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THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT AND WORKPLACE SPIRITUALITY ON ORGANIZATIONAL COMMITMENT AND CITIZENSHIP BEHAVIOR: EVIDENCE FROM ASSET MANAGEMENT FIRMS IN KARACHI

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Abstract

The financial sector, particularly asset management firms, faces challenges related to employee engagement, commitment, and discretionary behaviors. This study investigates the impact of Perceived Organizational Support (POS) and Workplace Spirituality (WS) on Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) in two asset management firms in Karachi. The study stems from the increasing employee turnover and lack of discretionary efforts, which hinder organizational performance. The key objective is to examine how POS and WS influence OC and OCB and whether OC mediates these relationships. A quantitative, cross-sectional survey was conducted, collecting data from 200 employees through a structured questionnaire. The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the hypothesized relationships. Results show that POS significantly impacts OC but has no direct influence on OCB. WS has a strong positive influence on both OC and OCB, indicating its relevance in creating a committed and involved workforce. The research shows that OC does not demonstrate a substantial association with OCB, even though this could suggest that additional contributing variables exist. Growing workplace spirituality together with increased perceived support requires organizations to take because it leads to stronger commitment and citizenship behavior. More studies utilizing long-term data collection methods and additional mediators need to be conducted to substantiate these research findings.

Keywords: Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), Workplace Spirituality (WS), Asset Management Companies.

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Introduction

Organizations now put substantial effort into business development requirements because they want to improve their worker performance while boosting employee dedication and conduct. The main elements affecting these performance results are Perceived Organizational Support (POS) and Workplace Spirituality (WS) because research demonstrates strong evidence of their substantial influence.

Organizational behavior. The measurement scale known as POS reveals employees' understanding of organizational appreciation for work and welfare maintenance (Eisenberger et al., 1986). The model developed by Eisenberger et al. (1986), known as POS, affects multiple organizational results positively, thus influencing Organizational Commitment, according to Meyer and Allen (1991). Employees who notice organizational support feel more dedicated and loyal to the company, which results in increased engagement and performance.

On the other hand, workplace spirituality is regarded as the realization and This includes the integration of employees' values, sense of purpose, and meaningful work within the organization (Ashmos & Duchon, 2000). According to recent studies, a spiritually enriched workplace may be the vehicle that will produce positive employee outcomes, including higher organizational commitment and citizenship behavior that extends beyond job prescription and enhances the organization's success (Benefiel, 2003). While most of the literature focuses on the individual effect of POS and WS, less research has looked into their combined influence on organizational commitment and other behaviors, such as Organizational Citizenship Behavior (OCB).

This study is expected to examine how POS and WS impact Organizational Commitment and OCBs in the context of being in asset management companies in Karachi, Pakistan. Asset management companies deal with financial assets and investments, which necessitates a greater commitment level on the part of employees as well as proactive behavior for optimum performance. The findings of this study will be useful in understanding how organizational support and spiritual practices can help in creating a more committed and engaged workforce, which is crucial for the achievement of organizational goals.

Rationale of the Study

In today's dynamic corporate environment, organizations look for ways to improve employee commitment and extra-role behaviors. A couple of relatively new factors impacting employees' attitudes and behavior have emerged: Perceived Organizational Support (POS) and Workplace Spirituality (WS) (Rhoades & Eisenberger, 2002). POS develops employees' in-group feelings by enhancing their attachment to their respective organizations, whereas WS develops employees' finding meaning and purpose at work, which leads to positive organizational outcomes (Petchsawang & Duchon, 2012). While these factors have recently been recognized more and more, there is still a need for research on how they collectively influence Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB), especially in financial sectors like asset management. As the asset management companies were quite competitive in the city of Karachi, this study will now explore

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these relationships to provide practical insights into improving employees' engagement and organizational performance.

Problem Statement

Employee engagement, commitment, and discretionary behaviors such as OCB play a crucial role in organizational success (Meyer & Allen, 1991). However, financial institutions, including asset management firms, often face challenges in fostering high levels of commitment and engagement among employees due to work-related stress, high-performance expectations, and competitive pressures. Previous research suggests that POS and WS can significantly influence employees' commitment and willingness to go beyond their formal job roles (Podsakoff et al., 2000). However, limited empirical research exists on how these factors interact within the specific context of asset management companies in Karachi. Understanding these relationships is essential for developing policies and interventions that enhance workplace commitment and citizenship behavior.

Research Questions

This study seeks to answer the following research questions:

1. How does Perceived Organizational Support influence Organizational Commitment?
2. What is the impact of Perceived Organizational Support on Organizational Citizenship Behavior?
3. How does Workplace Spirituality affect Organizational Commitment?
4. Does Workplace Spirituality have a significant impact on Organizational Citizenship Behavior?
5. What is the relationship between Perceived Organizational Support and Workplace Spirituality?
6. How does Organizational Commitment influence Organizational Citizenship Behavior?

Research Objectives

The primary objectives of this study are:

- To examine the impact of Perceived Organizational Support on Organizational Commitment.
- To investigate the relationship between Perceived Organizational Support and Organizational Citizenship Behavior.
- To analyze the influence of Workplace Spirituality on Organizational Commitment.

- To assess the effect of Workplace Spirituality on Organizational Citizenship Behavior.
- To determine the relationship between Perceived Organizational Support and Workplace Spirituality.
- To explore the role of Organizational Commitment in influencing Organizational Citizenship Behavior.

Theoretical Framework

This study is grounded in two key theories:

Social Exchange Theory (SET) – This theory posits that employees reciprocate organizational support with positive attitudes and behaviors (Blau, 1964). Employees who perceive high organizational support are more likely to exhibit higher levels of commitment and discretionary behaviors such as OCB (Cropanzano & Mitchell, 2005).

Spiritual Leadership Theory (SLT)—This theory emphasizes that workplace spirituality, including a sense of meaningful work and a shared vision, fosters employee engagement and commitment (Fry, 2003). Employees who experience spirituality in the workplace are more likely to develop strong commitments and contribute beyond their formal job roles.

Conceptual Framework

The conceptual framework for this study illustrates the relationships among the key variables:

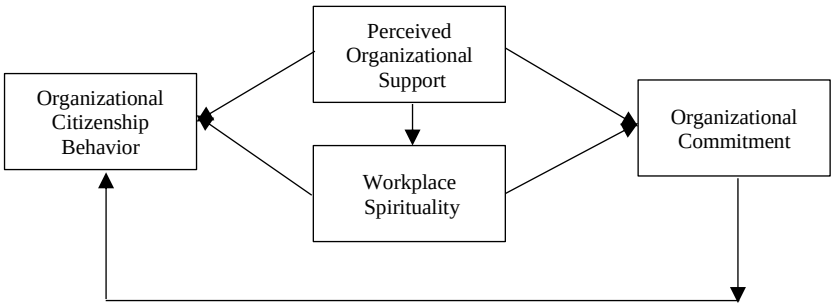


Figure 01: Conceptual Framework

Study Hypotheses

H_1: Organizational Commitment has a positive direct impact on Organizational Citizenship Behavior.

H_2: Perceived Organizational Support significantly influences Organizational Commitment.

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H_3: Perceived Organizational Support is a significant determinant of Organizational Citizenship Behavior.

H_4: Perceived Organizational Support has a direct impact on Workplace Spirituality.

H_5: Workplace Spirituality has a significant impact on Organizational Commitment.

H_6: Workplace Spirituality has a positive influence on Organizational Citizenship Behavior.

Literature Review

The influence between Perceived Organizational Support (POS) and Workplace Spirituality (WS) on Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) has been extensively discussed in management literature. The subsequent part examines the key constructs alongside their association patterns while summarizing previous research discoveries.

Perceived Organizational Support (POS)

Employees evaluate POS through an assessment of the organizational commitment toward their work input and care for their well-being (Eisenberger et al., 1986). The workplace positive effects of Perceived Organizational Support (POS) emerge through increased job satisfaction and motivation and better performance levels (Kurtessis et al., 2017). High organizational support prompts employees to demonstrate commitment and valuable discretionary efforts because they feel indebted to reciprocate (Rhoades & Eisenberger, 2002). Multiple quantitative research studies confirm that the strength of relationships between supervisors and their employees generates positive results in Organizational Commitment (OC). The findings of Akgunduz & Sanli (2017) showed that POS systems function as a key factor in increasing employee loyalty and emotional dedication to their bank organization. Employees working in financial firms demonstrate enhanced organizational commitment together with increased work engagement when they experience strong organizational support (Neves & Eisenberger, 2014). The concept of Organizational Citizenship Behavior (OCB) includes voluntary employee actions that exceed their official job responsibilities, according to Organ (1988). Employees who strongly sense organizational support engage in extra-role behaviors, which include altruism and conscientiousness, among others (Caesens et al., 2019). Some research indicates that the relationship between POS and OCB is weaker than its impact on commitment because commitment acts as an intermediary between these constructs (Shanock & Eisenberger, 2006).

Workplace Spirituality (WS)

Workplace Spirituality (WS) is a new factor that focuses on meaningful work, the alignment of personal and organizational values, and the feeling of interconnectedness between employees (Petchsawang & Duchon, 2012).

Organizations that support workplace spirituality are likely to develop environments where employees have a greater sense of purpose and commitment (Fry

& Kriger, 2009). Current research indicates that WS has a positive impact on Organizational Commitment (OC). Employees with a perception of a greater level of spirituality in the workplace are likely to be emotionally committed to their organization (Rego & Cunha, 2008). For instance, research in the financial sector identified that organizations supporting meaningful work and a sense of belongingness have higher levels of employee commitment (Roof, 2015).

Moreover, Workplace Spirituality is connected with Organizational Citizenship Behavior (OCB). Studies outline that if employees experience meaning and purpose at work, they are more apt to go beyond formal job roles and contribute to organizational growth (Afsar & Rehman, 2015). Spiritually rich workplace employees are likely to display prosocial behavior, like helping others and advancing organizational aims (Karakas, 2010).

Organizational Commitment (OC)

Organizational Commitment (OC) is one of the extensively researched concepts in organizational behavior. Meyer and Allen (1991) developed the concept of OC into three dimensions:

1. Affective Commitment – Emotional attachment to the organization.

2. Continuance Commitment – Commitment due to the perceived cost of leaving.

3. Normative Commitment – Feeling of being obligated to stay in the organization.

Studies consistently prove that OC has a positive correlation with employee retention, job performance, and discretionary behaviors (Meyer et al., 2002). High-affective commitment employees are apt to perform Organizational Citizenship Behaviors (OCBs) (Meyer & Herscovitch, 2001). Nevertheless, studies in asset management companies reveal that high-stress work environments attenuate this connection (Kim et al., 2019).

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is voluntary and discretionary behavior that enhances organizational effectiveness (Organ, 1988). OCB has altruism, conscientiousness, sportsmanship, courtesy, and civic virtue as dimensions (Podsakoff et al., 2000). Studies indicate that POS and WS indirectly affect OCB through OC (Caesens et al., 2019). Employees with high perceptions of organizational support and workplace spirituality are likely to exhibit extra-role behaviors, but the extent of their commitment plays the role of a mediating factor (Jain & Jain, 2013).

Research Methodology

Research Design

The current study employs a quantitative methodological approach to explore the relationships between Perceived Organizational Support (POS), Workplace Spirituality (WS), Organizational Commitment (OC), and Organizational Citizenship

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Behavior (OCB) in Karachi-based asset management firms. Primary data were collected from the employees of two asset management firms using a cross-sectional survey technique. Quantitative research methods are considered effective for hypothesis testing and examining relationships between variables using statistical techniques (Creswell & Creswell, 2018).

Population and Sampling

The research population consists of workers employed in asset management firms located in Karachi. The researcher selected two local asset management firms for study purposes because of operational restrictions. A purposive sampling method was applied as a non-probability design to pick individuals who possess firsthand experience in workplace support and spirituality together with organizational behavior patterns. According to Etikan et al. (2016), the technique ensures that the selected participants meet the study requirements. Data gathered from 200 workers was deemed appropriate through a G*Power analysis, which demonstrated its effectiveness in reliable statistical assessments (Faul et al., 2007).

Data Collection Method

- Researchers used a standardized questionnaire to obtain employee data. The research instrument divided its content into two distinct sections.
- The demographic information section of the questionnaire includes data regarding job duration, educational attainment, gender, and individual age.
- The section for main study variables includes survey items measuring POS, WS, OC and OCB.
- A combination of paper and online formats was used for the questionnaire to increase response quantity. Researchers conducted the data-gathering process over a period spanning four weeks.

Measurement of Variables

- The study used validated scales from previous studies to measure all its constructs. The research instrument utilized a five-point Likert-type scale for response measurement, which ranged from 1 (Strongly Disagree) to 5 (Strongly Agree).
- The Eisenberger et al. (1986) scale evaluated Perceived Organizational Support by assessing employees' recognition of organizational care.
- Workplace Spirituality (WS) utilizes the Ashmos and Duchon (2000) measurement scale to evaluate meaningful work alongside community values and organizational value harmony.
- Meyer and Allen's (1991) three-component model of affective normative continuity commitment evaluated Organizational Commitment (OC).

- Organizational Citizenship Behavior (OCB) was measured using the Podsakoff et al. (2000) scale, which evaluated five aspects of altruism and conscientiousness, along with sportsmanship, courtesy, and civic virtue.

Data Analysis Techniques

The data collected were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0. The method is suitable for testing complex relationships and testing latent constructs (Hair et al., 2021). The following analyses were performed:

- Descriptive Statistics: Mean, standard deviation, and frequency distributions to present demographic information.

- Tests of Reliability and Validity: Internal consistency was tested using Cronbach's alpha and Composite Reliability (CR), and convergent validity was tested using Average Variance Extracted (AVE) (Fornell & Larcker, 1981).

- Analysis of the Structural Model: Path coefficients, t-statistics, and p-values were computed to test the hypotheses.

- Mediation Analysis: Organizational Commitment was tested as a mediator between POS and OCB.

Ethical Considerations

This study adhered to ethical research guidelines to ensure confidentiality, voluntary participation and informed consent (Bryman & Bell, 2019). Participants were assured that their responses would be anonymous and used solely for research purposes.

Analysis and Interpretation

Response Rate

In this research, 200 questionnaires were distributed to the employees of MCB Arif Habib Ltd and HBL Ltd of Karachi. Table 1 shows the response rate.

Table 01: Response Rate of Survey

Response	Frequency/Rate
Distributed Questionnaires	182
Returned Questionnaires	159
Usable Questionnaires	110
Excluded Questionnaires	43
Not returned Questionnaires	29
Response Rate	61%

Table 01 shows the survey response statistics, including the total number of distributed, returned, usable, and excluded questionnaires and the number of questionnaires that were not returned. The response rate is calculated at 61%, reflecting the percentage of returned usable responses compared to the total distributed.

Respondent's Profile

Table 02: Demographic Statistics

Variable	Category	Percentage
Gender	Male	60%
	Female	40%
Marital Status	Married	42%
	Unmarried	58%
Age	25 or less	45%
	25 to 30	33%
	31 to 40	22%
Education	Diploma	17%
	Bachelors	49%
	Masters	22%
	PhD	12%
Income	30k to 45k	20%
	46k to 60k	16%
	61k to 75k	58%
	76k and above	6%
Experience	1 to 2yrs.	37%
	3 to 5yrs	28%
	5 to 7yrs	19%
	7 to 10yrs	16%

Table 02 presents the demographic profile of the respondents. It breaks down the data into categories such as gender, marital status, age, education, income, and experience. For example, the majority of respondents are male (60%), with 42% being married. It also highlights educational levels, income ranges, and work experience, showing that most respondents have a bachelor's degree, earn between 61k to 75k, and have 1 to 2 years of work experience.

Descriptive Analysis of the Latent Constructs

Table 03: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
POS	108	2	5	3.86	0.670
WS	108	2	5	3.48	0.655
OC	108	2	5	3.62	0.632
OCB	108	2	5	3.79	0.598

Table 03 summarizes the descriptive statistics for four variables: Perceived Organizational Support (POS), Workplace Spirituality (WS), Organizational Commitment (OC), and Organizational Citizenship Behavior (OCB). For each variable, the table shows the number of respondents (N), the minimum and maximum values, the mean score, and the standard deviation. For example, POS has a mean of 3.86 with a standard deviation of 0.670, indicating that most responses were close to the average. Similarly, other variables like WS, OC, and OCB have their mean values, reflecting general trends in the data.

Measurement of the Model Analysis

Partial least squares software was used to review the model measurement. PLS is the inactive variable, meaning the procedure that merges various denied and poor builds additionally explicitly sees an estimation bungle. Partial Least Squares (PLS) path down. In particular, the luminous PLS is utilized as it considers assessing both the estimation display and support model at the same time (Ringle et al, 2005).

Convergent Validity

Table 04: Factor loadings, Cronbach's alpha, composite reliability and AVE

Constructs	Items	Loading	AVE	Composite Reliability	Cronbach Alpha
Perceived Organization Behavior	POS-1	0.862	0.592	0.878	0.829
	POS-2	0.842			
	POS-3	0.712			
	POS-4	0.835			
	POS-5	0.854			
Workplace Spirituality	WS-1	0.721	0.568	0.867	0.806
	WS-2	0.892			
	WS-3	0.825			
	WS-4	0.791			
	WS-5	0.733			
Organization Commitment	OC-1	0.866	0.682	0.915	0.882
	OC-2	0.785			
	OC-3	0.759			
	OC-4	0.698			
	OC-5	0.713			
Organization Citizenship Behavior	OCB-1	0.742	0.635	0.897	0.855
	OCB-2	0.719			
	OCB-3	0.882			
	OCB-4	0.733			
	OCB-5	0.668			

Table 04 presents the factor loadings for various items under four constructs: Perceived Organizational Behavior (POS), Workplace Spirituality (WS), Organizational Commitment (OC), and Organizational Citizenship Behavior (OCB). The table also includes the Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha for each construct. For example, the POS construct has a high

factor loading for its items (e.g., POS-1 has a loading of 0.862), indicating strong relationships between the items and the construct.

Discriminant Validity

Table 05: Fornell–Larcker				
	OC	**OCB**	**POS**	**WS**
OC	0.826			
OCB	0.472	0.798		
POS	0.529	0.476	0.768	
WS	0.639	0.620	0.572	0.753

The discriminant validity assessment using the Fornell-Larcker criterion appears in Table 5. The square root of Average Variance Extracted (AVE) stands for the respective constructs (OC, OCB, POS, and WS). It delivers their percentage of variance explanation (the AVE value) depicted in the cells situated on the main diagonal. The square root of AVE for Organizational Commitment (OC) reaches 0.826 as its computed value. The correlations between different constructs appear in the cells that are not located on the main diagonal of the matrix. The strength of the connection between Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) stands at 0.472, which is moderate according to the calculated value. The table demonstrates construct diversity because the root values of Average Variance Extracted (AVE) exceed the construct relationships.

Cross Loadings

Table 06: Cross Loading				
	OC	OCB	POS	WS
OC-1	0.860	0.412	0.531	0.492
OC-2	0.842	0.447	0.335	0.519
OC-3	0.710	0.355	0.312	0.537
OC-4	0.837	0.465	0.406	0.523
OC-5	0.855	0.278	0.572	0.594
OCB-1	0.398	0.722	0.466	0.611
OCB-2	0.412	0.893	0.407	0.466
OCB-3	0.360	0.819	0.251	0.479
OCB-4	0.394	0.790	0.358	0.511
OCB-5	0.275	0.726	0.369	0.330
POS-1	0.548	0.487	0.865	0.573
POS-2	0.507	0.263	0.790	0.513
POS-3	0.381	0.325	0.759	0.393
POS-4	0.236	0.494	0.698	0.336
POS-5	0.224	0.178	0.713	0.257
WS-1	0.500	0.364	0.472	0.741
WS-2	0.442	0.509	0.398	0.719
WS-3	0.644	0.595	0.472	0.889
WS-4	0.434	0.494	0.458	0.733
WS-5	0.363	0.321	0.338	0.666

This table provides the cross-loading values for items across four constructs: Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), Perceived Organizational Support (POS), and Workplace Spirituality (WS). Each item's loading on the respective construct is provided, indicating how well the item represents the construct. For example, in item OC-1, the loading on OC is 0.860, on OCB is 0.412, on POS is 0.531, and on WS is 0.492. This indicates that OC-1 is most strongly related to OC but still has moderate loadings on the other constructs. Cross-loadings help evaluate whether items are discriminating well between different constructs, particularly the discriminating power, by having strong loadings on the intended construct and lower loadings on others. This is vital in ensuring that the items are measuring the expected constructs and not other unrelated factors.

Heterotrait-monotrait (HTMT)

Table 07: Heterotrait-monotrait (HTMT)

	OC	OCB	POS	WS
OC				
OCB	0.537			
	0.567	0.532		
WS	0.749	0.712	0.660	

Table 07 displays the Heterotrait-Monotrait (HTMT) ratio, which is used to assess discriminant validity between constructs. The HTMT values indicate the correlation between different constructs, with values above 0.85 suggesting a lack of discriminant validity. For example, the correlation between Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) is 0.537, and between OC and Workplace Spirituality (WS), it is 0.749. These values indicate moderate to strong relationships between the constructs. The table helps determine whether the constructs are distinct from each other, ensuring that they measure different underlying concepts.

Structural Model Analysis

Table 08: Path coefficients

Relationships	Beta	Mean	SD	T-Stas	P Values	Status
OC -> OCB	0.082	0.080	0.086	0.945	0.182	Rejected
POS -> OC	0.242	0.233	0.081	2.901	0.001	Accepted
POS -> OCB	0.157	0.150	0.107	1.523	0.067	Rejected
POS -> WS	0.564	0.578	0.058	10.045	0.000	Accepted
WS -> OC	0.503	0.513	0.068	7.742	0.000	Accepted
WS -> OCB	0.470	0.482	0.099	4.875	0.000	Accepted

A structural model analysis examines the estimations concerning a couple of endogenous dormant factors to the inactive elements. The most accommodating part

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of the Partial Least Squares (PLS) procedure is that it can examine fundamental models and hypotheses by working out way coefficients. Since PLS does not need routinely appropriated data, it is evaluated with an R-squared calculation for subordinate lethargic variables (Cohen, 1988). The hypotheses were attempted by running a bootstrapping technique, as suggested by F.HairJr et al. (2014).

Table 08 presents the path coefficients for the relationships between various constructs, including the Beta values, mean values, standard deviations (SD), T-statistics (T-Stas), P-values, and their respective statuses (Accepted/Rejected). The Beta values indicate the strength and direction of the relationships. For instance, the relationship between POS and OC has a Beta of 0.242, with a significant P-value of 0.001, indicating a strong and accepted relationship. On the other hand, the path from OC to OCB has a Beta of 0.082, with a higher P-value (0.182), leading to its rejection. The table provides a clear overview of which relationships are statistically significant (accepted) and which are not (rejected).

Blindfolding

Table 09: Blindfolding R square and adjusted R square

Variables	R Square	R Square Adjusted
OC	0.453	0.442
OCB	0.407	0.390
WS	0.325	0.319

Table 09 presents the R Square and Adjusted R Square values for the three constructs: Organizational Commitment (OC), Organizational Citizenship Behavior (OCB), and Workplace Spirituality (WS). R Square indicates the proportion of variance in each construct that the model explains. At the same time, Adjusted R Square counts the number of predictors in a model and modifies the value so as not to over-fit the model. In other words, while OC R Square equals 0.453, indicating the model accounts for 45.3% of its variance, Adjusted R Square equals 0.442, being less due to some model adjustments. Correspondingly, R Square values for OCB = 0.407 and WS = 0.325 reveal how much variance each construct may explain. They also serve to assess the global fit of the model as well as describe inter-construct relations.

Discussion

The findings of this study will be useful in understanding the relationships among Perceived Organizational Support (POS), Workplace Spirituality (WS), Organizational Commitment (OC), and Organizational Citizenship Behavior (OCB).

H_1: Organizational Commitment has a positive direct impact on Organizational Citizenship Behavior.

The association of OC and OCB was determined as non-significant ($\beta = 0.082$, $p = 0.182$), so this hypothesis was rejected. This result challenges some of the existing literature that suggests that committed employees are more likely to engage in OCB (Meyer & Allen, 1991). It may be that commitment alone is not enough to drive extra-

role behaviors; rather, specific contextual or individual factors may be necessary for employees to engage in OCB.

H_2: Perceived Organizational Support significantly influences Organizational Commitment.

The hypothesis that POS significantly influences OC was supported (β = 0.242, p = 0.001). This finding is consistent with previous research suggesting that when employees perceive their organization as supportive, they are more likely to develop stronger emotional ties to the organization (Rhoades & Eisenberger, 2002). Support from the organization, whether in the form of resources, recognition, or positive work environments, fosters a sense of belonging and commitment. This finding underlines the importance of organizational support systems in enhancing employees' affective commitment to the organization.

H_3: Perceived Organizational Support is a significant determinant of Organizational Citizenship Behavior.

However, the hypothesis that POS significantly influences OCB was rejected (β = 0.157, p = 0.067). This result suggests that, although organizational support is important, it may not directly lead to an increase in OCB. This could be attributed to the complexity of OCB, which might be influenced by other organizational and individual factors that are not captured by POS alone (Organ, 1988). It may also suggest that employees who perceive high organizational support may not necessarily engage in extra-role behaviors unless other motivational factors are present.

H_4: Perceived Organizational Support has a direct impact on Workplace Spirituality.

The direct influence of POS on WS was confirmed (β = 0.564, p = 0.000). This suggests that a supportive organizational environment is key to fostering a sense of workplace spirituality. Employees who feel supported by their organization are more likely to experience a spiritual connection at work, as support can enhance feelings of purpose, alignment with organizational values, and a sense of belonging (Ashmos & Duchon, 2000).

H_5. Workplace Spirituality has a significant impact on Organizational Commitment.

It was also found that the relationship between WS and OC was significant, β = 0.503, p = 0.000, thereby supporting the hypothesis that workplace spirituality positively affects organizational commitment. This is consistent with previous studies implying that those people who perceive more spirituality in working, including, but not limited to, meaningful jobs, consistency in personal and corporate values, or a favorable organization climate, tend to be more loyal to the workplace (Kolodinsky et al., 2008). This evidence promotes the assumption of a better worker commitment for one who enjoys spiritual enrichment in working.

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H_6: Workplace Spirituality has a positive influence on Organizational Citizenship Behavior.

Similarly, WS had a positive influence on OCB ($\beta = 0.470$, $p = 0.000$). This finding is in accordance with research findings indicating that workplace spirituality motivates people to do more than their formal work and take part in organizational citizenship behaviors for the benefit of the organization and its members (Benefiel, 2003). Spiritually connected employees in the workplace are likely to perceive more responsibility and engagement in helping others, as captured by OCB.

Conclusion

The paper investigated the associations between Perceived Organizational Support (POS), Workplace Spirituality (WS), Organizational Commitment (OC), and Organizational Citizenship Behavior (OCB). Results indicate that POS is positively associated with both OC and WS and therefore supports the notion that support from the organization breeds a feeling of commitment and spiritual bonding within employees. Besides, WS was established to have a significant impact on both OC and OCB. This implies that the creation of a spiritually enlivening work environment is crucial. There was no direct significant relationship found between OC and OCB in the study, which implies that organizational commitment may not be sufficient to encourage extra-role behaviors in employees. The findings emphasize the importance of supportive and spiritually aligned workplaces in increasing employee commitment and engagement.

Recommendations

Organizations need to work to improve perceived organizational support to improve the commitment level of employees toward the organization. This can be done by various practices like providing recognition, opportunities for career development, and ensuring a supportive environment at work. Integrating more workplace spirituality initiatives, such as work-life balance, alignment of organizational values and personal values, and a sense of purpose, would further strengthen commitment and citizenship behaviors. Other factors could be individual motivation or specific team dynamics that can influence OCB, which needs to be considered to understand better and promote the engagement of employees beyond just commitment.

Limitation

The study has provided valuable insights, but it is not without some limitations. The first limitation is that the sample was restricted to one industry, namely, the banking sector in Karachi, Pakistan. Such findings may not be generalized to other sectors and/or geographical locations. The scope should be widened in future research to include diverse industries and geographically diverse locations. Second, the cross-sectional nature of the study does not allow for causal inferences. Longitudinal studies could offer more insights into how these relationships evolve. Finally, other variables, such as leadership style, job satisfaction, or individual differences, were not considered in this study but may play a significant role in influencing OC and OCB. Further studies could unveil other factors influencing organizational behavior in order to give a more comprehensive perspective.

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