

Research Paper

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

Amit Kumar Shukla^{1*}, Sandeep Kumar²

ABSTRACT

Police personnel in India face persistent occupational stress, role overload, and limited organizational support, making the identification of psychological resources that promote positive work behavior both theoretically and practically important. The present study examined the predictive role of workplace spirituality on organizational citizenship behavior (OCB) and job involvement among police personnel in Uttar Pradesh, India. A cross-sectional survey design was employed, and data were collected from 205 constables and head constables (76.6% male, 23.4% female; years of service: 3–32) using validated self-report measures. Workplace spirituality was assessed using a three-dimensional scale (Milliman et al., 2003) comprising meaningful work, sense of community, and alignment with organizational values. Organizational Citizenship behavior(OCB) was measured using a five-dimension scale (Podsakoff et al., 1990), and job involvement was assessed using Kanungo's (1982) scale. Hierarchical multiple regression analyses were conducted with gender and years of service as controls. Workplace spirituality was positively and significantly correlated with overall OCB ($r = .326, p < .01$) and job involvement ($r = .380, p < .01$). Regression analyses revealed that workplace spirituality significantly predicted overall OCB ($\beta = .323, \Delta R^2 = .104, p < .001$), four OCB dimensions — conscientiousness ($\beta = .257, p < .001$), civic virtue ($\beta = .345, p < .001$), courtesy ($\beta = .168, p = .016$), and altruism ($\beta = .299, p < .001$) — and job involvement ($\beta = .387, \Delta R^2 = .149, p < .001$). Sportsmanship was not significantly predicted ($\beta = -.015, p = .834$). These findings underscore the importance of fostering workplace spirituality as a strategic human resource intervention to enhance prosocial behavior and psychological job engagement among police personnel.

Keywords: *Workplace Spirituality, Organizational Citizenship Behavior, Job Involvement, Police Personnel, Hierarchical Regression, Uttar Pradesh, India*

Organizations across the world are increasingly recognizing that employees are not merely economic agents but complete human beings with psychological, emotional, and spiritual needs (Ashmos & Duchon, 2000; Milliman et al., 2003). In recent decades, a growing body of research has demonstrated that when organizations support the inner lives of their employees—allowing them to find meaning and purpose in their work—

¹Research Scholar, Department of Psychology, Banaras Hindu University, Varanasi, U. P., India.

²Professor of Psychology, Department of Psychology, Banaras Hindu University, Varanasi, U. P., India.

*Corresponding Author

Received: April 05, 2026; Revision Received: July 19, 2026; Accepted: July 23, 2026

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

the positive outcomes extend far beyond individual well-being to include improved organizational performance, greater cooperation among colleagues, and stronger identification with the job itself (Kolodinsky et al., 2008; Rastgar et al., 2012). This recognition has given rise to a rapidly expanding field of inquiry known as workplace spirituality, which has attracted considerable attention from researchers in management, psychology, and organizational behavior, particularly in South Asian and other collectivist cultural contexts where spiritual values are deeply embedded in everyday life (Petchsawang & McLean, 2017).

Despite the expanding literature, most studies have focused on corporate employees working in business and service sector organizations such as banks, hospitals, and information technology firms (Krishnakumar & Neck, 2002; Rastgar et al., 2012). Public-sector employees who perform high-risk, emotionally demanding, and socially critical work—such as police personnel—have remained largely underrepresented in this line of inquiry. This is a significant gap, because police officers experience some of the most severe occupational stressors of any professional group, including constant exposure to violence and trauma, irregular working hours, inadequate staffing, public criticism, and bureaucratic pressure (Frank et al., 2017; Ma et al., 2015; Pradhan et al., 2024; Ragesh et al., 2017). In the state of Uttar Pradesh—the most populous state of India and one of the states with the highest reported rates of crime and violent incidents—police personnel face particularly intense professional demands, making their psychological and organizational functioning a matter of both academic and policy significance (Chaudhary & Srivastava, 2024).

CONCEPTUAL FRAMEWORK

Workplace Spirituality

Early conceptualizations described workplace spirituality as “the recognition of an inner life that nourishes and is nourished by meaningful work that takes place in the context of community” (Ashmos & Duchon, 2000). Building on this foundational definition, Milliman et al. (2003) proposed a widely cited three-dimensional framework comprising: (a) *meaningful work*, which refers to the degree to which employees experience a deep sense of purpose and meaning in their daily work activities; (b) *sense of community*, which captures feelings of connection, mutual care, and belongingness among colleagues; and (c) *alignment with organizational values*, which reflects the extent to which employees perceive congruence between their personal values and the mission and values of the organization.

Workplace spirituality must be distinguished from religion. It does not involve the promotion of any specific religious belief or practice; rather, it centers on how individuals express their inner values through purposeful work, meaningful relationships, and a shared sense of organizational mission (Ashmos & Duchon, 2000; Petchsawang & McLean, 2017). This distinction makes workplace spirituality a universally applicable construct that can be studied across diverse cultural, religious, and professional contexts (Daniel, 2015; Rastgar et al., 2012). In the Indian context, workplace spirituality has been found to be particularly relevant because Indian cultural traditions have long emphasized the value of inner life, service to others, and the alignment of personal purpose with communal good — values that resonate closely with the core dimensions of workplace spirituality as conceptualized in the broader literature (Gupta et al., 2014; Singh & Chopra, 2018).

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) encompasses voluntary, extra-role behaviors that employees exhibit beyond their formally prescribed job duties, which collectively contribute to the overall effectiveness and smooth functioning of the organization (Organ, 1988). These behaviors arise from employees' own initiative and are not directly tied to formal reward systems, yet they play a critical role in improving team cohesion, organizational efficiency, and service quality (Podsakoff et al., 2000; Williams & Anderson, 1991). The most widely used measurement instrument of OCB was developed by Podsakoff et al. (1990) and comprises five dimensions: (a) *conscientiousness*, which involves going beyond the minimum requirements of the job through punctuality, diligence, and responsible conduct; (b) *sportsmanship*, referring to the willingness to tolerate unavoidable inconveniences and difficulties of work without complaint; (c) *Civic virtue* reflects an employee's voluntary and genuine involvement in the governance and institutional affairs of the organization; (d) *Courtesy* refers to an employee's proactive efforts to prevent interpersonal and work-related conflicts by keeping others informed and consulted in a timely manner; and (e) *altruism*, which refers to voluntarily helping colleagues with work-related tasks and problems. These five dimensions collectively represent the range of extra-role behaviors that employees may choose to display in organizational settings.

Within the policing context, OCB is particularly important because police work is inherently relational and community-oriented (Frank et al., 2020; Lambert et al., 2015). Personnel frequently engage in a range of discretionary behaviors — including peer assistance, cooperative interactions with colleagues, and voluntary community engagement — that extend well beyond the boundaries of their formally prescribed duties (Frank et al., 2020; Lambert et al., 2015).

Job Involvement

Job involvement refers to a cognitive state in which an employee psychologically identifies with their current job, viewing it as central to their personal needs and overall sense of self (Kanungo, 1982). It is a cognitive and belief-based state reflecting how central the job is to the person's overall self-concept (Brown, 1996). Employees with higher levels of job involvement demonstrate greater motivation, sustained productivity, stronger resilience in challenging situations, and reduced turnover intentions (Brown, 1996; Diefendorff et al., 2002; Lambert et al., 2018).

Kanungo (1982) drew a clear distinction between job involvement and work involvement, noting that the latter reflects a culturally conditioned belief regarding the general significance of work in an individual's life. Job involvement is specific — it refers to a person's current job and current role — whereas work involvement is more abstract and generalized. In the context of police work, job involvement is critically important. A police officer who is psychologically involved in their job is more likely to take initiative, exercise sound professional judgment under pressure, engage positively with the public, and maintain professional standards even in the absence of direct supervision (Lambert et al., 2017; Qureshi et al., 2019). Conversely, reduced job involvement has been linked to elevated absenteeism, compromised decision quality, and role disengagement — each carrying substantial negative consequences in public safety contexts (Diefendorff et al., 2002).

REVIEW OF LITERATURE

Workplace Spirituality and Organizational Citizenship Behavior

Substantial empirical evidence establishes a meaningful connection between workplace spirituality and elevated levels of OCB. This relationship is theoretically grounded in social exchange theory (Blau, 1964), which suggests that employees who feel their organization genuinely nurtures their need for meaningful work and a sense of belonging tend to reciprocate through voluntary, role-exceeding behaviors that serve the broader organizational good (Belwalkar et al., 2018; Rehman et al., 2021). Spiritually engaged employees tend to develop a stronger sense of value congruence and organizational identification, which broadens their motivation to engage in citizenship-oriented conduct beyond formal role boundaries (Ashmos & Duchon, 2000; Durga Devi & Baskar, 2024).

In the Indian context, Belwalkar et al. (2018) reported positive associations between workplace spirituality dimensions and OCB among banking sector employees, while Garg (2018) demonstrated that workplace spirituality significantly predicted organizational performance, with OCB functioning as a partial mediating mechanism among insurance sector employees. Gupta et al. (2014) confirmed similar associations among insurance professionals, while Durga Devi and Baskar (2024) reported comparable findings among teaching professionals. A recent systematic review of 2010–2024 literature further confirmed that workplace spirituality consistently and positively influences OCB across different cultural and organizational contexts (Bhutia et al., 2025).

Studies have found that workplace spirituality does not relate equally to all dimensions of OCB, and its effect tends to differ from one OCB dimension to another (Ghorbanifar & Azma, 2014; Nasurdin et al., 2013). Dimensions that involve proactive engagement with organizational roles and colleagues — such as civic virtue and altruism — tend to be more strongly predicted by spiritual values than dimensions that are passive and tolerance-oriented, such as sportsmanship (Ghorbanifar & Azma, 2014). While most OCB dimensions are positively associated with workplace spirituality, sportsmanship has consistently shown weaker associations with intrinsic motivational drivers, including workplace spirituality, compared to other OCB dimensions in prior empirical work (Ghorbanifar & Azma, 2014).

Workplace Spirituality and Job Involvement

When employees experience their work as meaningful and spiritually fulfilling, they are more likely to become deeply absorbed in and cognitively committed to their job role — the defining characteristic of high job involvement (Kanungo, 1982; Milliman et al., 2003). Kolodinsky et al. (2008) conducted an early comprehensive investigation and found that organizational spirituality was positively and significantly associated with job involvement, work rewards satisfaction, and organizational identification among full-time workers. Kumari et al. (2022) confirmed this relationship in an Indian sample of 425 employees across IT, banking, and higher education sectors, identifying job involvement as the initial mediating mechanism linking workplace spirituality to downstream job performance outcomes.

Chen and Yang (2012) found that spiritual leadership cultivates employees' sense of purpose and organizational belonging, positively shaping work attitudes and engagement in service industries. Research applying the Job Demands–Resources framework has further demonstrated that spiritual resources operate as psychological assets that contribute to sustained work engagement and reduced occupational exhaustion in high-demand

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

environments (Kumari et al., 2022). In the policing context specifically, where occupational demands and risks are exceptionally high, workplace spirituality may serve as a critical psychological resource for sustaining officer involvement and preventing emotional withdrawal from the job (Lambert et al., 2018; Qureshi et al., 2019).

Rationale of the Study

While workplace spirituality has been widely associated with positive employee outcomes such as organizational commitment, job satisfaction, and prosocial behavior in corporate and professional sector organizations (Belwalkar et al., 2018; Kumari et al., 2022), its specific relationship with OCB and job involvement has received limited empirical attention. While Jalan and Garg (2022) found that workplace spirituality significantly lowers occupational stress among police officers in Himachal Pradesh, its role in predicting specific OCB dimensions and job involvement among uniformed public-sector employees has not yet been empirically examined (Bhutia et al., 2025). Police constables in Uttar Pradesh represent a largely underrepresented population in workplace spirituality research, despite facing some of the most severe occupational stressors of any professional group — including chronic understaffing, role ambiguity, public scrutiny, and exposure to violence (Chaudhary & Srivastava, 2024; Violanti et al., 2017; R. Yadav et al., 2022).

Furthermore, while prior studies have predominantly treated OCB as a unidimensional aggregate when examining its relationship with workplace spirituality, the differential effects of spirituality on individual OCB dimensions have rarely been tested, leaving the dimensional specificity of this relationship theoretically underdeveloped (Bhutia et al., 2025; Ghorbanifar & Azma, 2014). Similarly, although job involvement has been recognized as a key predictor of operational effectiveness and professional integrity among police personnel, its relationship with workplace spirituality in the Indian police context remains empirically untested (Kanungo, 1982; Qureshi et al., 2019). The present study was therefore designed to address these interrelated gaps by examining the predictive role of workplace spirituality on OCB dimensions and job involvement among Uttar Pradesh police constables.

The present study was designed to address three objectives:

- a) to examine the relationship between workplace spirituality and organizational citizenship behavior among police personnel in Uttar Pradesh;
- b) to assess the differential predictive effects of workplace spirituality on specific organizational citizenship behavior dimensions (conscientiousness, sportsmanship, civic virtue, courtesy, and altruism); and
- c) to investigate the relationship between workplace spirituality and job involvement among police personnel.

Based on the objectives, the following hypotheses were formulated:

- **H1:** Workplace spirituality will positively and significantly predict organizational citizenship behavior among police personnel.
- **H2:** Workplace spirituality will positively and significantly predict organizational citizenship behavior dimensions (conscientiousness, sportsmanship, civic virtue, courtesy, and altruism) among police personnel.
- **H3:** Workplace spirituality will positively and significantly predict job involvement among police personnel.

METHOD

Research Design

This study adopted a quantitative, cross-sectional survey design to investigate the predictive relationships among the selected study variables. A cross-sectional design was selected because the primary objective was to assess simultaneously the associations and predictive effects among the variables of interest across a well-defined population (Creswell & Creswell, 2018; Kerlinger & Lee, 2000). The study adopted a correlational and predictive research strategy. Pearson product-moment correlation was applied to assess bivariate relationships among the study variables, while hierarchical multiple regression analysis was used to evaluate the predictive influence of workplace spirituality on outcome variables, with demographic variables statistically controlled in the first step (Cohen et al., 2003; Tabachnick & Fidell, 2013).

Sample and Procedure

The present study was conducted with a sample of police personnel ($N = 205$) from the state of Uttar Pradesh, India. The sample comprised 147 constables (71.7%) and 58 head constables (28.3%). In terms of gender composition, 157 participants were male (76.6%) and 48 were female (23.4%). Years of service ranged from 3 to 32 years ($M = 10.75$, $SD = 6.46$), reflecting considerable variability in organizational experience across the sample.

Purposive sampling was used to select participants, and the selection process followed ethical guidelines for research involving human subjects. Data were collected using a structured self-report questionnaire administered in person at police stations. Questionnaires were distributed individually to police personnel during their non-duty hours to minimize work-related interruptions. Participants were informed that their responses would remain strictly anonymous and confidential, that participation was entirely voluntary, and that they were free to withdraw from the study at any stage without any negative repercussions. Completed questionnaires were collected on the same day. No financial or other incentives were offered for participation.

Measures

Workplace spirituality

Workplace spirituality was assessed using the scale developed by Milliman et al. (2003), which measures the construct across three dimensions: (a) meaningful work, (b) sense of community, and (c) alignment with organizational values. The scale comprises 21 items rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). In the present study, the Cronbach's alpha ($\alpha = .918$) indicated strong internal consistency reliability for the overall workplace spirituality scale.

Organizational Citizenship Behavior

Organizational citizenship behavior was measured using the scale developed by Podsakoff et al. (1990), which captures the construct across five dimensions: (a) conscientiousness, (b) sportsmanship, (c) civic virtue, (d) courtesy, and (e) altruism. The scale comprises 24 items rated on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). In the present study, the Cronbach's alpha ($\alpha = .761$) reflected acceptable internal consistency reliability for the overall organizational citizenship behavior scale.

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

Job Involvement

Job involvement was assessed using the scale developed by Kanungo (1982), which measures the extent to which an individual psychologically identifies with and is cognitively absorbed in their present job. The scale comprises 10 items rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). In the present study, the Cronbach's alpha ($\alpha = .751$) indicated acceptable internal consistency reliability for the job involvement scale.

Control Variables

Gender (coded 1 = male, 2 = female) and years of service (ranging from 3 to 32 years) were included as control variables in all hierarchical regression analyses. These variables were selected as controls because prior research has indicated that demographic factors such as gender and organizational tenure may influence employees' citizenship behaviors and job-related attitudes.

Data Analysis Strategy

Data analysis was performed using IBM SPSS Statistics (Version 24; IBM Corp., 2016). Descriptive statistics, including means and standard deviations, were computed for all study variables. Pearson product-moment correlations were then calculated to assess bivariate relationships among the variables. To test the three research hypotheses, a series of hierarchical multiple regression analyses was conducted. In each regression model, gender and years of service were entered as control variables in Step 1, followed by workplace spirituality in Step 2. Prior to the main analyses, all data were screened for missing values, outliers, normality, multicollinearity, and homoscedasticity (Tabachnick & Fidell, 2013).

RESULTS

Preliminary Analyses

Case processing summary output indicated no missing values across any of the study variables ($N = 205$, 100% valid cases). Univariate normality was assessed using skewness and kurtosis statistics. All variables demonstrated skewness values ranging from -1.059 to -0.253 and kurtosis values ranging from -0.549 to 1.367 , which fell within the acceptable ranges of ± 2 and ± 7 , respectively (Tabachnick & Fidell, 2013). Visual inspection of histogram and Normal P-P plots of standardized residuals confirmed that the normality assumption was adequately satisfied for all regression models. Multivariate outliers were assessed using Mahalanobis Distance. The maximum Mahalanobis Distance value was 15.503 , which did not exceed the critical chi-square value of 16.27 ($df = 3$, $p < .001$), indicating the absence of multivariate outliers. Cook's Distance values ranged from $.000$ to $.193$, well below the threshold of 1.0 (Cook & Weisberg, 1982), confirming that no influential cases were present. Multicollinearity was examined through Tolerance and Variance Inflation Factor (VIF) values. All Tolerance values exceeded $.10$ (range = $.344$ to $.592$) and all VIF values were below 5 (range = 1.689 to 2.904), indicating that multicollinearity was not a concern (Field, 2018). The Condition Index did not exceed 30 across all models, further confirming that serious multicollinearity was not present. Independence of residuals was confirmed by a Durbin-Watson statistic of 1.763 , within the acceptable range of 1.5 – 2.5 (Field, 2018). Homoscedasticity was supported by a random scatter of standardized residuals (ZRESID) against standardized predicted values (ZPRED), with no systematic funnel pattern observed (Field, 2018).

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

Data Analysis

Table 1 Means, Standard Deviations, and Intercorrelations Among Study Variables.

Variable	1. Meaningful Work	2. Sense of Community	3. Alignment with Organizational Values	4. Workplace Spirituality	5. Conscientiousness	6. Sportsmanship	7. Civic Virtue	8. Courtesy	9. Altruism	10. Organizational Citizenship Behavior	11. Job Involvement
M	23.99	25.81	29.03	78.67	30.18	28.14	23.09	29.44	25.88	136.56	39.20
SD	3.957	4.673	5.374	12.69	3.626	4.089	2.801	3.603	5.242	13.006	5.285
1.	—										
2.	.633*	—									
3.	.539*	.766**	—								
4.	.802*	.913**	.894**	—							
5.	.391*	.181**	.169*	.263**	—						
6.	.139*	-.041	-.093	-.010	.257**	—					
7.	.293*	.329**	.288**	.345**	.383**	.116	—				
8.	.274*	.140*	.063	.166*	.276**	.373**	.226**	—			
9.	.401*	.228**	.207**	.299**	.444**	-.028	.428**	.322**	—		
10.	.465*	.245**	.191**	.326**	.725**	.514**	.612**	.668**	.704**	—	
11.	.327*	.334**	.335**	.380**	.228**	.095	.361**	.340**	.362**	.426**	—

Note. $p^* < .05$. $p^{**} < .01$ (two-tailed).

Table 1 presents the means, standard deviations, and zero-order intercorrelations among all study variables. Workplace spirituality was positively and significantly correlated with conscientiousness ($r = .263$, $p < .01$), civic virtue ($r = .345$, $p < .01$), courtesy ($r = .166$, $p < .05$), altruism ($r = .299$, $p < .01$), overall organizational citizenship behavior ($r = .326$, $p < .01$), and job involvement ($r = .380$, $p < .01$). The three dimensions of workplace spirituality were strongly intercorrelated ($r_s = .539-.766$, $p < .01$), supporting the use of a composite workplace spirituality score. The organizational citizenship behavior dimensions were moderately to strongly intercorrelated, with coefficients ranging from $r = .257$ to $r = .725$ ($p < .01$), and overall organizational citizenship behavior was positively associated with job involvement ($r = .426$, $p < .01$). These correlations provided preliminary evidence for the hypothesized positive relationships among workplace spirituality, organizational citizenship behavior, and job involvement among police personnel.

**Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement
Among Police Personnel: Evidence from Uttar Pradesh, India**

Table 2 Results of Hierarchical Regression Analysis Predicting Organizational Citizenship Behavior and Job Involvement from Workplace Spirituality After Controlling for Gender and Experience.

Predictor	β	Multiple R	R^2	ΔR^2	F	F change
Dependent Variable: <i>Conscientiousness</i>						
Step 1						
Gender	.183**	.213	.046	.046	$F_{(2, 202)} = 4.821^{**}$	$F_{(2, 202)} = 4.821^{**}$
Experience	-.087					
Step 2						
Gender	.174**	.334	.112	.066	$F_{(3, 201)} = 8.430^{**}$	$F_{(1, 201)} = 14.980^{**}$
Experience	-.088					
WPS	.257**					
Dependent Variable: <i>Sportsmanship</i>						
Step 1						
Gender	.134	.133	.018	.018	$F_{(2, 202)} = 1.806$	$F_{(2, 202)} = 1.806$
Experience	.023					
Step 2						
Gender	.134	.133	.018	.000	$F_{(3, 201)} = 1.213$	$F_{(1, 201)} = .044$
Experience	.023					
WPS	-.015					
Dependent Variable: <i>Civic Virtue</i>						
Step 1						
Gender	-.003	.042	.002	.002	$F_{(2, 202)} = .178$	$F_{(2, 202)} = .178$
Experience	-.042					
Step 2						
Gender	-.014	.348	.121	.119	$F_{(3, 201)} = 9.222^{**}$	$F_{(1, 201)} = 27.265^{**}$
Experience	-.043					
WPS	.345**					
Dependent Variable: <i>Courtesy</i>						
Step 1						
Gender	-.077	.094	.009	.009	$F_{(2, 202)} = .895$	$F_{(2, 202)} = .895$
Experience	.043					
Step 2						
Gender	-.083	.193	.037	.028	$F_{(3, 201)} = 2.585$	$F_{(1, 201)} = 5.920^*$
Experience	.042					
WPS	.168*					
Dependent Variable: <i>Altruism</i>						
Step 1						
Gender	-.005	.089	.008	.008	$F_{(2, 202)} = .814$	$F_{(2, 202)} = .814$
Experience	-.090					
Step 2						
Gender	-.015	.312	.097	.089	$F_{(3, 201)} = 7.228^{**}$	$F_{(1, 201)} = 19.904^{**}$
Experience	-.091					
WPS	.299**					
Dependent Variable: <i>Organizational Citizenship Behavior</i>						
Step 1						
Gender	.079	.105	.011	.011	$F_{(2, 202)} = 1.127$	$F_{(2, 202)} = 1.127$
Experience	-.059					
Step 2						
Gender	.068	.340	.116	.104	$F_{(3, 201)} = 8.752^{**}$	$F_{(1, 201)} = 23.748^{**}$
Experience	-.060					
WPS	.323**					
Dependent Variable: <i>Job involvement</i>						
Step 1						
Gender	-.179	.202	.041	.041	$F_{(2, 202)} = 4.309^*$	$F_{(2, 202)} = 4.309^*$
Experience	.072					

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

Step 2						
Gender	-.192	.436	.190	.149	$F_{(3, 201)} = 15.747^{**}$	$F_{(1, 201)} = 37.085^{**}$
Experience	.071					
WPS	.387**					

To test Hypotheses 1, 2, and 3, a series of hierarchical multiple regression analyses was conducted. Gender and years of service were entered as control variables in Step 1, and workplace spirituality was entered in Step 2. Table 2 presents the standardized regression coefficients (β), multiple correlation coefficients (R), R^2 , ΔR^2 , F , and ΔF values for all models.

Hypothesis 1: Overall organizational citizenship behavior. Gender and years of service at Step 1 did not significantly predict overall organizational citizenship behavior, $R^2 = .011$, $F(2, 202) = 1.127$, $p = .326$. When workplace spirituality was added at Step 2, the model became significant, accounting for 11.6% of the variance, $R^2 = .116$, $F(3, 201) = 8.752$, $p < .001$, with a significant increment in explained variance, $\Delta R^2 = .104$, $\Delta F(1, 201) = 23.748$, $p < .001$. Workplace spirituality was a significant positive predictor of overall organizational citizenship behavior ($\beta = .323$, $p < .001$), whereas gender and years of service were not significant predictors. These results support Hypothesis 1.

Hypothesis 2: organizational citizenship behavior dimensions. Hierarchical regression results for the five OCB dimensions are presented in Table 2. For conscientiousness, workplace spirituality explained a significant increment in variance at Step 2, $\Delta R^2 = .066$, $\Delta F(1, 201) = 14.98$, $p < .001$, with a total $R^2 = .112$, $F(3, 201) = 8.430$, $p < .001$, and was a significant positive predictor ($\beta = .257$, $p < .001$). For civic virtue, workplace spirituality produced the largest increment, $\Delta R^2 = .119$, $\Delta F(1, 201) = 27.265$, $p < .001$, with a total $R^2 = .121$, $F(3, 201) = 9.222$, $p < .001$ ($\beta = .345$, $p < .001$). For courtesy, the increment was significant, $\Delta R^2 = .028$, $\Delta F(1, 201) = 5.920$, $p = .016$, although the overall Step 2 model did not reach conventional significance, $R^2 = .037$, $F(3, 201) = 2.585$, $p = .054$ ($\beta = .168$, $p = .016$). For altruism, workplace spirituality accounted for a significant increment, $\Delta R^2 = .089$, $\Delta F(1, 201) = 19.904$, $p < .001$, with a total $R^2 = .097$, $F(3, 201) = 7.228$, $p < .001$ ($\beta = .299$, $p < .001$). For sportsmanship, neither Step 1 nor Step 2 was significant, and workplace spirituality did not significantly predict sportsmanship, $\Delta R^2 < .001$, $\Delta F(1, 201) = .04$, $p = .834$ ($\beta = -.015$, $p = .834$). Thus, Hypothesis 2 was supported for conscientiousness, civic virtue, courtesy, and altruism, but not for sportsmanship.

Hypothesis 3: Job Involvement. At Step 1, the control variables accounted for 4.1% of the variance in job involvement, $R^2 = .041$, $F(2, 202) = 4.309$, $p = .015$, with gender emerging as a significant negative predictor ($\beta = -.179$, $p = .011$) and years of service was not a significant predictor ($\beta = .072$, $p = .300$). After entering workplace spirituality at Step 2, the model explained 19.0% of the variance, $R^2 = .190$, $F(3, 201) = 15.747$, $p < .001$, with a significant increment, $\Delta R^2 = .149$, $\Delta F(1, 201) = 37.085$, $p < .001$. Workplace spirituality was a significant positive predictor of job involvement ($\beta = .387$, $p < .001$); gender remained a significant negative predictor ($\beta = -.192$, $p = .003$), and years of service was not a significant predictor ($\beta = .071$, $p = .268$). These results support Hypothesis 3.

DISCUSSION

The findings add to the expanding body of empirical literature on workplace spirituality and its influence on employee job outcomes. Research consistently shows that employees with

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

high levels of workplace spirituality tend to display greater job satisfaction, organizational commitment, psychological well-being, and prosocial behavior at work (Kolodinsky et al., 2008; Milliman et al., 2003; Rego & Cunha, 2008; Rehman et al., 2021).

Workplace Spirituality and Overall Organizational Citizenship Behavior (H1)

The first hypothesis - that workplace spirituality would positively and significantly predict overall OCB among police personnel, was fully supported. Workplace spirituality explained a significant and meaningful increment in variance explained in overall OCB beyond the demographic controls ($\Delta R^2 = .104$, $p < .001$), with a standardized regression coefficient of $\beta = .323$ ($p < .001$). These findings align with a growing body of empirical literature confirming the positive relationship between workplace spirituality and OCB across a range of cultural and organizational contexts (Belwalkar et al., 2018; Bhutia et al., 2025; Garg, 2018; Kumari et al., 2022; Rehman et al., 2021).

In the policing context, police personnel who experience a strong sense of spiritual fulfilment may feel a deeper sense of duty and connection to the organization's larger social purpose — a sense of meaning that motivates them to perform extra-role behaviors such as voluntarily helping colleagues, actively participating in organizational initiatives, and proactively preventing interpersonal conflicts (Jalan & Garg, 2022). This finding is consistent with social exchange theory (Blau, 1964), which suggests that employees who feel their organization supports their inner needs tend to respond through voluntary, role-exceeding prosocial behaviors (Belwalkar et al., 2018; Rehman et al., 2021).

Workplace Spirituality and Organizational Citizenship Behavior Dimensions (H2)

The second hypothesis - that workplace spirituality would positively and significantly predict all five dimensions of OCB - was partially supported. Workplace spirituality significantly and positively predicted conscientiousness ($\beta = .257$, $p < .001$), civic virtue ($\beta = .345$, $p < .001$), courtesy ($\beta = .168$, $p = .016$), and altruism ($\beta = .299$, $p < .001$), but did not significantly predict sportsmanship ($\beta = -.015$, $p = .834$).

Among the supported dimensions, civic virtue showed the strongest association with workplace spirituality ($\beta = .345$, $\Delta R^2 = .119$, $p < .001$). This is theoretically coherent, as civic virtue —reflecting active participation and genuine concern for organizational governance — most closely aligns with the core dimensions of workplace spirituality. Employees who experience a sense of meaning in their work, feel connected to their colleagues, and identify with organizational values are more likely to actively participate in organizational life, support institutional decisions, and show genuine interest in the overall functioning of the organization (Milliman et al., 2003; Podsakoff et al., 2000). Similarly, the positive relationships with conscientiousness and altruism are consistent with prior research showing that spiritually engaged employees demonstrate higher levels of diligence, responsibility, and voluntary helping behavior towards colleagues (Ghorbanifar & Azma, 2014; Kumari et al., 2022; Nasurdin et al., 2013).

The absence of a significant relationship between workplace spirituality and sportsmanship is a theoretically meaningful finding. Unlike other organizational citizenship behavior dimensions that involve active prosocial engagement, sportsmanship is essentially a passive and inhibitory behavior — reflecting an employee's readiness to endure workplace frustrations and hardships without voicing grievances (Organ, 1988; Podsakoff et al., 1990). Passive tolerance of discomfort is less likely to be driven by meaning, community, or value

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

alignment than by personality traits such as emotional stability and agreeableness, or by role-specific professional norms (Podsakoff et al., 2000). In the policing context, officers are trained to suppress complaints and maintain composure under difficult conditions. As a result, sportsmanship may function as a mandatory implicit norm rather than a discretionary behavior, rendering it largely independent of internal spiritual orientation (Jalan & Garg, 2022). This is consistent with prior evidence that sportsmanship is the OCB dimension least responsive to motivational antecedents, including workplace spirituality (Ghorbanifar & Azma, 2014).

Workplace Spirituality and Job Involvement (H3)

The third hypothesis, which predicted that workplace spirituality would positively and significantly predict job involvement among police personnel, was fully supported. Workplace spirituality was the strongest predictor in the study, explaining a substantial increment in variance in job involvement beyond the demographic controls ($\Delta R^2 = .149$, $F_{change}(1, 201) = 37.085$, $p < .001$), with a standardized coefficient of $\beta = .387$ ($p < .001$). This finding is consistent with the theoretical argument that when employees experience their work as spiritually meaningful and feel a strong sense of community and value alignment, they are more likely to psychologically identify with their job — the defining characteristic of high job involvement (Kanungo, 1982; Milliman et al., 2003). Kolodinsky et al. (2008) reported that workplace spirituality had a significant positive relationship with job involvement among full-time employees across various occupational settings. Kumari et al. (2022) confirmed this relationship in an Indian sample of 425 employees across IT, banking, and higher education sectors, identifying job involvement as a first-stage mediator in the pathway from workplace spirituality to job performance. Kumar et al. (2022) further demonstrated that job involvement partially mediates the association between workplace spirituality and work satisfaction among employees in Indian micro, small, and medium enterprises (MSMEs), underscoring the practical relevance of workplace spirituality-driven job involvement in Indian organizational contexts.

In the policing context, where officers serve the public, uphold justice, and protect the vulnerable, meaningful work and a sense of workplace community may strengthen psychological identification with the job role (Kanungo, 1982). Police personnel who perceive their work as spiritually purposeful are likely to view their occupational role as a core expression of who they are, reinforcing intrinsic motivation and professional dedication even under conditions of extreme stress and organizational pressure (Kanungo, 1982; Lambert et al., 2018; Qureshi et al., 2019). Conversely, those with low workplace spirituality may experience a sense of disconnection from their work, increasing the risk of emotional disengagement, reduced job involvement, and diminished individual and organizational performance (Diefendorff et al., 2002; Lambert et al., 2018).

Gender emerged as a significant negative predictor of job involvement at both Step 1 ($\beta = -.179$, $p = .011$) and Step 2 ($\beta = -.192$, $p = .003$), indicating that male police personnel reported higher job involvement than female personnel. This is consistent with prior research highlighting structural and role-based differences in how male and female officers experience their work in Indian police contexts (Chaudhary & Srivastava, 2024; Lambert et al., 2018). Female officers in India are frequently assigned to Women's Help Desks and other specialist roles, reducing their exposure to core operational policing and restricting their integration into the frontline police identity as constructed within the broader organizational culture (Choubey, 2025; Sukhtankar et al., 2022). Years of service was not a

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

significant predictor of job involvement at either step, suggesting that role identification is shaped more by the nature of one's subjective work experience — particularly the degree of spiritual meaning and purpose found in work — than by tenure alone.

The present findings carry particular significance given the organizational context of Uttar Pradesh (UP) police personnel. Research has established that UP officers face a range of chronic occupational stressors — including workforce shortages, political interference, role ambiguity, and sustained negative public perception — that collectively undermine officer well-being (Chaudhary & Srivastava, 2024; R. Yadav et al., 2022). Under these conditions, workplace spirituality may serve as a meaningful internal psychological resource for sustaining citizenship behaviors and job involvement. S. Yadav et al. (2022), in a study of 253 UP police personnel, confirmed that workplace spirituality significantly promotes employee well-being, with empathic concern as a mediating mechanism and organizational politics as a negative moderator. Taken together, these findings reinforce the practical importance of fostering workplace spirituality in high-stress uniformed service environments.

Implications

The present study makes five interconnected contributions to workplace spirituality research and police human resource management.

First, police administrations should treat workplace spirituality as a strategic organizational resource by incorporating spirituality-related well-being indicators into officer surveys and annual human resource development plans. Senior officers can foster workplace spirituality by clearly communicating the department's public-service mission across all ranks, recognizing community service achievements, and framing individual work tasks within their broader social significance (Jalan & Garg, 2022; S. Yadav et al., 2022).

Second, the dimensional analysis of workplace spirituality's influence on OCB advances the theoretical precision of this relationship. By demonstrating that workplace spirituality significantly predicted four of five OCB dimensions, the study extends and refines prior dimensional findings (Ghorbanifar & Azma, 2014; Nasurdin et al., 2013), showing that workplace spirituality more strongly predicts active prosocial and participatory behaviors than passive tolerance-based ones. This indicates that combining OCB dimensions into a single composite score may mask the varying effects of spiritual motivation when examining this relationship (Podsakoff et al., 2000). Police training programs aimed at strengthening citizenship behavior should target civic virtue, altruism, and conscientiousness through reflective practice sessions, peer-support circles, and mission-based leadership workshops. Expecting spiritual engagement to broadly suppress complaint behavior appears unwarranted, as sportsmanship is governed more by occupational socialization and institutional norms than by internal spiritual orientation (Podsakoff et al., 1990).

Third, the findings reinforce social exchange theory (Blau, 1964) as a valid explanatory framework for the workplace spirituality–organizational citizenship behavior relationship in collectivist, service-oriented cultures. When police personnel feel that their organization values support their inner life, there is a greater likelihood of engaging in voluntary prosocial and participatory behaviors that go beyond their formally assigned role responsibilities (Rehman et al., 2021; S. Yadav et al., 2022). This confirms that social exchange reciprocity norms operate as meaningful motivational drivers of OCB even in

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

highly hierarchical public-sector settings (Blau, 1964). Practically, investment in officers' psychological and spiritual well-being yields reciprocal organizational benefits in the form of extra-role prosocial behaviors, all of which are central to policing effectiveness and community trust (Frank et al., 2020; Lambert et al., 2015).

Fourth, the strong predictive effect of workplace spirituality on job involvement ($\Delta R^2 = .149$, $\beta = .387$, $p < .001$) — the strongest finding of the study — carries considerable theoretical and practical weight. Theoretically, this confirms that the psychological identification mechanism central to Kanungo's (1982) conceptualization of job involvement is substantively influenced by the quality of the spiritual experience at work. Practically, this finding is especially relevant given that UP constables — who constitute 86% of the state police force — face severely limited formal promotion incentives throughout their careers. For these personnel, workplace spirituality may serve as a particularly accessible and sustainable psychological resource for maintaining role identification and preventing emotional withdrawal (Qureshi et al., 2019). Police departments should therefore invest in spirituality-oriented human resource development activities — including mindfulness-based stress reduction training, value clarification workshops, and team cohesion programs — with empirical evidence supporting the effectiveness of such structured interventions in enhancing both workplace spirituality and work engagement (Petchsawang & McLean, 2017).

Fifth, the significant gender effect on job involvement, with male officers demonstrating higher job involvement than female officers ($\beta = -.192$, $p = .003$), points to structural role restriction as a theoretically meaningful mechanism. This finding suggests that the psychological centrality of the police role — which defines high job involvement in Kanungo's (1982) framework — is not gender-neutral but is constrained by the range of operational roles available to female officers. Choubey (2025) provides direct institutional evidence that female constables in Indian police departments are systematically directed toward cases involving women and children, administrative tasks, and designated “softer” roles, while being excluded from core frontline duties — a structural condition that directly limits their scope of role engagement. Sukhtankar et al. (2022) further document that female officers bear disproportionate workload and operate in highly masculinized environments that constrain their professional agency. Practically, police departments in Uttar Pradesh should examine and reform role assignment policies that restrict female officers' operational participation. Establishing equitable mentoring structures, inclusive promotion pathways, and gender-responsive human resource practices to foster genuine psychological investment in the professional role among all personnel (Choubey, 2025; Diefendorff et al., 2002).

Limitations and Future Research Suggestions

The results of this study must be understood within the context of three methodological limitations. First, the cross-sectional design precludes causal inference. While workplace spirituality was found to significantly predict organizational citizenship behavior and job involvement, it is theoretically possible that employees who are already highly involved in their jobs and display high organizational citizenship behavior are more likely to perceive their workplace as spiritually supportive — a reverse or bidirectional causal pathway that only longitudinal or experimental designs could adequately rule out. Second, data were collected only from police constables and head constables in Uttar Pradesh, which restricts the generalizability of the findings to other states, other ranks within the police hierarchy, or other uniformed and non-uniformed public-sector organizations. Third, the reliance on self-

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

report measures for all study variables raises the possibility of common method bias, which may have inflated the observed relationships among the variables (Podsakoff et al., 2003).

These limitations point to several important directions for future investigation. Future studies should examine the mediating mechanisms through which workplace spirituality influences organizational citizenship behavior and job involvement among police personnel. As Garg (2018) noted, the pathways connecting workplace spirituality to work outcomes in Indian public-sector contexts remain theoretically underdeveloped. Theoretically plausible mediators include organizational commitment, job satisfaction, and empathic concern, all of which have received empirical support in related workplace spirituality research in Indian organizational settings (Rehman et al., 2021; S. Yadav et al., 2022). Researchers should also investigate potential moderators of the workplace spirituality–OCB and spirituality–job involvement relationships. Longitudinal and experimental designs are needed to establish causal directionality, and comparative studies across states, ranks, and occupational groups — including healthcare workers, teachers, and armed forces personnel — would help determine whether the findings generalize beyond Uttar Pradesh police constables to broader patterns of workplace spirituality effects in Indian public-sector organizations. Multi-source data collection designs — such as obtaining supervisor-rated assessments of citizenship behavior alongside officer self-reported spirituality measures — would also help reduce common method bias in future studies.

REFERENCES

- Ashmos, D. P., & Duchon, D. (2000). Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry*, 9(2), 134–145. <https://doi.org/10.1177/1056492600092008>
- Belwalkar, S., Vohra, V., & Pandey, A. (2018). The relationship between workplace spirituality, job satisfaction and organizational citizenship behaviors: An empirical study. *Social Responsibility Journal*, 14(2), 410–430. <https://doi.org/10.1108/SRJ-05-2016-0096>
- Bhutia, K. C., Chopel Bhutia, K., Mukherjee, S., & Kumar, J. (2025). Integrating Workplace Spirituality and Organizational Citizenship Behaviour-A Systematic Literature Review. *Journal of Marketing & Social Research*.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Brown, S. P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychological Bulletin*, 120(2), 235–255. <https://doi.org/10.1037/0033-2909.120.2.235>
- Chaudhary, A., & Srivastava, A. S. (2024). Correlation between perceived stress and job satisfaction in Uttar Pradesh police. *International Journal of Indian Psychology*, 12(2), 056–063. <https://doi.org/10.25215/1202.406>
- Chen, C. Y., & Yang, C. F. (2012). The impact of spiritual leadership on organizational citizenship behavior: A multi-sample analysis. *Journal of Business Ethics*, 105(1), 107–114. <https://doi.org/10.1007/s10551-011-0953-3>
- Choubey, H. (2025). Gender disparities in Indian police services: Barriers and reforms. *International Journal of Law and Legal Research*, 7(3), 14–28. <https://www.ijllr.com/post/gender-disparities-in-indian-police-services-barriers-and-reforms>
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences (3rd ed.)*. Lawrence Erlbaum Associates.
- Cook, R. D., & Weisberg, S. (1982). *Residuals and influence in regression*. Chapman and Hall.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Daniel, J. L. (2015). Workplace spirituality and stress: evidence from Mexico and US. *Management Research Review*, 38(1), 29–43. <https://doi.org/10.1108/mrr-07-2013-0169>

**Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement
Among Police Personnel: Evidence from Uttar Pradesh, India**

- Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (2002). Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance. *Journal of Organizational Behavior*, 23(1), 93–108. <https://doi.org/10.1002/job.123>
- Durga Devi, R. G., & Baskar, B. (2024). Workplace spirituality and organization citizenship behavior: The role of job satisfaction: An empirical investigation among school teachers. *Journal of Informatics Education and Research*, 4(3), 3541–3551.
- Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). Sage Publications.
- Frank, J., Lambert, E. G., & Qureshi, H. (2017). Examining police officer work stress using the Job Demands–Resources Model. *Journal of Contemporary Criminal Justice*, 33(4), 348–367. <https://doi.org/10.1177/1043986217724248>
- Frank, J., Lambert, E. G., Qureshi, H., Myer, A. J., Klahm, C. F., Smith, B., & Hogan, N. L. (2020). Disentangling the direct and indirect effects of task, individual, and organizational factors on occupational citizenship behavior. *Criminal Justice Policy Review*, 31(8). <https://doi.org/10.1177/0887403419866895>
- Garg, N. (2018). Promoting organizational performance in Indian insurance industry: The roles of workplace spirituality and organizational citizenship behavior. *Global Business Review*, 21(2), 834 – 849. <https://doi.org/10.1177/0972150918778983>
- Ghorbanifar, M., & Azma, F. (2014). Workplace spirituality and organizational citizenship behavior: Evidence from banking industry. *Management Science Letters*, 4, 1685–1692. <https://doi.org/10.5267/j.msl.2014.7.016>
- Gupta, M., Kumar, V., & Singh, M. (2014). Creating satisfied employees through workplace spirituality: A study of the private insurance sector in Punjab (India). *Journal of Business Ethics*, 122(1), 79–88. <https://doi.org/10.1007/s10551-013-1756-5>
- IBM Corp. (2016). IBM SPSS Statistics for Windows (Version 24.0) [Computer software]. IBM Corp.
- Jalan, S., & Garg, N. (2022). Exploring linkages between workplace spirituality and occupational stress among Indian police personnel. *South Asian Journal of Human Resources Management*, 9(1). <https://doi.org/10.1177/23220937211059626>
- Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 67(3), 341–349. <https://doi.org/10.1037/0021-9010.67.3.341>
- Kerlinger, F. N., & Lee, H. B. (2000). *Foundations of behavioral research* (4th ed.). Harcourt College Publishers.
- Kolodinsky, R. W., Giacalone, R. A., & Jurkiewicz, C. L. (2008). Workplace values and outcomes: Exploring personal, organizational, and interactive workplace spirituality. *Journal of Business Ethics*, 81(2), 465–480. <https://doi.org/10.1007/s10551-007-9507-0>
- Krishnakumar, S., & Neck, C. P. (2002). The “what”, “why” and “how” of spirituality in the workplace. *Journal of Managerial Psychology*, 17(3), 153–164. <https://doi.org/10.1108/02683940210423060>
- Kumar, S., Lochab, A., & Mishra, M. K. (2022). Mediating role of job involvement between workplace spirituality and work satisfaction: An Evidence from Indian MSMEs. *Ramanujan International Journal of Business and Research*, 7(1), 31–42. <https://doi.org/10.51245/rijbr.v7i1.2022.518>
- Kumari, S., Kumar, V., Singh, A. K., & Singh, B. (2022). Spirituality at work and job performance: An empirical assessment of the serial mediation modelling of attitudinal outcomes. *Purushartha: A Journal of Management, Ethics and Spirituality*, 15(1), 94–109.
- Lambert, E. G., Qureshi, H., Frank, J., Klahm, C. F., & Smith, B. (2018). Job stress, job involvement, job satisfaction, and organizational commitment and their associations with job burnout among Indian police officers: A research note. *Journal of Police and Criminal Psychology*, 33(2), 85–99. <https://doi.org/10.1007/s11896-017-9236-y>

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

- Lambert, E. G., Qureshi, H., Hogan, N. L., Klahm, C., Smith, B., & Frank, J. (2015). The association of job variables with job involvement, job satisfaction, and organizational commitment among Indian police officers. *International Criminal Justice Review*, 25(2), 194-213. <https://doi.org/10.1177/1057567715580985>
- Lambert, E. G., Qureshi, H., Klahm, C., Smith, B., & Frank, J. (2017). The effects of perceptions of organizational structure on job involvement, job satisfaction, and organizational commitment among Indian police officers. *International journal of offender therapy and comparative criminology*, 61(16), 1892-1911. <https://doi.org/10.1177/0306624X16635782>
- Ma, C. C., Andrew, M. E., Fekedulegn, D., Gu, J. K., Hartley, T. A., Charles, L. E., Violanti, J. M., & Burchfiel, C. M. (2015). Shift work and occupational stress in police officers. *Safety and health at work*, 6(1), 25-29. <https://doi.org/10.1016/j.shaw.2014.10.001>
- Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426-447. <https://doi.org/10.1108/09534810310484172>
- Nasurdin, A. M., Nejati, M., & Mei, Y. K. (2013). Workplace spirituality and organizational citizenship behavior: Exploring gender as a moderator. *South African Journal of Business Management*, 44(1), 61-74. <https://doi.org/10.4102/sajbm.v44i1.148>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Petchsawang, P., & McLean, G. N. (2017). Workplace spirituality, mindfulness meditation, and work engagement. *Journal of Management, Spirituality & Religion*, 14(3), 216-244. <https://doi.org/10.1080/14766086.2017.1291360>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142. [https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/10.1016/1048-9843(90)90009-7)
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of management*, 26(3), 513-563. <https://doi.org/10.1177/014920630002600307>
- Pradhan, P., Pattnaik, P., & Nayak, A. (2024). Perceived stress, job satisfaction, and happiness among police personnels posted in offices and fields. *Industrial Psychiatry Journal*, 33(2), 281-284. https://doi.org/10.4103/ipj.ipj_92_24
- Qureshi, H., Lambert, E. G., & Frank, J. (2019). The relationship between stressors and police job involvement. *International Journal of Police Science & Management*, 21(1), 48-61. <https://doi.org/10.1177/1461355719832621>
- Ragesh, G., Tharayil, H. M., Raj, M. T., Philip, M., & Hamza, A. (2017). Occupational stress among police personnel in India. *Open Journal of Psychiatry & Allied Sciences*, 8(2), 148-152. <https://doi.org/10.5958/2394-2061.2017.00012.x>
- Rastgar, A. A., Zarei, A., Davoudi, S. M. M., & Fartash, K. (2012). The link between workplace spirituality, organizational citizenship behavior and job performance in Iran. *Arth Prabhand: A Journal of Economics and Management*, 1(6), 51-67.
- Rego, A., & Cunha, M. P. e. (2008). Workplace spirituality and organizational commitment: An empirical study. *Journal of Organizational Change Management*, 21(1), 53-75. <https://doi.org/10.1108/09534810810847039>

Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India

- Rehman, W. U., Jalil, F., Hassan, M., Naseer, Z., & Ikram, H. (2021). Workplace spirituality and organizational citizenship behavior: A mediating and moderating role of organizational commitment and workplace ostracism. *International Journal of Innovation, Creativity and Change*, 15(3), 1121–1144.
- Singh, J., & Chopra, V. G. (2018). Workplace spirituality, grit and work engagement. *Asia-Pacific Journal of Management Research and Innovation*, 14(1–2), 50–59. <https://doi.org/10.1177/2319510X18811776>
- Sukhtankar, S., Kruks-Wisner, G., & Mangla, A. (2022). Policing in patriarchy: An experimental evaluation of reforms to improve police responsiveness to women in India. *Science*, 377(6602), 191–198. <https://doi.org/10.1126/science.abm7387>
- Tabachnick, B. G., & Fidell, L. S. (2013). *Using multivariate statistics* (6th ed.). Pearson.
- Violanti, J. M., Charles, L. E., McCanlies, E., Hartley, T. A., Baughman, P., Andrew, M. E., Fekedulegn, D., Ma, C. C., Mnatsakanova, A., & Burchfiel, C. M. (2017). Police stressors and health: A state-of-the-art review. *Policing: An International Journal*, 40(4), 642–656. <https://doi.org/10.1108/PIJPSM-06-2016-0097>
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617. <https://doi.org/10.1177/014920639101700305>
- Yadav, R., Khanna, A., & Chenab. (2022). Quality of work life, emotional and physical well-being of police personnel in India. *International Journal of Police Science & Management* 24(1) 89-99. <https://doi.org/10.1177/14613557211064055>
- Yadav, S., Tiwari, T., Yadav, A. K., Dubey, N., Mishra, L. K., Singh, A. L., & Kapoor, P. (2022). Role of workplace spirituality, empathic concern and organizational politics in employee wellbeing: A study on police personnel. *Frontiers in Psychology*, 13, 881675. <https://doi.org/10.3389/fpsyg.2022.881675>

Acknowledgment

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Shukla, A.K. & Kumar, S. (2026). Workplace Spirituality as a Predictor of Organizational Citizenship Behavior and Job Involvement Among Police Personnel: Evidence from Uttar Pradesh, India. *International Journal of Indian Psychology*, 14(3), 237-254. DIP:18.01.023.20261403, DOI:10.25215/1403.023