are acceptable which ranged from 0.04 to 0.41. Furthermore, the factor loading for items in five-factor model also have acceptable factor loading ranged from 0.71 to 0.94.

■4.0 RESULTS

Demographic Profiling

Result in Table 1 indicated that majority of the respondents are female nurses with 461 (96.8%), while only 15 male nurses (3.2%) participated in this study. Most of the respondents are from Malay ethnicity with total 461 nurses (84.9%), 48 are Indian (10.1%), 22 are Chinese (4.6%), and the other 2 nurses (0.4%) are belong to other ethnicity. Result also showed that most of the respondents have age between 25-34 years (62.6%), followed by 114 nurses age between 35-44 years (23.9%), 36 nurses are below 25 years (7.6%), and 28 nurses have age between 45-54 years (5.9).

Table 1 Demographic profiling of the respondents

Demographic Factor	Category	Frequency (n=476)	Percentage %
Gender	Male	15	3.2
	Female	461	96.8
Ethnicity	Malay	404	84.9
	Chinese	22	4.6
	Indian	48	10.1
	Others	2	0.4
Age	24 years and below	36	7.6
	25-34 years	298	62.6
	35-44 years	114	23.9
	45-54 years	28	5.9
	55 years and above	none	none

Workplace Spirituality on Organizational Citizenship Behavior

Figure 3 below is relationship model for the influence of workplace spirituality (*i.e.* meaningful work, sense of community, and organizational values alignment) on organizational citizenship behaviour (i.e. altruism, courtesy, civic virtue, conscientiousness, and sportsmanship). Result indicated that the model has yielded a good fit with RAMSEA = 0.06, GFI = 0.91, AGFI = 0.89, NFI = 0.93, TLI = 0.95, and chisq/df = 2.63. Overall, it was found that workplace spirituality explained organizational citizenship behaviour with 18.7 percent with p-value less than 0.001. This result has suggested that research hypothesis H1 has been supported.
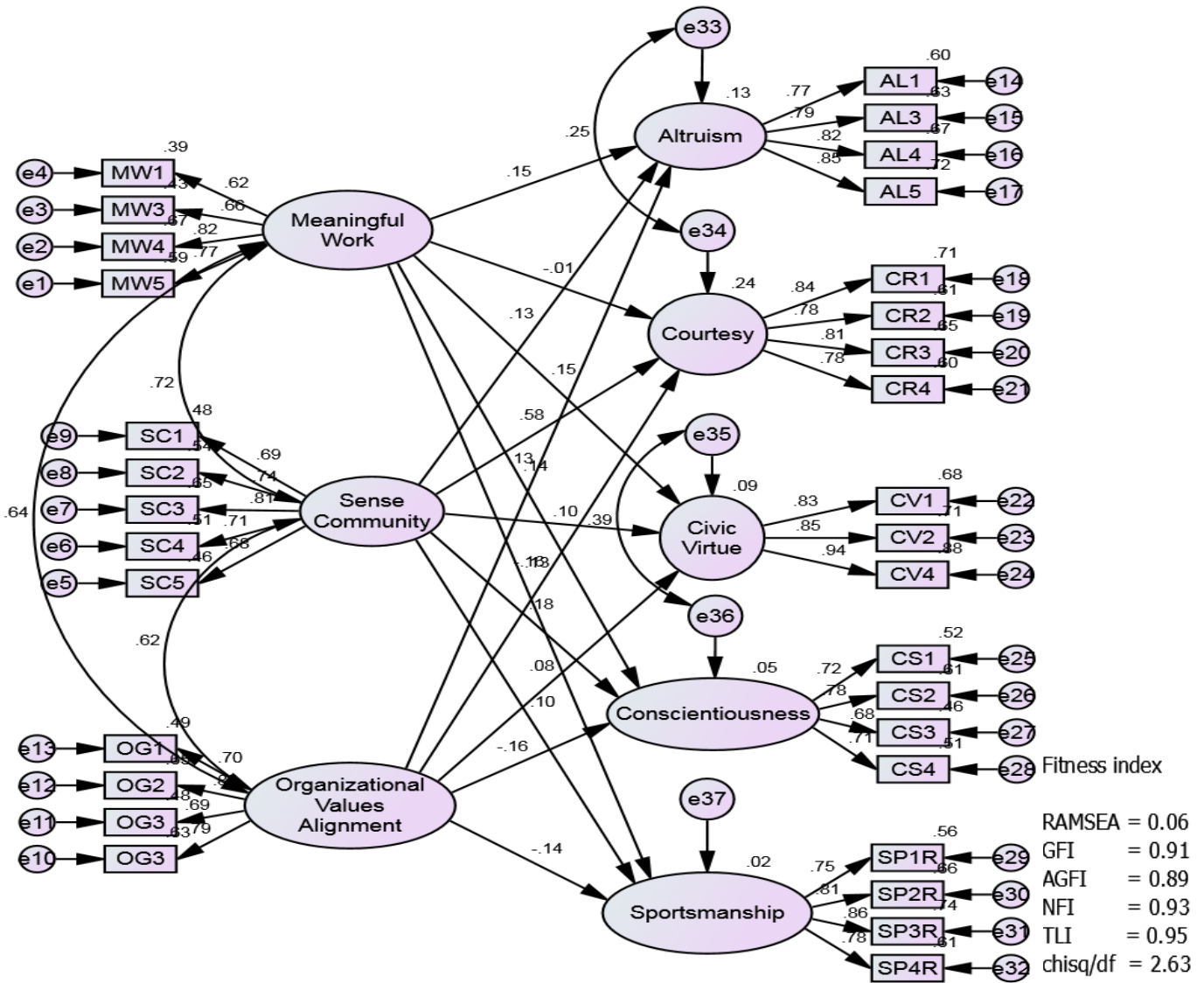
Figure 3 The relationship of workplace spirituality on organizational citizenship behaviour

While, Table 2 below summarizes the result for the influence of workplace spirituality on organizational citizenship behaviour. In specific, first dimension of workplace spirituality which is meaningful work found to significantly affecting organizational citizenship behaviour (β = 0.153, p < 0.01), altruism (β = 0.146, p < 0.05), courtesy (β = -0.011, p < 0.05), and civic virtue (β = 0.148, p < 0.05). However, meaningful work is insignificant with conscientiousness and sportsmanship. Based on these result, the researcher only accepting hypotheses H1a, H1a(i), H1a(ii), and H1a(iii).

Table 2 Summarization the relationship of workplace spirituality on organizational citizenship behaviour

Hypo	Construct	Path	Construct	Estimate	P-value	Results
H5	OCB	←	WS	.187***	***	Significant
H5a	OCB	←	Meaningful Work	.153**	.005	Significant
H5a(i)	Altruism	←	Meaningful Work	.146*	.038	Significant
H5a(ii)	Courtesy	←	Meaningful Work	-.011*	.041	Significant
H5a(iii)	Civic Virtue	←	Meaningful Work	.148*	.021	Significant
H5a(iv)	Conscientiousness	←	Meaningful Work	.140	.154	Not Significant
H5a(v)	Sportsmanship	←	Meaningful Work	.127	.184	Not Significant
H5b	OCB	←	Sense of Community	.305***	***	Significant
H5b(i)	Altruism	←	Sense of Community	.126	.147	Not Significant
H5b(ii)	Courtesy	←	Sense of Community	.579***	***	Significant
H5b(iii)	Civic Virtue	←	Sense of Community	.105	.222	Not Significant
H5b(iv)	Conscientiousness	←	Sense of Community	.176*	.041	Significant
H5b(v)	Sportsmanship	←	Sense of Community	.105	.245	Not Significant
H5c	OCB	←	Organizational Alignment	.002	.971	Not Significant
H5c(i)	Altruism	←	Organizational Alignment	.130*	.046	Significant
H5c(ii)	Courtesy	←	Organizational Alignment	-.158*	.045	Significant
H5c(iii)	Civic Virtue	←	Organizational Alignment	.076	.313	Not Significant
H5c(iv)	Conscientiousness	←	Organizational Alignment	-.165*	.032	Significant
H5c(v)	Sportsmanship	←	Organizational Alignment	-.141*	.045	Significant

Note: ***p<0.001; **p<0.01; *p<0.05 OCB:organizational citizenship behavior; WS: workplace spirituality

Next, the second dimension of workplace spirituality which is sense of community was significant positively with organizational citizenship behaviour (β = 0.305, p < 0.001), courtesy (β = 0.579, p < 0.001), and conscientiousness (β = 0.176, p < 0.05). However, sense of community was not significant with altruism, civic virtue, and sportsmanship. Thus, these findings have supported hypotheses H1b, H1b(ii), and H1b(iv) while rejecting hypotheses H1b(i), H1b(iii), and H1b(v).

Lastly, the third dimension of workplace spirituality which is organizational values alignment was found to significantly influenced altruism (β = 0.130, p < 0.05), courtesy (β = -0.158, p < 0.05), conscientiousness (β = -0.165, p < 0.05), and sportsmanship (β = -0.141, p < 0.05). However, result indicated that organizational values alignment has no significant influence on organizational citizenship behaviour and civic virtue. Based on these findings, hypotheses H1c(i), H1c(ii), H1c(iv), and H1c(v) was supported, whereas H1c and H1c(iii) were not supported in this study.

In conclusion, this study has established empirical evidences on the effect of workplace spirituality on organizational citizenship behaviour. Overall, result pointed out that workplace spirituality does have influence on organizational citizenship behaviour. That is, meaningful work give an effect on organizational citizenship behaviour, altruism, courtesy, and civic virtue. However, meaningful work is insignificant with conscientiousness and sportsmanship. While, sense of community has an effect on organizational citizenship behaviour, courtesy, and conscientiousness, but not significant with altruism, civic virtue, and sportsmanship. Lastly, organizational values alignment was found to significantly influenced altruism, courtesy, conscientiousness, and sportsmanship. Unfortunately, result indicated that organizational values alignment has no significant influence on organizational citizenship behaviour and civic virtue. Based on these results, a total of 12 out of 19 hypotheses had been accepted for the influence of workplace spirituality on organizational citizenship behaviour.

■**5.0   DISCUSSION AND RECOMMENDATIONS**

Workplace spirituality has been evaluated in three dimensions which are meaningful work, sense of community, and organizational values alignment. While, the organizational citizenship behaviour has been evaluated by using five dimensions which are altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. Overall, workplace spirituality has positive influence on organizational citizenship behaviour among nurses. Table 3 below is summarizing the relationship of meaningful work, sense of community, and organizational values alignment on altruism, courtesy, civic virtue, conscientiousness, and sportsmanship among nurses. Yu *et al.* (2018) pointed out nurses who have greater meaning and purposes from their experiences at work perform frequent acts of organizational citizenship behaviour, like behaviors that benefit one's coworkers.

Specifically, it was found that meaningful work has positive influence on altruism and civic virtue. Altruism and civic virtue are driven by positive attitude that nurses develop about their job such as perceive their job is meaningful to them. This is because, when nurses feel connected to their work, they tend to develop emotional attachment towards their work, other staff nurse, and the hospital (Ghorbanifar & Azma, 2014). Thus, it make them be more willing to perform altruism and civic virtue. In fact, when nurses feel more energized by work that gives personal meaning and purpose, this will lead nurses to help their coworkers and hospital more frequently (Shakki, 2015). However, the result also indicated a negative influence of meaningful work towards courtesy among nurses in this study. This result has shown that nurses with greater meaning and purpose of their work would make them have low level of courtesy and frequently create conflict with other staff nurse. The result was contradict from the previous studies. Perhaps, this is because when the staff nurse have high level of personal meaning and purpose of work in their life, they has their own goals to be achieved at workplace, but

when their work's goal is not align with other staff nurse, it will make them easier to have interpersonal problem to each other. Thus, it resulted on negative influence of meaningful work towards courtesy. The other dimension of organizational citizenship behaviour which are conscientiousness and sportsmanship show have no influence from meaningful work among nurses.

Table 3 Result summary for the causal effect of workplace spirituality on organizational citizenship behaviour

Construct	Path	Construct	Result	Magnitude
OCB	←	WS	√	+
OCB	←	Meaningful Work	√	+
Altruism	←	Meaningful Work	√	+
Courtesy	←	Meaningful Work	√*	-
Civic Virtue	←	Meaningful Work	√	+
Conscientiousness	←	Meaningful Work		
Sportsmanship	←	Meaningful Work		
OCB	←	Sense of Community	√	+
Altruism	←	Sense of Community		
Courtesy	←	Sense of Community	√	+
Civic Virtue	←	Sense of Community		
Conscientiousness	←	Sense of Community	√	+
Sportsmanship	←	Sense of Community		
OCB	←	Organizational Values Alignment		
Altruism	←	Organizational Values Alignment	√	+
Courtesy	←	Organizational Values Alignment	√*	-
Civic Virtue	←	Organizational Values Alignment		
Conscientiousness	←	Organizational Values Alignment	√*	-
Sportsmanship	←	Organizational Values Alignment	√*	-

OCB: organizational citizenship behaviour; WS: workplace spirituality

Next, result has revealed sense of community has positive influence on courtesy and conscientiousness. A sense of community is about working in a place where employees can feel that there is a strong connection among them (Milliman et al., 2003). The connectedness to each other between staff nurse which known as sense of community would increase nurses' sensitivity to focus on the needs of others and ultimately intensifying goes beyond the minimum requirement level of the hospital (NandanPrabhu *et al*., 2017). The high level of sense of connectedness among nurses would make them not to taking extra breaks because they know that behavior would give trouble to other staff nurse. They also would prevent interpersonal problems with other staff nurse from occurring because they have attachment, connectedness, and trust to each other. These feelings encourage them to be courtesy and conscientiousness in workplace. Nevertheless, this study failed to support the influence of sense of community on altruism, civic virtue, and sportsmanship. Perhaps the plausible reason because even nurses feel interconnected with their coworkers but they choose who they want to help, for example they just being altruism, civic virtue, and sportsmanship with who are most close or comfortable.

Lastly, the study also has revealed organizational values alignment has positive influence on altruism, but negative influence on courtesy, conscientiousness, and sportsmanship. Organizational values alignment is the feelings of the employee to feel individual's purpose is larger than one's self and believe their leader has appropriate values and concerned about the welfare of the organization community (Ghorbanifar & Azma, 2014). This feeling would trigger the behavior of nurses to perform more altruism by helping the other staff nurse who is in need. However, the negative influence of organizational values alignment on courtesy, conscientiousness, and sportsmanship is contradict with Social Exchange Theory in where the theory proposed the feelings of connectedness among employees towards their organization will make them be more responsible to greatly perform in their work even it is not stated in job tasks, including courtesy, conscientiousness, and sportsmanship. Perhaps the plausible reason the organization connectedness among nurses is negative influence on courtesy because being courtesy is more related interpersonal problem between employees, and it is not related with the organization problem. So, even nurses have high level of organizational values alignment, it is not a guaranty for employees or nurses to not have an interpersonal problems with other staff. Moreover, the result of this study indicate that organizational values alignment has no significant influence on civic virtue. This study indicated the organizational values alignment is not necessary become the main factor for the subordinate being civic virtue.

Therefore, future studies need to be conducted in order to develop more understanding on the effect of certain dimension of workplace spirituality has no significant influence on certain dimensions of OCB. Second, future studies need to focus why meaningful work has negative influence on courtesy and, organizational values alignment has negative influence on courtesy, conscientiousness, and sportsmanship. Most of the previous studies show these relationship are in positive direction. Lasty, the future studies can be run to investigate the influence of workplace spirituality on OCB in the other context in Malaysia, for example in private sector.

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