



**THE MEDIATING EFFECT OF WORKPLACE
SPIRITUALITY ON THE RELATIONSHIP BETWEEN WORK
VALUES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR
OF LOCAL GOVERNMENT UNIT EMPLOYEES**

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Abstract:

The purpose of this study was to determine the mediating effect of workplace spirituality on the relationship between work values and organizational citizenship behavior. Utilizing quantitative, non-experimental design via correlational technique, data were obtained from 263 respondents of the study who are employees of the local government office in the provincial government of Davao del Sur. The researcher utilized a stratified random sampling technique and a face-to-face survey mode of data collection. The researcher also utilized the statistical tools mean, Pearson r , and Medgraph using Sobel z -test. This study is aligned with the United Nations Sustainable Development Goals numbers 8 and 16. From the results of the study, it was found that there is a high level of work values, a high level of organizational citizenship behavior, and a high level of workplace spirituality among employees of the local government unit. Also, results revealed that there is a significant relationship between work values and organizational citizenship behavior, a significant relationship between work values and workplace spirituality and a significant relationship between workplace spirituality and organizational citizenship behavior. Further, workplace spirituality has a partial

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mediating effect on the relationship between work values and organizational citizenship behavior among employees of the local government unit.

Keywords: public administration, workplace spirituality, work values, organizational citizenship behavior, government employees, mediating effect, Philippines

1. Introduction

The demand for enhanced leadership in the Philippines is being attributed to the increasing instances of oversight, affair, and fraud in various public organizations. As a result, the topic of civic engagement in organizations has emerged. In addition, organizational citizenship behavior can be affected by misconduct that leads to improper regulation. Corrupt behavior leading to inadequate oversight has detrimental impacts on government workers, such as reduced dedication to the organization, negative job attitudes, conflict between work and home life, and mental health problems (Kim *et al.*, 2020; Shifare *et al.*, 2021). The issue of public service entails the requirement for government employees to possess a strong work ethic, indicate proficiency in their skills, exhibit good skills and mindsets, and effectively fulfill their responsibilities (Suhartini & Nurlita, 2019). Further, the study is specifically designed to focus on United Nations Sustainable Development Goal #16. This goal aims to promote the rise of peaceful and democratic societies that foster equitable growth, ensure equitable and just utilization of the legal system and establish transparent and functional entities at all stages (United Nations, 2023).

Organizational citizenship behavior plays multiple roles in the context of organizational growth. The efficient functioning of a company is stimulated through the independent behavior and actions of its employees. It is imperative for firms to engage in the recruitment of administrators who possess strong leadership skills, as well as employees who demonstrate high levels of motivation. This is crucial in fostering a culture of corporate citizenship among the workforce (Asgari *et al.*, 2020; Rahman & Karim, 2022).

In addition, the Republic Act 6713, which outlines moral standards and a code of conduct for public servants and workers, is utilized to evaluate the extent to which officials demonstrate exceptional professional ethics and moral qualities. It focuses on the professionalism with which government employees do their jobs and whether or not their act conforms with the law (Benedicto & Caelian, 2021). Many theories-Social Exchange Theory by Blau (1964), Theory of Work Adjustment by Dawis *et al.* (1964), Organizational Behavior Theory by Organ (1988), and Spiritual Leadership Theory by Fry (2003)-discuss the relationships between the variables.

Strong work ethics, accountability, and competence are just a few of the traits that define an employee's work ethic in a company. Organizational citizenship behavior, on the other hand, assesses employee performance and conduct to encourage an institution to run efficiently. Workplace citizenship behavior and work values are associated, and

the impacts of organizational commitment and citizenship conduct within organizations are moderated by interpersonal relationships. Additionally, there is a favorable correlation between employee happiness and corporation public value. The results imply that the beneficial benefits of corporate values on job fulfillment and behaviors related to organizational citizenship can be amplified when staff members have common attitudes toward the greater good (Jehanzeb, 2020; Meynhardt *et al.*, 2020).

Office values are beliefs or ideals related to a career or location of company, whereas workplace spirituality honors individuals who have a private life that is fostered on the significant job acknowledged in an organization. Workplace spirituality has a favorable impact on work values, with individual psychological situations acting as a mediating factor. Enhancing worker quality and performance requires creating a positive workplace culture and recognizing the importance of traits like work values and religion (Bantha *et al.*, 2023; Maksum & Sulvani, 2023).

Integrity and a company's internal and external environments are connected through work values. Every employee's work values impact the success of a firm. It influences people by thinking well of them, acting justly and wisely, and exhibiting compassion, serenity, and love in all of its actions. In a similar vein, work values influence staff inspiration, which in turn influences behavior and output. When job ideas and professional terms are consistent, positive workplace behavior and great job efficiency can be noticed (Chen & Zhang, 2021; Shofiya *et al.*, 2023).

Additionally, work values are vital since the two primary work aspects that people take into consideration when choosing a job are job stability and growth chances. Employees are tasked with connecting their personal objectives with the objectives of the company when they believe that their employers uphold work ideals that align with their own interests. In a similar vein, people use their work values as a guide when they choose to hunt for employment. A person's workplace principles serve as a compass that indicates the type of job they should accept (Abdelmoteleb, 2020; Abun *et al.*, 2021).

Organizations can evaluate employee conduct for optimal leadership with the use of organizational engagement behavior. On the other hand, strong dedication among staff members who share the same company ideals is a component of corporate spirituality. Spirituality at work has a favorable impact on employees' conduct and output. Businesses will use strategies like spirituality in the workplace to boost enthusiasm among workers. Within an organization, the relationship between civic involvement and work spirituality is mediated by a sense of emotion (Srilalitha, 2020; Widhi & Desiana, 2023).

Furthermore, that is a dearth of literature that investigates the mediating role of workplace spirituality in the relationship between work values and civic engagement among government employees in the Province of Davao del Sur's local government division within Region XI. Previous studies have looked at the connection between job happiness, corporate citizenship actions, and mysticism at work. Notable studies in this area include "The Relationship between Workplace Spirituality, Job Satisfaction and Organizational Citizenship Behaviors – An Empirical Study" conducted by Belwalkar *et*

al. in 2018, and "The Relationship of Workplace Spirituality on Organizational Citizenship Behavior" conducted by Yusof *et al.* in 2018. Previous research investigations have made major improvements to the promotion of managerial efficacy, handling change, direction, and overall success and development of organizations. Research on organizational citizenship conduct is of great significance in the field of government, as it delves into the intricacies of enhancing the efficient operation of an organization. Additionally, the findings of the research will also contribute to the field of literature. Therefore, this study aims to generate new knowledge that can provide specific contributions to the local government unit. Moreover, the obtained results can be utilized to enhance or supplement the behaviors of federal workers in relation to their workplace faith, ethical standards, and behavior regarding organizational citizenship. The purpose of this study is to address the identified need.

The study was conducted with a pressure due to current concerns and difficulties including government staff in local governments. Despite the execution of national and local programs aimed at improving workplace principles and organizational citizenship behavior, it is evident that there are additional obstacles that need to be addressed. The researcher became interested and curious about how government staff are able to modify and modify their work tactics, particularly the sudden transition from in-person to online or work-from-home methods due to COVID-19, and then returning to in-person interactions from the convenience of the internet in the current new normal era. The transition from a virtual office to in-person employment as the new normal requires a complete adjustment and presents challenges in terms of work preparation and the execution of work activities. This transition has had an impact on employee spirituality, career principles, and behavior toward organizational citizenship.

2. Literature Review

There is a review of related literature which is discussed in support of the study. On work values as the independent variable, success can be well indicated by the work values of employees. The basis of a competent employee is good morals. Employers respect workers who are aware of the need for hard effort. In a constantly changing workplace, companies also look for workers who are flexible and versatile in finishing duties. Work ideals that affect culture deeply include action, pride, commitment, and innovation. Thus, educators are recommended to comprehend, care for, and modify current work principles in order to foster enhanced interactions and add value to their businesses. Achievement, ability, recognition, security, relationships with coworkers, inventiveness, relationships with supervisors, stimulation of thought that is beautiful, and excitement are all crucial work values (Abdullah *et al.*, 2018; Loretto, 2019).

Associates job is any kind of work where one is a team member. Participation of employees has great value. Encouraging staff members to make decisions and solve problems has grown essential to creativity in the workplace, efficiency, and a dependable plan to beat rivals. Participation of employees improves the business by allowing it to

address problems more quickly and by boosting staff morale, which in turn promotes commitment generally. Employees who actively participate in the procedure for change are not only given the opportunity to hear and evaluate the information connected to the alteration, but also to proactively communicate their "voice" in how they understand and influence it. Participation also helps the organization make sense of change by motivating staff members to convert their current views and opinions into suitable actions linked to change projects (Haqq, 2022; Obiekwe *et al.*, 2019).

Additionally, a financial return is a job where one can be promoted. One of the most important assets of the business is that employees need to be handled and trained if it can survive and accomplish their goals. One approach the business can implement to organize its workers is to provide appropriate wages or compensation to its staff. Increases in pay greatly influence how driven and efficient staff members are when carrying out and completing tasks. Calculating the amount of compensation increase requires a system that can help supervisors make judgments (Amin *et al.*, 2021; Saputra, 2020).

On organizational citizenship behavior as the dependent variable, it is an important quality for organizations. In addition to providing firms with additional resources, corporate citizenship practices lessen reliance on formal, costly processes. Organizational citizenship behavior (OCB) is crucial for individuals as it fosters innovation and originality, nurtures the development of concepts and ideas put forth by individuals, boosts motivation for success, and offers individuals a chance to assess their abilities as well as managerial skills through their involvement and engagement in decision-making procedures (Alhashedi *et al.*, 2020; Hossein & Somayeh, 2018).

Courtesy encompasses the act of making autonomous decisions to avoid potential conflicts in relationships by recognizing the potential impact of one's conduct on others and consistently respecting the rights of others. Employee engagement fosters a culture where individuals are motivated to go above and beyond their given tasks, exhibiting characteristics like civility. This is because engaged people are driven to effectively accomplish their work and view it as a stimulating challenge. Courtesy encompasses the act of recalling events and changes within the organization, being updated with organizational advancements, reading and adhering to organizational messages, and utilizing one's discernment to evaluate what is most beneficial for the company. It also mitigates work-related issues experienced by others (Hasanuddin, 2020; Na-Nan *et al.*, 2021).

Further, civic virtue refers to the commitment of individuals to the well-being and prosperity of their community collectives. Civic virtue refers to the moral principles and ethical norms that govern the behavior of citizens in their participation in public affairs. Amidst the pandemic, humanity is confronted with the conduct of individuals who exhibit a dearth of civil virtues, such as a lack of self-reliance and concern for the well-being of others. In light of these challenges, it is imperative that every citizen assume their responsibility and actively engage as a responsible member of society. The civic virtue that staff members exhibit is a crucial prerequisite for the robust growth of the service

sector. Employee conduct is a significant construct (Khan *et al.*, 2020; Susanti & Suryadi, 2021).

On workplace spirituality as the mediating variable, an organization's ability to grow, lead, and perform is what determines its level of progress. Spirituality at work has a good impact on job happiness. The concept of workplace spirituality is closely linked to organizational citizenship conduct, as job happiness is positively associated with corporate citizenship conduct. Furthermore, workplace spirituality enhances employees' loyalty to the firm and enables them to cultivate greater mindfulness (Singh *et al.*, 2023; Upadhyay *et al.*, 2023).

Relevant employment is defined as tasks that provide people with a reason to act and a sense of fulfillment in life, in addition to the importance of job objectives in relation to a person's own views and interests. It encompasses additional attributes of the workplace that enable the achievement of one or more aspects of significance. When employees perceive a sense of significance in what they do, they have a sense of being connected to a greater purpose beyond their own self. The term "meaningful work" describes the positive and significant influence a job has on a person's feeling of mission in life as well as the enjoyment they derive from it. People benefit in many different ways from the increased value of work, including monetary, psychological, mental, and cognitive advantages (Sudin & Budiarto, 2021; Yadav & Kumar, 2021).

Moreover, this study is anchored on the was based on Kristof's (1996) Person-Organization (PO) Fit Theory, which posits that the level of fit amongst a person and an organization influences the likelihood of effects such as finding a reason to exist. This theory analyzes the various elements and combined impacts of individual and workplace spirituality, as well as the resulting consequences. The primary elements of professional theology include integrity, purposeful labor, and a sense of purpose beyond oneself. The hypothesis emphasizes the correlation between religious beliefs at work and results such as job fulfillment and commitment to the organization.

This study received support from Organ's (1988) Organizational conduct Theory, which posits that a person's behavior is a choice and not directly affected by the formal incentive system. The Organizational Citizenship Behavior (OCB) enhances the efficient operation of the organization by fostering a conducive social and psychological atmosphere for job completion. Supervisors typically evaluate and acknowledge subordinates' display of Organizational Citizenship Behavior (OCB). These actions stem from a person's inner need for achievement, community, and competence and are, therefore, inherently motivated.

Additionally, this study was backed by Blau's (1964) Social Exchange Theory, which posits that social exchange involves individuals engaging in voluntary actions with the expectation of receiving certain benefits from others. Social exchange theory views the employer-employee relationship as a transactional exchange and distinguishes between several forms of social trade. Social exchange theory examines the interactions between different groups of individuals, such as workers, members and leaders. It also explores the relationships between people with disabilities, such as employees and their

managers, or between a single person and a group, such as a staff member and the organization.

Further, this study was bolstered by Fry's (2003) Spiritual Leadership Theory, which addresses the process of carrying out through a natural incentive model that combines vision, optimism, trust, and selfless love. To encourage better levels of organizational commitment and efficiency among employees and to allow the team to successfully grow, spiritual direction is necessary. Results that are ethical and personal include increased output, fewer absences and staff turnover, and improvements in happiness, calm, tranquility, dedication, and fulfillment with work. When a firm prioritizes religion in its operations by emphasizing people-centered values, staff engagement rises.

Lastly, Maslow's (1969) Hierarchy of Needs Theory, which holds that self-actualization is the greatest need that people have served as the foundation for this investigation. Connecting with people who share similar aims is the most significant quality for an employee, indicating the significance of faith in the workplace and what we do as a community. Employees who have important jobs are able to pick up a lot of knowledge, develop a wide range of abilities, take difficulties and accept accountability for their choices and actions. Employees are motivated to work longer and to do more effectively if they believe that they are engaged in important work. This helps them get the trust and backing of their coworkers and office managers.

3. Material and Methods

Only 263 of the 768 workers of the local government unit who were asked to participate in the study did so. Slovin's method ($n=N/(1+Ne^2)$) is used to figure out the sample size (Stephanie, 2003). A 0.05 margin of error and a 0.95 level of confidence were used in this work.

Reasonable in size: Stratified sampling was the method of sampling employed, giving each worker of the province of Davao del Sur a fair chance of being selected and included in the final sample according to the total population of the town. With this approach, there was a possibility that every member of the group under study may be selected as a subject. This selection process divides the population into what are referred to as stratification. The goal is to make sure that the members of each group are similar to one another when the groups are assembled (Salkind, 2007).

Criteria for diversity, being excluded, and removal were looked at in the present investigation. Permanent workers whose jobs have been certified will be part of this study and validated by the Civil Service Commission employees who have worked in any of the executive department's offices for at least a year and have a pay grade (SG) of 3 to 18, regardless of gender. These became the only people who could respond to the questions on the study survey and who fit the qualifications. The study eliminated personnel who did not meet the specified criteria. Employees working for the legislative and judicial branches, managers, and heads of offices earning a salary grade 19 or higher were

specifically left out of the study. Workers with agreement, temporary, informal, and co-terminus statuses—including those employed by organizations outside of Davao del Sur's provincial administration—were also not included. The people who filled out the questionnaire were picked so that their answers would be kept secret. The people who were supposed to fill out the poll could choose not to. They weren't forced to fill out the research form, and they were told to give it back to the researcher so that it would be thrown away automatically. In addition, they can quit the research method at any stage if they don't feel okay with it, since they have the choice to take part not any consequences or punishments.

The province government was chosen as the study's subject because, as a researcher and staff member of the legal department's provincial government unit, I find it fascinating to learn how these workers carry out their mandate to advance the public interest. Public service is the primary issue of RA 6713, which mandates that all government employees—national, provincial, city, town, and barangay—be able to live up to the ethical requirements and standards.

Region XI in the Philippines is home to the Provincial Government of Davao del Sur, where the study was conducted. Compostela Valley, Davao del Norte, Davao del Sur, Davao Oriental, and Davao Occidental are the five provinces that comprise Mindanao. Region XI is located in Mindanao's southern region. The area includes the Davao Gulf, and Davao City is the regional hub. With the assistance of knowledgeable validators, the questionnaire was created in a highly detailed manner to make it easy and comfortable for respondents to answer all of the questions and comprehend the purpose of the study. The outcomes of the pilot study, which involved calculating the Cronbach alpha coefficient to determine the accuracy of the scales, were 0.978 for workplace spirituality, 0.957 for work values, and 0.959 for organizational citizenship behavior. The instrument's validity and reliability were demonstrated by the Cronbach Alpha values for all three variables.

A 5-point Likert scale was used to assess employees' spirituality, work values, and organizational citizenship behavior. The results were broken down into the following categories: 4.20–5.00, or Very High, meaning that measures are always manifested; 3.40–4.19, or High, meaning that measures are often manifested; 2.60–3.39, or Moderate, indicating that measures can demonstrated; 1.80–2.59, or Low, meaning that measures are seldom manifested; and 1.00–1.79, or Very Low, meaning that measures are hardly ever manifested.

This study's quantitative, non-experimental research design employed a correlational methodology. According to De Vaus (2001), this kind of design provides summary data, namely central tendency metrics like the median, standard deviation, and relationship among variables; it also employs methods for examining correlations between different variables by employing tests like Pearson r and regression examinations. Independent and dependent variables are frequently used in correlative research, but even when the independent variable is altered, their impact on the dependent variable is still observed (Patidar, 2013). This method was suitable since the

goal of the research was to ascertain whether workplace spirituality had a moderating influence on the association between workers' civic engagement and work values at the Provincial Government of Davao del Sur (Creswell, 2014).

In order to ascertain whether workplace spirituality had a moderating effect, the relationship between government employees' work values and organizational citizenship behavior was also examined using the negotiation process approach. When workplace spirituality—the mediator factor—is taken into account, there is a significant decline in both the dependent variable, conduct regarding corporate citizenship, and the separate variable, work values. Stated differently, mediating relationships arise when an additional factor has a significant influence on how each of the two variables relate to one another (MacKinnon, 2008).

The investigation's data was gathered in a systematic manner. The researcher applied for permission from the Office of the Provincial Governor via a letter that had been properly signed by the adviser, recognized by the researcher, and approved by the expert school dean. The investigator asked for a brief orientation with the HRMO and described the study, including its goals, the respondents who would be involved in it, the in-person method of data collection, and some details about the ethical issues that were to be kept in mind when collecting the data. After obtaining all survey questions, the researcher imported the unprocessed data into an Excel spreadsheet and forwarded the results to the designated statisticians based on the UMPS statistics poll for analysis. The study's findings served as the basis for the evaluation and interpretation.

In terms of statistical instruments and a more thorough interpretation and analysis of the data, the following methods were utilized: The mean was utilized to ascertain the degree of organizational civic behavior, work values, and spirituality in the workplace. This addressed the first three goals of the study. The significance of the correlations among values at work, organizational citizenship behavior, and faith at work was assessed using Pearson r . This addressed the fourth research objective. To determine the mediating role of workplace faith on the link between job principles and civic engagement among federal employees, a medgraph with the Sobel z -test was utilized. This addressed research goal 5.

The study was carried out by the researcher in compliance with all ethical guidelines, which included following the established standards and protocol assessments, particularly in relation to data management and demographics. Throughout the course of this investigation, moral considerations were noted. Regarding the behavior and participation of the target those surveyed, the researcher first requested approval from the relevant authorities. After being briefed on their tasks, the respondents were told that their involvement was entirely voluntary. Written permission was obtained from respondents, who were also guaranteed that the information gathered about them would be kept private, discreet, and available until they choose to discontinue taking part. The researcher took precautions to ensure that there weren't no potential risks and took into account financial, psychological, and physical planning in addition to mitigation measures. There was not a single instance of fraud, deception, or plagiarism

over the entire investigation. There was no indication of any conflict of interest (COI), and dishonesty was prevented. The advisor joins the study as a co-author for publishing reasons. With Protocol Number UMERC-2024-025, On January 29, 2024, the University of Mindanao Ethics Review Committee (UMERC) awarded the Certificate of Approval.

4. Results and Discussion

Table 1: Level of Work Values

Indicators	Mean	SD	Descriptive Level
Creativity	4.05	0.55	High
Management	3.66	0.70	High
Achievement	3.77	0.59	High
Surroundings	3.86	0.66	High
Supervisory Relations	4.02	0.68	High
Way of Life	4.00	0.70	High
Security	3.78	0.64	High
Associates	4.20	0.52	Very High
Aesthetics	4.03	0.61	High
Prestige	3.76	0.64	High
Independence	3.42	0.74	High
Variety	3.66	0.67	High
Economic Return	3.36	0.83	Moderate
Intellectual Stimulation	4.06	0.62	High
Overall	3.83	0.44	High

Because of the extremely high, high, and moderate levels of reactions, the work values are high. The extremely high-level rating of colleagues suggests that employees of local government units participate to a very high degree. This is consistent with the writings of several scholars (Haqq, 2022; Obiekwe *et al.*, 2019), who argue that involving staff members in making choices and resolving issues processes has become essential for organizational creativity, efficacy, and a dependable way to beat rivals. Employee engagement improves morale among staff members, which in turn boosts loyalty generally and drives organizational growth. It also helps firms address problems more quickly. Employees are encouraged to modify their current views and opinions into suitable actions connected to change projects, which helps the organization make feel for the shift in perspective.

Additionally, a moderate level of economic return suggests a modest amount of effort that qualifies for a raise for local government personnel. The outcome is in line with writers (Amin *et al.*, 2021; Saputra, 2020) who stated that for a business to thrive and meet its goals, personnel need to be controlled and nurtured. Providing employees with appropriate remuneration or wages is a manner in which the business can implement employee management. Changes in salary have a big influence on how driven and effective workers are at completing their tasks.

Table 2: Level of Organizational Citizenship Behavior

Indicators	Mean	SD	Descriptive Level
Altruism	4.12	0.51	High
Conscientiousness	4.26	0.55	Very High
Sportsmanship	4.14	0.52	High
Courtesy	4.27	0.53	Very High
Civic Virtue	4.06	0.61	High
Overall	4.17	0.46	High

Indicators of civic virtue, competitiveness, diligence, kindness, and generosity were ranked from highest to lowest. The extremely high degree of civility suggests that local government unit staff members exercise conduct involving autonomous making choices to a great extent in order to avert interpersonal conflicts. The outcome is consistent with multiple authors (Hasanuddin, 2020; Na-Nan *et al.*, 2021) asserting that, because engaged workers view their work as a challenge and want to successfully accomplish it, they are encouraged to carry out actions above the call of duty, such as being courteous. It entails recalling organizational events and modifications, staying informed about changes and advancements inside the organization, paying attention to organizational notices, and applying one's own opinion to determine what is optimal for the organization.

Furthermore, the high degree of civic virtue suggests that local government unit staff members are very committed to the betterment of their town. The outcome makes sense, given the authors (Khan *et al.*, 2020; Susanti & Suryadi, 2021), whereby the morality or norms of proper behavior about a citizen's participation in public life are also considered to be civic virtues. The virtuous growth of the service sector is contingent upon the civic engagement of its workforce. It is a crucial component of corporate citizenship conduct.

Table 3: Level of Workplace Spirituality

Indicators	Mean	SD	Descriptive Level
Meaningful Work	4.11	0.64	High
Sense of Community	3.91	0.64	High
Alignment with Organizational Values	3.92	0.67	High
Overall	3.98	0.59	High

According to several writers (Singh *et al.*, 2023; Upadhyay *et al.*, 2023), workplace spirituality has a favorable impact on job satisfaction. The results of their studies are consistent with this assertion. Given the favorable correlation between job happiness and corporate citizenship behavior, it is reasonable that workplace spirituality would focus on this relationship with corporate citizenship conduct. It increases staff members' dedication to the structure and enables them to develop greater awareness.

Moreover, this aligns with a number of authors (Sudin & Budiarto, 2021; Yadav & Kumar, 2021) whereby the importance of career goals is understood in connection to a person's personal values and interests as well as employment that offers meaning to one's work and enhances one's quality of life. It also includes other aspects of the workplace

that make achieving one or more meaning aspects easier. It also refers to the positive and noteworthy impact that a job has on someone's sense of meaning in life and the satisfaction that they get through it.

Table 4: Correlation between Variables

Pair Variable		Correlation Coefficient	p-value	Interpretation
IV and DV	Work Values and Organizational Citizenship Behavior	0.718	0.000*	Significant
IV and MV	Work Values and Workplace Spirituality	0.652	0.000*	Significant
MV and DV	Workplace Spirituality and Organizational Citizenship Behavior	0.736	0.000*	Significant

Measures of work values and organizational citizenship behavior showed a substantial association with one another. This shows that work values and corporate citizenship activities are strongly correlated. The study's conclusions align with those of multiple authors (Jehanzeb, 2020; Meynhardt *et al.*, 2020), who reported a relationship between organizational citizenship behavior and work values as well as a moderating effect of the individual-organization interaction between organizational devotion and organizational citizenship behavior. The correlation between corporate social responsibility and employee life satisfaction is positive, suggesting that individuals with common good perspectives can enhance the favorable impact of work values on employment participation and corporate citizenship activity.

Workplace spirituality and work values are correlated, according to the data. In particular, the general r-value is 0.652 with a p-value of 0.001, which is less significant than the 0.05 level, when work values are connected with the workplace spirituality measurements. This suggests that there is a strong correlation between workplace spirituality and work ideals. Employee spirituality and work values are significantly correlated, according to the measurements' correlation. This suggests a good correlation between workplace spirituality and work ideals. The results of this investigation are consistent with those of other writers' investigations (Bantha *et al.*, 2023; Maksum & Sulvani, 2023), who made the observation that workplace spirituality has a good impact on work values, with individual psychological situations acting as a mediating factor. Improving worker quality and performance requires creating an environment that encourages and recognizing the importance of traits like work values and faith.

Lastly, the link between the organizational citizenship behavior and workplace spirituality measures was found to have an overall r-value of 0.736, with a p-value of 0.001, which is less significant than the 0.05 level. This indicates that corporate citizenship conduct and workplace spirituality are significantly correlated. There was a substantial link found between organizational citizenship behavior and workplace spirituality indicators. This suggests that organizational citizenship activity and spirituality at work

are positively correlated. This assertion is supported by other writers (Srilalitha, 2020; Widhi & Desiana, 2023) saying that employees' conduct and performance are positively impacted by workplace spirituality. Businesses will use strategies like spirituality at work to boost motivation among workers. The association between organizational citizenship activity and religious beliefs at work in a corporation is mediated by affective commitment.

Table 5: Pearson-r correlation analysis showing the relationship of Work Values on Organizational Citizenship Behavior as mediated by Workplace Spirituality

Step	Path	B	S.E.	β	z	p
Step 1	c	0.433	0.0508	0.414	8.52	<.001
Step 2	a	0.878	0.0628	0.652	13.99	<.001
Step 3	b	0.362	0.0377	0.466	9.59	<.001
Step 4	c'	0.318	0.0402	0.304	7.91	<.001
Percentage of Mediation = 42.3%						

The purpose of this research is to add to the body of knowledge about potential mediating factors in the relationship between organizational citizenship behavior and work values. In particular, it was looked into whether workplace spirituality could act as an intermediary variable for clarifying how work values affect organizational citizenship behavior. The study discovered partial mediation and presented substantial and direct impacts that could contribute to the improvement of current studies on organizational citizenship conduct and work values. Significantly, the research of other writers has supported the present research on the relationship between work values and corporate citizenship behavior (Asgari *et al.*, 2020; Rahman & Karim, 2022), it holds that organizational citizenship behavior contributes to corporate growth in a variety of ways by encouraging the organization's functioning effectively through the distinct behavior and mannerisms of its employees. To improve corporate social responsibility amongst employees, companies must engage in the hiring of administrators with leadership qualities and motivated workers. Additionally, workplace spirituality serves as a mediating factor in the relationship that exists between corporate citizenship conduct and work ethics. In particular, the present research satisfied the criteria for mediation standards set forth by Baron and Kenny (1986) and found that organizational citizenship behavior and work ethics are positively and significantly predicted by faith at work.

In this sense, the intermediary study looked at the connections between work values and organizational citizenship behavior as well as the relationships between workplace spirituality and business conduct in organizations. The study's findings supported the assertions stated by showing a significant relationship between corporate citizenship behavior and work values by Jehanzeb (2020) and Meynhardt *et al.* (2020), two of the authors of the study, that professional values have a positive impact on job satisfaction and behavior related to organizational citizenship when employees have common good orientations. Workplace values and organizational citizenship conduct are

correlated, and organizational commitment and organizational citizenship behavior are moderated by the interpersonal interaction.

5. Recommendations

The researcher's suggestions were influenced by the study's conclusions. In the meantime, a moderate mean score was indicated by the high level of work ethics indicator financial returns, while the lowest range of outcomes was demonstrated by autonomy, variety, and leadership. This study affirms that the local government (LGU) ought to review its yearly plans and budgetary constraints, as well as closely examine how wages for workers should be raised and other forms of compensation should be provided in accordance with the Commission on Audit's standards and the Salary Standardization Law.

Reward money and incentives to worthy staff members who work exceptionally well and whose commendable accomplishments have aided in the growth of the local government. It is also advised that worthy workers be awarded scholarships for doctoral or master's degree programs in order to advance their careers and enhance their education. Employees may also be eligible for free training and seminars, which they may utilize to advance their careers and reenergize the tactical execution of the Davao del Sur province government's campaigns and initiatives. In addition, the provincial government can deepen its collaboration with Davao del Sur's banks as well as other banks to guarantee that these institutions provide low-interest wage financing and additional funding meant for staff members. Finally, in order to revitalize the financial understanding of all provincial government workers, government agencies may also arrange a seminar for everyone.

It is advised that an introduction and redirection of LGU policies, rules, and regulations be carried out every two years to provide all employees with an honest assessment regarding their duties and accountability in their specific job tasks, with an emphasis on indicator administration, variety, and liberty. Every year, lectures, conferences, or fora on ethical behavior at work, work values, team development, and social interaction may be held to remind staff of the proper mindset and conduct when delivering services to the public. In order to set the moral requirements and standards of government personnel, topics for discussion in the symposia or workshops may include RA 6713 (Code of Conduct of Public Officials and Personnel) and other updates from the Civil Service. The Anti-graft and Corrupt Practice Act (RA 3019) would inform and warn staff members about the rules that are now in place to punish corrupt authorities and workers. The Anti-red Tape Act of 2007 (RA 11302), also known as the ARTA law, is a policy that aims to improve the functioning of the government, hence fostering public faith in the government. Every indicator showed high mean scores on the corporate citizenship conduct findings. In order to promote a sense of concord and togetherness among staff members, the researcher suggests that the LGU, in particular the Human Resource Management Department, hold quarterly, monthly, or annual activities. In

order to serve the public interest, personnel must give their all to their tasks and obligations. The creation of a permanent complaint committees, as required by the Civil Service Commission in compliance with CSC MC # 02 series of 2001, one-on-one counseling for identified employees in distress, and the administration of surveys to gauge how satisfied workers are during a particular semester are a few examples of these operations. Employees who possess the ability to impart their wisdom and knowledge on the entire operation of local government units, particularly at the level of the province, including relevant laws, regulations, and execution of standards and laws, can be encouraged to join an arsenal of potential speakers and, upon officially request, be granted permission to visit multiple government departments and schools on legally binding time and with related travel stipends These coordinators for education and growth are assigned to each office. Similarly, it is a good idea for the local government unit to review some of the CSC's programs on Awards and Incentives for Employees (CSC MC # 01-2001) in order to promote staff productivity, creativity, and innovation and help them become more effective in providing services to the public. In addition, the municipality, which employs a varied workforce, needs to formalize the pastoral care program in order to foster godly workers and those with unwavering integrity.

All markers of workplace spirituality demonstrated a high degree of manifestation. The researcher suggests that the Human Resource Management Department schedule events that foster an atmosphere of camaraderie among staff members. These could entail facilitating spiritual activities like scripture discussions or vacations with reflection and reminiscence. There might be yearly R&R events where staff members can relax and take a vacation from their work throughout the entire year. Reward or commendation distributions might take place during flag ceremonies or at other special events. To address some official issues of the staff, a box for feedback or a bulletin board may continue to be established. The LGU may publish a quarterly office newsletter showcasing its best procedures, and if funding permits, office pamphlets and brochures may be created and distributed to those who visit. These promotional items could be viewed as a means of disseminating information about the LGU's goals and achievements for the current year. The relationship between corporate social responsibility and work ideals is influenced by workplace spirituality, which acts as a partial mediator. This suggests that the regional office is concerned about the welfare of its workers and may support the upkeep of an open line of communication or a policy of transparency between managers and employees to ensure that positive working relationships are consistently observed.

In order to deal with shortcomings in the areas of leadership, oversight, reasoning, contemplating, and other areas that could lead to advancement and alongside of the employee's field of particularization or other established assignment, as allocated by a manager or head of office, an assessment of the worker's performance beyond the usual yearly evaluation carried out by the Civil Service Commission is required.

It is also advised that future researchers perform larger-scale studies in different places, maybe involving local and national government agencies, utilizing the same

variables or the Structural Equation Modeling method. Creating a qualitative study that focuses on the best methods employed by LGUs would also be instructive, as would using case or phenomenology studies to perform a study that focuses on this subject. In the end, this will help close the gap in the literature.

6. Conclusion

This section presents the conclusions that were reached after taking the study's findings into account. Workplace spirituality, corporate citizenship, and work values are all well-developed. Workplace values and organizational citizenship behavior are closely related. Additionally, there is a strong correlation between workplace spirituality and corporate social responsibility behavior, as well as a strong correlation between work values and religiosity in the workplace. Furthermore, the association between job principles and corporate citizenship behavior is partially mediated by the impact of spirituality at work.

The study's findings indisputably validate the hypothesis that the relationship between work values and civic engagement in firms is mediated by workplace spirituality. The underlying justification for the outcomes comes from Organ's Organizational Behavior Theory (1988), which holds that an individual's behavior is elective and is not explicitly recognized by the formal incentive system. The study's findings were further reinforced by the Social Exchange Theory by Blau (1964), the Theory of Work Adjustment by Dawis *et al.* (1964), the Spiritual Leadership Theory by Fry (2003), and Maslow's Hierarchy of Needs Theory (1969).

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Conflict of Interest Statement

The authors declare no conflicts of interest.

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