#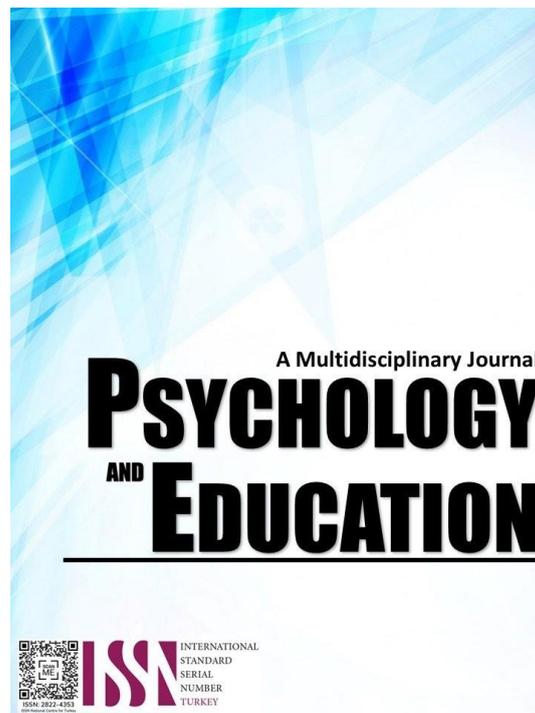 TEACHERS' WORKPLACE SPIRITUALITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN TERTIARY EDUCATION IN CAVITE, PHILIPPINES: A CORRELATIONAL STUDY

Teachers' Workplace Spirituality and Organizational Citizenship Behavior in Tertiary Education in Cavite, Philippines: A Correlational Study

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Abstract

This study explores the relationship between workplace spirituality and organizational citizenship behaviors. Teachers from selected private colleges in Cavite were surveyed using an adapted questionnaire survey. All aspects of workplace spirituality (compassion, mindfulness, meaningful work, and transcendence) are significantly related to organizational citizenship behaviors (altruism, courtesy, sportsmanship, conscientiousness, and civic virtue). The result of the study implies that younger and older employees, independent of sex, length of service, and religion, have different workplace and instructional perspectives. Also, private college employees differ in helping colleagues, keeping working hours, resolving issues, having a positive attitude, and is committed to teaching regardless of age, sex, duration of service, or religion. Moreover, workplace spirituality has been shown to motivate individuals to go above and beyond their job duties. OCB increases with employees' impressions of workplace spirituality. The results from multiple regression analysis revealed that all aspects of workplace spirituality positively and significantly related to organizational citizenship behavior towards the organization.

Keywords: *workplace spirituality, organizational citizenship behavior, private colleges, cavite*

Introduction

Teaching is an occupation that requires not just skills but dedication from the heart to perform the task. At present, teachers have a huge role in the creation and execution of contemporary education schemes. And there are workplace factors affecting their obligations for the accomplishment of having a quality education in our systems such as recognition of their hard work, educational chances, or independence in making their own decision (Kumar, 2018; Rosenholtz, 1989). Aside from those contributing factors that affect the performance of the teachers, the harmonious relationship within the working environment or positive workplace spirituality can also contribute to their passion for doing their job (Kumar, 2018).

In the study of Thakur and Singh, (2016), spirituality can be understood most of the time in connection with religion. However, it is a result of a person's peaceful practices and life's purpose. Spirituality in the workplace refers to an employee's feelings regarding his job engagement or passion for what he does for the company.

Meanwhile in the Philippines, based on (Emerson et al., 2016), as observed in our society people are holding on to the idea of "Trabaho lang, Walang personal" which implies a separation of the work life and personal life that could make people lives to fall into pieces. However, as explained by (Emerson et al., 2016) from the Catholic Church's perception of man's work, the Filipino term "hanap-buhay" means people's jobs can make their lives fulfilled with the help of the workplace conditions that will make the employees work happily. And if the employees perceived their company as spiritual, they are more encouraged and considered the environment compassionate, fruitful, resourceful, and resilient (Eisler, R., & Montouori, 2003).

On the other hand, different studies were conducted, and much different meaning was projected, but its core idea remains from the time it was developed. But technically, Organizational Citizenship Behavior or OCB means that the employees are performing tasks that are beyond their job description together with their assigned task. In doing so, the extra activity in the organization may not always come with extra payment, but the employees choose to do it so (Thiruvenkadam et al., 2017). Furthermore, based on (Manaois, 2014) from (Tanaka et al., 2013) Organizational Citizenship Behaviors (OCB) in place of work can create a positive effect on the worker and the company itself. In this way, a good attitude will be established that will result in success for an individual and the company. Additionally, the workers in an organization will have the resourcefulness to perform in filling the gaps within the company even though it is not within their responsibility for the sake of the company's success.

Based on the discussions about the organizational citizenship behavior and the definition of spirituality in the workplace, shows that the two elements will

contribute to the improvement and progress of every employee within an organization and to the company itself. In this study, finding the connection between workplace spirituality and the OCB of the employees will be analyzed and find out their significant relationship. Most especially in the case of the newly adapted educational system in our country, the researcher would like to analyze the spirituality of individual teachers that are influencing their behavior to perform in their department.

Methodology

This section contains research methods and procedures that were used to conduct this study. It indicates the research design, sampling technique, research instrument, and the method of analysis.

Research Design

This descriptive comparative and descriptive correlational study examined the association between workplace spirituality and organizational citizen behavior in private colleges in Cavite. Descriptive designs gather data without altering the environment or other factors (Drummond & Murphey-Reyes, 2017). Correlational studies find and measure correlations between two or more variables (Salkind, 2013). It measures and describes the connection between two variables statistically (Drummond & Reyes, 2017).

Respondents and Sampling Technique

The survey included Cavite private college employees with at least one year of experience. The study used stratified random sampling. W.G. Cochran's Test for stratified random sampling (Aoyama, 1954).

Data Gathering Instrument

An adapted questionnaire was used to gather the data that answered the objectives of the study. The adapted questionnaires from (Petchsawang & Duchon, 2009) and (Muthuraman & Al- Haziazi, 2017) were utilized in gathering the data from the respondents. Part I of the survey included demographic information, including name (optional), age, sex, length of service, and religion. The Workplace Spirituality and organizational Citizen behavior study use Part II of the questions.The questionnaires for workplace spirituality consist of 22 statements are from (Petchsawang &

Duchon, 2009) this was used in measuring all of its aspects. In the meantime, the questionnaires used by Muthuraman & Al-Haziazi, (2017), is consist of 30 statements that were utilized in measuring the aspects of Organizational Citizen Behavior.

Validity and Reliability

This study employed modified and adapted questionnaires with a Lawshe content validity ratio. It employed 15 validators using the formula CVR = content validity ratio, ne = number of panellists who consider an item "essential," and N = number of panellists (Ayre & Scally, 2014).After validating the instrument, the researcher used Cronbach's Alpha reliability test on 30 non-respondents to verify the data's internal consistency. Cronbach's Alpha passes at 0.70.

Data Gathering Procedures

After validation, the researcher writes a letter to the selected Private College Human resources Officer for study permission. The survey was sent by Google Form, private messaging, or email.

Ethical Considerations

The researcher respected anonymity, and participants may opt out. The researcher gave respondents the informed consent form. The researcher omitted respondent and school names.

Statistical Treatment

Multiple linear regression was utilized to determine the significance of the disparity between Workplace spirituality and organizational citizen behavior when respondents were categorized by age, gender, length of service, and religion. Multiple linear regression was also used to ascertain the significance of the relationship between workplace spirituality and organizational citizen behavior.

Results and Discussion

According to descriptive and demographic analysis of data, 88% of the respondents are Roman catholic and 12% are Christianity. While 53% of the respondents are female and 47% are male with age ranges from 22-46. In addition, the respondents are employed between 1 year to 10 years.

Table 1. *Regression Coefficient of Significant Difference in the Employee's Workplace Spirituality in the Private Colleges in Cavite when grouped according to age, sex, length of service and religion (N=108)*

Variable	B	SE	t	p	95% CI
Intercept	2.760802	0.286297	9.643129	0.000	(2.19,3.32)
Age	0.022629	0.011763	1.923691	0.057	(-0.00,0.05)
Sex	0.13922	0.100903	1.379742	0.171	(-0.09,0.04)
Length of Service	-0.02451	0.03192	-0.7678	0.444	(-0.09,0.04)
Religion	-0.12168	0.121787	-0.99912	0.320	(-0.36,0.12)

Table 1 shows the significant difference in the employee's workplace spirituality in the private colleges in Cavite. It is hypothesized that the four predictor variables have no significant difference in the workplace spirituality of the employees in the Private Colleges in the concepts of compassion, mindfulness, meaningful work, and transcendence when grouped according to age, sex, length of service, and religion The R^2 value of .09 revealed that the predictors explained 9% variance in the outcome variable with $F(4,103) = 2.53$, $p < 0.04$. The findings revealed that age ($B = .02$, $t = 1.92$, $p > 0.057$), sex ($B = .13$, $t = 1.37$, $p > 0.171$), length of service ($B = -.02$, $t = -0.77$, $p > 0.44$), religion ($B = -.12$, $t = -.10$, $p > 0.320$) has a significant difference. Hence, hypothesis is rejected. This suggests that every younger and older employee regardless of sex, length of service, and religion they have a different perception and understanding when applied in their workplace and teaching.

According to Sumagpao (2022), the teachers' WS and OCB was based on their understanding of themselves and others, such as working together to resolve conflicts and caring about their spiritual health and the spiritual health of others. Also, the increasing tendency of employees to fulfill their higher-order requirements in terms of teaching is highlighted by WS and OCB (Maagad & Nabe, 2022). Moreover, adoption and transfer of spiritual values into classrooms will encourage instructors to exhibit humane behavior (Gupta, 2020). Furthermore, supporting the behavior and rewarding the outcome will generate Spirituality at the workplace by means of meaningful work and a healthy work environment regardless of their sex, length of service, and religion (Kumar, 2018).

Table 2. *Regression Coefficient of Significant Difference in the Employee's Organizational Citizenship Behavior in the Private Colleges in Cavite when grouped according to age, sex, length of service and religion (N=108)*

Variable	B	SE	t	p	95% CI
Intercept	2.869769	0.26466	10.84322	0.000	(2.34,3.39)
Age	0.020259	0.010874	1.863052	0.065	(-.00, .04)
Sex	0.143885	0.093277	1.542558	0.126	(-.04,.33)
Length of Service	-0.02573	0.029508	-0.8721	0.385	(-.08,.03)
Religion	-0.19689	0.112583	-1.74886	0.083	(-.42,.03)

Table 2 shows the significant difference in the employee's organizational citizenship behavior in the private colleges in Cavite. It is hypothesized that the four predictor variables have no significant difference in the organizational citizenship behavior of the employees in the Private Colleges in the concepts of altruism, courtesy, sportsmanship, conscientiousness, and civic virtue when grouped according to age, sex, length of service, and religion. The R^2 value of .09 revealed that the predictors explained 9% variance in the outcome variable with $F(4,103) = 2.53$, $p < 0.04$. The findings revealed that age ($B = .02$, $t = 1.86$, $p > 0.065$), sex ($B = .14$, $t = 1.54$, $p > 0.126$), length of service ($B = -.03$, $t = -0.87$, $p > 0.385$), religion ($B = -.20$, $t = -1.75$, $p > 0.083$) has a significant difference. Hence, hypothesis is rejected. This suggests that employees in the private colleges have their differences regardless of age, sex, length of service and religion in helping their colleagues, keeping in working hours, resolving problems, positive attitude, and loyalty to their organization in teaching.

According to Jalil et al. (2021), spirituality in the workplace and OCB influences employee behavior in the form of work ethics, collaboration, and attitude, which ultimately contributes to a social environment that facilitates high performance. Hence, to achieve a positive organization, a good work spirituality is supported by an excellent work attitude in the guise of an excellent individual spirituality (Utami et al., 2021). Moreover, it has long been acknowledged that the propensity of participants to exert effort beyond the formal obligations by their positions is an essential element of effective organizational performance (McNally, 2018).

Table 3. *Regression Coefficient of Significant Relationship Employee's Workplace Spirituality and Organizational Citizenship Behavior in the Private Colleges in Cavite (N=108)*

Variable	B	SE	t	p	95% CI
Intercept	0.797354248	0.176217288	4.524835553	0.00	(.45,1.15)
WS	0.77052817	0.051598697	14.93309362	0.00	(.67, .87)

Table 3 shows the significant relationship in the employee's workplace spirituality and organizational citizenship behavior in the private colleges in Cavite. It is hypothesized that there is a significant relationship between the workplace spirituality and organizational citizen behavior of the employees in the Private Colleges in Cavite . The R^2 value of .82 revealed that the predictors explained 82% variance in the outcome variable with F $(2,106)$ = 222.99, p < 0.00. The findings revealed that workplace spirituality (B = .77, t = 14.93, p < 0.00) has a significant relationship with organizational citizenship behavior. This suggests that workplace spirituality has been proven as another work condition that encourages employees to make extra contributions to the organization beyond their predefined responsibilities. Also, the higher the employee's perception of spirituality in the workplace, the higher the OCB.

According to Utami et al. (2021), employees work in an organization that has a spiritual culture with high interior satisfaction values that have not been adequately implemented. Hence, WS influences job performance, higher productivity, job satisfaction, effective leadership, the promotion of OCB among employees, decreased absenteeism and employee attrition, and numerous other positive outcomes for organizations (Bibi et al., 2021). Moreover, spirituality and engagement at work were found to contribute positively and substantially to organizations with high levels of organizational citizenship behavior (OCB). Furthermore, it substantiates the significance of nurturing spirituality in the workplace and OCB and demonstrates how doing so can promote outstanding job performance and extracurricular conduct (Mariani et al., 2019).

Conclusion

According to the findings of this study, instructors who are able to integrate their spiritual selves with their work community and organization are more likely to develop an emotional connection to their profession, leading them to demonstrate OCB towards both their colleagues and the organization. Furthermore, because workplace spirituality is a novel notion that requires additional empirical evidence, our study contributes to research in this area. However, the demographics of the teachers as predictor for each WS and OCB have significant differences. Based on the study the teachers have their own different understanding of the WS and OCB in their work.

On the other hand, Jain & Saini, (2021), say that many employees sense the need to rediscover what they care about in life and try to find a job that they enjoy. Similarly, Good work spirituality is supported by work attitude in the form of an outstanding individual spirituality to achieve a positive organization. Employees in organizations with a positive level of workplace spirituality demonstrated more organizational support and commitment than employees in organizations without workplace spirituality values (Milliman et al., 2003). Also, Kolodinsky et al., (2008) discovered that workplace spirituality tends to reduce employee frustration. In addition, if employees perceive a pleasant, supportive, and respectful environment in their workplace, they are more likely to behave similarly towards their coworkers. This will create a cooperative and warm working atmosphere, which is suggested in research as a factor that can lower stress and promote the psychological well-being of employees (Charoensukmongkol et al., 2015).

The private colleges may conduct a monthly employee health and wellness program to improve the physical and mental of the employees. Future researcher can also further study the impact of employee health and wellness programs in the workplace spirituality when associated with organizational citizenship behavior. Study and analyze if this proposed program can increase the workplace spirituality and organizational citizenship behavior of certain employees in the company. Moreover, aspects of the two variables can be trimmed down for you to have a concrete and accurate analysis of the impact.

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Research Article

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