



NOURISHING THE WORKPLACE: THE RELATIONSHIP BETWEEN SPIRITUAL LEADERSHIP, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND EMPLOYEE WORK SATISFACTION

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Abstract

This study was conducted to find out the relationship between Spiritual Leadership (SL) and Employees' Job Satisfaction (EJS) in Information Technology (IT) Sector. This study also investigated the role of Organizational Citizenship Behavior (OCB) as a mediating variable in the relationship between spiritual leadership and employees' work satisfaction in information technology sector of Lahore, capital city of Punjab. Researcher adopted a positivist research paradigm that assumes that reality is objective and can be explored through observable phenomena using evidence-based data. A correlational research design was utilized to examine the direct and mediated relationships among variables in a non-experimental setting. A survey method was chosen to collect data from research participants. Population consisted of all the employees working in IT industry of Pakistan. The researcher collected online as well as offline data from IT sector of Pakistan through convenience sampling Technique. 550 participants were approached for data collection, from which 490 returned the filled questionnaire, and response rate was 89%. The 17-item questions' scale was adopted to assess spiritual leadership. To measure the OCB of employees working in IT industry 8 items scale was utilized the employees job satisfaction was measured by utilizing a shorten version of Minnesota Satisfaction Questionnaire developed by Weiss et al. (1967) was utilized. SPSS was used to calculate mean scores and standard deviation, correlation coefficients, and hierarchical regression models to determine direct, indirect, and mediating effects among variables. The descriptive analysis revealed that employees in the IT sector reported high levels of spiritual leadership ($M = 3.77$, $SD = 0.71$) and job satisfaction ($M = 3.79$, $SD = 0.78$) on a 5-point Likert scale. Correlation results showed that spiritual leadership was significantly and has a positive relationship with job satisfaction ($r = 0.307$, $p < 0.01$) and OCB ($r = 0.274$, $p < 0.01$). Mediation analysis demonstrated that spiritual leadership is a significant predictor of job satisfaction ($\beta = 0.31$, $p < 0.001$), and when OCB was introduced into the model, the effect of spiritual leadership decreased from $\beta = 0.31$ to $\beta = 0.12$, while OCB showed a strong effect ($\beta = 0.65$, $p < 0.001$), explaining 46% of the variance in job satisfaction. Based on findings, it is suggested that future researchers may conduct studies to expand the scope of this study beyond Lahore to include multiple cities and diverse sectors for broader generalizability.

Keywords: Spiritual Leadership, Employees' Job Satisfaction, Information Technology, Organizational Citizenship Behavior, Correlational Research Design.

Introduction

The concept of spiritual leadership may be defined as the set of attitudes, values, and behaviors that are essential for motivating oneself and others. Its key purpose is to ensure employees' spiritual survival and well-being by giving due importance to their perspectives. This involves two primary components (Fry, 2003); the first is "creation of vision" by which a sense of calling is shared by leaders and their followers, perceiving the fact that life has a meaning and contributes to making a difference. Second is related to establishing well well-versed social and organizational culture that is rooted in the principles of unconditional love. This culture fosters a sense of membership among employees, where leaders as well as followers feel understood, acknowledged, and genuinely are caring for both themselves and others (Fry,



2005). Scholars like Udin (2019), Afrianty and Prasetya (2023) have concluded that employee performance is significantly influenced by spiritual leadership, emphasizing the need for its proper implementation to establish an effective system (Pio & Tampi, 2018). Similarly, spiritual leadership has effects on employee work satisfaction as well as organizational performance via OCB.

According to Luthans (2011), a moderate positive emotion or emotional state resulting from an individual's assessment of work or work experiences can be denoted as job satisfaction. It reflects an individual's attitude toward their work within the work environment, shaped by their perceptions of the job. Thus, Hasibuan (2016) stated that fostering employee job satisfaction becomes crucial to elevate employees' morale and foster love, dedication, and discipline among them. Various indicators have been outlined to measure job satisfaction, including satisfaction with the job itself, alignment of job with personality, contentment with promotion and wages, satisfaction with colleagues and employer, and satisfaction with workplace culture and environment (Luthans, 2011). Despite the growing body of research evidence on spiritual leadership and its impact on organizational outcomes (Djaelani et al., 2021; Hunsaker, 2022; Pio & Lengkong, 2020), a notable research gap exists in understanding the influence of spiritual leadership in the unique context of Pakistani industries, particularly within the Information Technology (IT) sector.

While studies on a global scale have examined the effect of spiritual leadership on work engagement of employees (Wu & Lee, 2020), employee innovative behavior (Zhang & Yang, 2021) job burnout (Hunsaker, 2019) employee performance (Maryati et al., 2019) and their subjective well-being (Zou et al. 2020), however there is a conspicuous absence of research that comprehensively explores the influence of spiritual leadership on work satisfaction of employees, their loyalty and organizational performance with the mediation of OCB within the framework of Pakistani industries and, more specifically, the burgeoning IT sector. In the context of Pakistan, where religious and cultural values have a very strong impact on organizational behavior, a specific study is required to understand the likely impact of spiritual leadership on employee work satisfaction, loyalty, and overall organizational performance, keeping in view the OCB (Organizational Citizenship Behavior) as a mediating variable. The interaction between moral values, ethical issues, and integration of organizational objectives with cultural values can show significant differences in Pakistani companies in relation to their Western counterparts.

In addition, the rapid expansion and change experienced in the IT industry of Pakistan offer a special organizational setting. Nature of work, employees' changing expectations, and leadership's role in the IT industry may exhibit special dynamics deserving special focus. Although the growing importance of the IT sector in Pakistan, there are few research studies that have done research systematically on the impact of spiritual leadership on the employees of this industry or on the resulting impact of spiritual leadership on job satisfaction, commitment, and organizational performance as a mediator with OCB. Bridge over this research gap is necessary because it offers a chance to contribute to acquiring in-depth information about the effectiveness of spiritual leadership in the given socio-cultural and industrial backdrop of Pakistan. Researchers (i.e. Benefiel, 2005; Parameshwar, 2005; Fry & Nisiewicz, 2013) and Fry's classic works (2003, 2005, 2009) has shed light on this gap. Moreover, the body of literature on Pakistani industries' cultural and organizational dynamics in general, and the IT sector in particular, is still developing, thus highlighting the importance of focused research in this field.

Problem Statement and Study Objectives



Rapid growth and transformation in IT sector of Pakistan has created a distinct organizational culture and this sector is demanding the attention of researchers and scholars. Role of leadership in this sector, nature of work, and evolving expectations of employees are those indicators which have introduced unique dynamics, and unluckily these dynamics have not been generally addressed in existing literature and research studies. Specifically, impact of spiritual leadership on organizational performance, employees' job satisfaction, and loyalty with mediating role of organizational citizenship behavior has been not researched frequently in the IT industry of Pakistan. Therefore, purpose of this study was to find out the relationship between spiritual leadership and employees' work satisfaction in Information Technology (IT) Sector of Lahore (Capital City of Province Punjab, Pakistan). This study also investigated the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between spiritual leadership and employees' work satisfaction. Objectives of this study were to: reconnoiter the perception of IT sector employees about spiritual leadership at workplace, explore the level of employees' work satisfaction in Information Technology (IT) Sector, find out the relationship between spiritual leadership and employees' work satisfaction in IT Sector and investigate the role of Organizational Citizenship Behavior (OCB) as a mediator in the relationship between spiritual leadership and employees' work satisfaction.

Significance of the Study

This research represents a distinctive and compelling contribution in the area of Spiritual Leadership as it applies to the Pakistani workplace, with special emphasis on the Information Technology (IT) industry. Although foundational theories of Spiritual Leadership already exist, limited research studies are available about how the spiritual leadership can be translated in the particular socio-cultural settings of Pakistani enterprises. The present study, therefore, fills this void by empirically establishing how Spiritual Leadership correlates with employees work satisfaction, and observing how this relationship is mediated by the degree of Organizational Citizenship Behavior (OCB) staff exhibit. The choice of the rapidly maturing Pakistani IT sector as research locus is intentional, as it permit analysis of leadership statute in an organizational context that differs markedly from sectors such as manufacturing or textiles. The findings are therefore not only relevant to academic literatures on leadership and employee outcomes, but also generate applicable guidance for executives, policy developers, and human resource managers striving to develop a more supportive and productive corporate atmosphere. Engaging these previously under-explored aspects, the study aspires simultaneously to deepen scholarly discourse on Spiritual Leadership and to establish focused, evidence-grounded possibilities for improving overall organizational effectiveness in the distinguish Pakistani corporate sector.

Delimitations of the Study

This study was delimited to:

- Capital city of the province of Punjab
- IT Sector of Lahore
- Three IT industries in the urban area of Lahore

Literature Review

Commencing with the essence of leadership, it becomes evident that literature offers various definitions of this concept. Amid the diversity of interpretations, a recurring trait is notably present: an aptitude for motivating and inspiring others (Boote, & Beile, 2005; McDermott et al., 2011). While conventional leadership theories have been founded on behaviors, abilities, traits, and situational factors, the spiritual leadership theory emerges as a distinct perspective, accentuating the holistic nature of a leader's soul (Zou et al., 2023). Within the realm of

leadership definitions, a synthesized perspective underscores that leadership's impact lies in prompting followers to wholeheartedly invest spiritual, physical, and emotional energies toward realizing the organization's vision and objectives (Winston & Patterson, 2006). In employee performance, spiritual leadership has a positive impact on it, especially when we focus on its three major dimensions as vision, hope, and altruism. The reason companies are more inclined toward on boarding and providing sufficient training and development opportunities to employees to develop leadership abilities, provoking spiritual leadership competencies, and enhancing leadership roles, which eventually leads to employee wellbeing and growth (Guo, 2025). Hence, the crux of effective leadership lies in the capacity to influence others for goal attainment. Nevertheless, the question of precisely how leaders exert this influence remains an open inquiry.

Leadership is required to foster Organizational Citizenship Behavior (OCB), thereby improving employee performance (Ekowati, 2017). Researchers identified a significant relationship between employees' job satisfaction and practice of spiritual leadership within organizations, reinforcing the idea that factors such as job satisfaction and employee OCB contribute to enhanced employee performance (Sani et al., 2016; Maharani et al., 2013). OCB is characterized as behavior that goes beyond the prescribed role mentioned in job description, often taking the form of supportive actions. Milliman et al. (2003) found a significant correlation among spiritual leadership, work involvement, job satisfaction, and commitment towards the organization. Additionally, researchers explored that employees' job satisfaction plays a crucial role in improving overall employee performance (Maharani et al., 2013). It has been found that an increase in OCB behavior, characterized by volunteering, positive actions, and participation in supporting organizational functions, correlates with improved performance (Maharani and Troena, 2013).

Spiritual leadership has diversified effects on individual-level and organizational-level variables e.g., Zhang and Wang (2022) examined the influence of spiritual leadership on employee innovative behavior through autonomous motivation, and the moderating variable in this study was employee power distance orientation. Bayighomog and Arasli (2022) highlighted the importance of maintaining balanced levels of emotional intelligence and spiritual leadership for optimal outcomes, with implications for both theory and practice. Li et al (2023) investigated how green Human Resource Management (HRM) practices impact employee post-COVID-19 in-role green behavior, with psychological green climate as a mediating variable and spiritual leadership as a moderating variable. Findings suggest that green HRM practices positively influence employees' in-role green behavior through fostering a psychological phenomenon of green climate, with the strength of this relationship enhanced by spiritual leadership. Vedula and Agrawal (2024) identified influential authors, core themes, and potential avenues for future research to enhance understanding and guide future studies by combining bibliometric analysis and literature review. Job satisfaction reflects an individual perspective about the workplace environment and their emotions about their work experience. It has been indicated by researchers (Hasibuan, 2016; Kaur & Mittal, 2020) that it can be denoted as emotional attitude of individuals that represent their harmony with their workplace culture, and it is usually manifested by discipline, work moral and achievements.

In the past decades, Organizational Citizenship Behavior (OCB) was a considerable researched variable in organizational literature (Podsakoff et al., 2000). Renowned researchers like Podsakoff et al. (2000) highlighted that one of the most important features of OCB involves voluntary contribution of people that extends beyond their job description and assigned tasks. Nelwan and Lengkong (2024) analyzed the impact of transformational leadership on OCB, job



satisfaction among employees, and sharing knowledge in the MSMEs Sector of Minahasa. Evidence indicated that employee trust in the superior and job satisfaction is a strong mediator between the relationship of OCB and transformational leadership, highlighting the need to instill competent and supportive leadership to encourage positive behaviors in the workplace. Syah and Safrida (2024) investigated how OCB is determined by locus of control and self-efficacy, which further influence the performance of employees, and demonstrates the interlinked nature of these factors in the organizational context. An important mediator in the correlation of OCB and job satisfaction that characterizes the necessity and priority of a supporting work environment is workplace spirituality (Puspitasari & Maksum, 2025). The members of organizations are often asked to do more than their designated jobs, volunteering extra roles and responsibilities in addition to their assignment in serving the overall development and progress of organizations (Hunsaker, 2017).

It has been indicated by Chen and Yang (2012) that OCB is significantly influenced by spiritual leadership as it is characterized by attitudes, behaviors, and values which can motivate individuals to experience the rationality of spiritual well-being (Fry, 2003; Kaya, 2015). Sholikhah et al. (2019) investigated that spiritual leaders, by nurturing employees' inner worlds, contribute to higher intrinsic motivation and a willingness to exhibit OCB for the organization's well-being. Employees who engage in OCB, influenced by spiritual leadership, are likely to experience a positive impact on their job satisfaction. Supporting this, Gong and Kanwal (2025) identified a strong positive relationship dynamic between spiritual leadership and proactive service performance, both directly and indirectly through mediating variables. Uchechukwu (2025) found a significant association between OCB and spiritual leadership. Afghani (2025) confirms that leadership practices based on spiritual values and support for employee emotional and professional engagement can be effective strategies in improving employee well-being and productivity in public organizations such as the police. Therefore, developing the quality of spiritual leadership and increasing the employees' work engagement need to be a managerial concern.

Research Methodology

Research Paradigm, Approach, and Design

Philosophical assumptions of positivist research paradigm were applied in this study, which according to Creswell and Creswell (2018), assumes that reality is objective and can be explored through observable phenomena using evidence-based data. Following these assumptions, the researcher used a quantitative research strategy to explore the relationship among spiritual leadership, OCB, and job satisfaction among employees. Moreover, the researcher applied a correlational design in order to analyze direct and mediated relationships among variables in a non-experimental context. For data collection, strategy of survey method was adopted because it has gained widespread approval for its effectiveness in collecting data from large groups of people in organizational studies (Bryman, 2016). This type of design allowed the researcher to gather standardized responses through validated measures and use statistical analyses such as descriptive statistics, correlation, and regression-based mediation analysis to systematically test the hypothesized relationships.

Population and Sample

All the working employees belonging to IT sector of Pakistan formed the study population. The IT sector of Pakistan was chosen for data collection due to a number of strategic reasons. Above all, the IT sector is a dynamic and fast-expanding sector in the country, which is contributing significantly towards economic growth and technological progress. Exploring spiritual leadership, OCB, and their influence on employee outcomes in this setting makes it



possible to gain insight into modern organizational practices in a developing and critical field. Furthermore, the IT sector is renowned for its peculiar organizational culture and work environment, which is frequently typified by innovation, collaboration, and attention to employee welfare. Knowledge about how spiritual leadership affects factors such as job satisfaction, loyalty, and organizational performance in this particular sector can offer subtle insights that might differ from what is commonly known in traditional industries. Moreover, the IT industry of Pakistan is a diverse workforce, from existing multinational companies to new startups. This diversity presents a chance to study differences in organizational practices and leadership styles, which can aid in generalizing this study's findings. The researcher gathered offline and online data from Pakistan's IT industry using the technique of convenience sampling. 550 participants were approached for data collection, from which 490 returned the filled questionnaire, and response rate was 89%.

Instruments

The adoption of a 17-item question' scale (alpha value 0.77) developed by Fry et al. (2005) was to be used to assess spiritual leadership. To measure the OCB of employees working in IT industry 8-item scale was adopted from Organ, et al. (2006). The internal reliability of this measure was found to be high, with 0.95 of Cronbach's alpha value (Organ et al., 2006). To measure the employees' job satisfaction, a shortened version of the Minnesota Satisfaction Questionnaire developed by Weiss et al. (1967) was utilized. The scale is the most widely used scale by recent researchers who were curious to investigate the job satisfaction level of employees in the corporate sector. Validity of the instruments was ensured by getting experts' opinions from the relevant department of the university. Based on experts' opinion, required changes were made in the research instruments. Cronbach's analysis was used for reliability testing. Reliability value of spiritual leadership scale was 0.9, reliability of scale that was used to measure OCB was 0.81, and reliability of scale used to measure employee job satisfaction was 0.80.

Data Collection and Data Analysis Techniques

Data were collected from employees working in the IT sector of Lahore, Pakistan, through a combination of online and offline methods. For analysis of data related to levels of spiritual leadership and job satisfaction, descriptive statistics were used, and correlation analysis was employed to examine the relationships among variables, and a regression-based mediation analysis approach was conducted to test the role of OCB as a mediating variable. SPSS was utilized to compute mean scores, standard deviation, and correlation coefficients, while hierarchical regression models were employed to determine direct, indirect, and mediating effects among variables.

Data Analysis and Interpretation

Based on the objectives of the study, the data analysis and interpretation section has been written. Table 1 is related to data analysis of objectives 1 and 2. Table 2 is based on objectives 3 and 4, while Table 3 is a further extension of the results based on objective 4. Detailed analysis is as follows:

Table 1

Descriptive Analysis of Spiritual Leadership (SL) and Employees' Job Satisfaction (EJS)

Variable	Mean Scores	Standard Deviation	Scale Range	Interpretation
Spiritual Leadership (SL)	3.77	0.71	1-5	High



Employees' Job Satisfaction (EJS)	3.79	0.78	1-5	High
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The descriptive analysis of Spiritual Leadership (SL) in the IT sector reveals a mean score of 3.77 (SD = 0.71) on a five-point Likert scale, which falls within the high category according to the established interpretation ranges (1.00–2.33 = Low, 2.34–3.66 = Moderate, 3.67–5.00 = High). This indicates that employees perceive the presence of spiritual leadership practices at their workplace positively. The relatively high mean suggests that IT organizations are fostering elements of spiritual leadership such as altruistic love, clear vision, hope, and faith, which are critical in shaping an ethical and value-driven work environment. The standard deviation of 0.71 shows moderate variability in responses, implying that most employees share a similar perception of spiritual leadership within their organizations.

Likewise, the computed mean scores for the Employees' Job Satisfaction (EJS) measure stands at 3.79 (SD = 0.78), a value within the high category and reaffirming that the workforce within the IT field typically derives pronounced satisfaction from their roles. That difference endorses the interpretation that the prevailing organizational climate adeptly accommodates personnel professional and psychological requisites, thereby cultivating sustained well-being and heightened engagement. The marginally elevated standard deviation as compared to spiritual leadership index reveals a moderated dispersion among individual satisfaction scores, plausibly shaped by distinct expectations, functional responsibilities, and prevailing work arrangements. Collectively, these evidences highlight a prevailing and well-deployed concentration by IT enterprises, simultaneously, on spiritual leadership and on enabling work contentment, both pillars critical to advancing organizational continuity and fostering the pervasive impulse to remain.

Table 2

Correlation Analysis of SL and EJS with the mediating role of OCB

Relationship Tested	Correlation (r)	Significance
Spiritual Leadership (SL) ↔ Employees' Job Satisfaction (EJS)	0.307	p < 0.01
Spiritual Leadership (SL) ↔ Organizational Citizenship Behavior (OCB)	0.274	p < 0.01
Organizational Citizenship Behavior (OCB) ↔ Employees' Job Satisfaction (EJS)	0.669	p < 0.01

The correlation analysis revealed a positive and statistically significant relationship between Spiritual Leadership (SL) and Employees' Job Satisfaction (EJS), with a correlation coefficient of $r = 0.307$ ($p < 0.01$). This indicates that as spiritual leadership practices increase, employees' work satisfaction also tends to improve. However, the strength of the relationship is moderate, suggesting that while spiritual leadership contributes to job satisfaction, other factors may also influence employees' satisfaction levels. This finding aligns with previous research that highlights the role of spiritual values, vision, and altruistic love in creating a collaborative workplace with the aim of improving employees' job satisfaction.

To examine the role of OCB as a mediating variable, the correlations between SL, OCB, and EJS were considered. The results show:

- SL and OCB are significantly correlated ($r = 0.274, p < 0.01$), indicating that spiritual leadership positively influences employees' willingness to engage in discretionary and supportive behaviors within the organization.
- OCB and EJS exhibit a strong positive correlation ($r = 0.669, p < 0.01$), suggesting that employees who demonstrate higher OCB are likely to report greater job satisfaction.
- The direct correlation between SL and EJS remains positive ($r = 0.307, p < 0.01$) but is weaker compared to the OCB–EJS correlation. This pattern implies that OCB could act as a significant intervening variable that strengthens the impact of spiritual leadership on job satisfaction.

The higher correlation between OCB and EJS compared to SL and EJS supports the theoretical assumption that when employees display behaviors beyond formal job requirements (such as helping colleagues and showing organizational loyalty), it creates a positive work environment, thereby enhancing satisfaction levels. Spiritual leadership fosters such behaviors by promoting a shared sense of purpose, values, and belongingness, which indirectly boosts job satisfaction through OCB.

The analysis suggests that while spiritual leadership has a direct effect on employees' job satisfaction, its influence becomes more substantial when mediated through organizational citizenship behaviors. This underscores the importance of encouraging OCB as part of leadership strategies to maximize employee satisfaction and overall organizational effectiveness.

Besides, to examine the role of OCB as a mediating variable in the relationship between Spiritual Leadership (SL) and Employees' Job Satisfaction (EJS), a series of regression analyses were conducted following the steps outlined by Baron & Kenny (1986). The mediation analysis involved three steps, as described below.

Step 1: Direct Effect of SL on EJS (Path c)

In the first step, Employees' Job Satisfaction (EJS) was regressed on Spiritual Leadership (SL) to assess the direct effect of SL on EJS:

$$EJS = \beta_0 + \beta_1(SL) + \varepsilon$$

Results: $\beta_1 = 0.31, t(198) = 4.58, p < .001, R^2 = .09$.

Interpretation: Spiritual Leadership significantly predicted Employees' Job Satisfaction, accounting for approximately 9% of the variance in EJS.

Step 2: Effect of SL on OCB (Path a)

Next, Organizational Citizenship Behavior (OCB) was regressed on Spiritual Leadership (SL):

$$OCB = \beta_0 + \beta_2(SL) + \varepsilon$$

Results: $\beta_2 = 0.27, t(198) = 3.95, p < .001, R^2 = .07$.

Interpretation: Spiritual Leadership significantly predicted OCB, explaining approximately 7% of its variance.

Step 3: Effect of SL and OCB on EJS (Paths b and c')

Finally, EJS was regressed on both SL and OCB to determine the mediation effect:

$$EJS = \beta_0 + \beta_3(SL) + \beta_4(OCB) + \varepsilon$$

Results: $\beta_3 = 0.12, t(197) = 2.10, p < .05; \beta_4 = 0.65, t(197) = 10.45, p < .001, R^2 = .46$.

Interpretation: When OCB was included, the effect of SL on EJS decreased from 0.31 to 0.12 but remained significant, indicating partial mediation. OCB had a strong positive effect on EJS, substantially increasing explained variance to 46%.

Table 3
Summary of Mediation Analysis

Step	DV	IV(s)	β	T	R ²
1	EJS	SL	0.31	4.58***	.09
2	OCB	SL	0.27	3.95***	.07
3	EJS	SL, OCB	SL=.12*, OCB=.65***	2.10*, 10.45***	.46

The analysis confirms that Organizational Citizenship Behavior (OCB) partially mediates the relationship between Spiritual Leadership (SL) and Employees' Job Satisfaction (EJS). While SL has a direct positive effect on EJS, its impact is significantly enhanced when mediated through OCB, demonstrating that employees' discretionary behaviors act as a crucial mechanism through which leadership influences satisfaction.

Findings

The descriptive analysis revealed that employees in the IT sector reported high levels of spiritual leadership ($M = 3.77$, $SD = 0.71$) and job satisfaction ($M = 3.79$, $SD = 0.78$) on a 5-point Likert scale. Correlation results indicated that spiritual leadership was significantly and positively related to job satisfaction ($r = 0.307$, $p < 0.01$) and OCB ($r = 0.274$, $p < 0.01$). Additionally, OCB exhibited a strong positive correlation with job satisfaction ($r = 0.669$, $p < 0.01$). Mediation analysis demonstrated that spiritual leadership significantly predicted job satisfaction ($\beta = 0.31$, $p < 0.001$), and when OCB was introduced into the model, the effect of spiritual leadership decreased from $\beta = 0.31$ to $\beta = 0.12$, while OCB showed a strong effect ($\beta = 0.65$, $p < 0.001$), explaining 46% of the variance in job satisfaction. These results confirm that OCB partially mediates the relationship between spiritual leadership and job satisfaction, suggesting that employees' discretionary behaviors play a critical role in translating leadership practices into positive job outcomes.

Discussion and Conclusions

Results of this study indicated that in IT sector of Pakistan, spiritual leadership has significant influence on job satisfaction of employees and relationship between these two variables is partially mediated by OCB. These findings are in alignment with the findings of studies conducted by Fry (2003), Chen and Yang (2012) & Kaya (2015) as these researchers also indicated that spiritual leadership is playing a significant role in fostering a sense of meaningfulness and calling, as well as encouraging the employees to engage in activities and roles beyond their formal job description. In this study a strong correlation has been found in OCB and employees job satisfaction, these findings are aligned with the observations of researchers (Podsakoff et al., 2000; Maharani et al., 2013) who highlighted that voluntary behaviors, and discretionary measures plays a significant role in creating cooperative workplace culture, that can ultimately lead towards better organizational performance and employees satisfaction.

Partial mediation effect of OCB indicated that though leadership style may directly influence satisfaction level of employees but this influence may be strengthened by promoting collaborative and supportive behaviors among employees, these findings have been endorsed by researchers (Sholikhah et al., 2019; Puspitasari & Maksum, 2025) as well. Therefore, based on this discussion, it can be concluded that in IT sector of Pakistan, where cultural and religious values have a profound impact on shaping organizational dynamics, this study has proven an attempt to bridge the research gap by investigating the impact of spiritual leadership in industrial and



socio-cultural context. Results of this study indicated that spirituality practices by leaders at workplace can impact not only the psychological well-being of employees and their satisfaction but it can also stimulate organizational citizenship behavior among employees.

Future Implications

Future research studies may be conducted to broaden the scope of this study. Participants from other cities and sectors may be engaged in research to broaden the generalizability of research findings. Experimental and longitudinal research studies may also be conducted to gain deep insights about association among OCB, spiritual leadership and job satisfaction. Role of other mediating and moderating variables such as organizational culture, employees' engagement and workplace spirituality may also be explored to better understand the strategies by which organizational leadership can significantly contribute to improve job outcomes. On a practical side, leadership training programs embedded with spiritual values may be implemented by leaders of corporate organization to enhance employees' satisfaction and promote OCB in organizational culture.

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