Asian And Pacific Economic Review
ISSN: 1000-6052

Digital Souls: Uncovering AI's Role in Shaping Workplace Spirituality through Organizational Citizenship Behaviour

[1]Shivangi Thakur, [2]Prof. (Dr.) Surekha Rana

[1]Research Scholar, Department of Management Studies, Gurukula Kangri (Deemed to be) University, Haridwar
[2]Department of Management Studies, Gurukula Kangri (Deemed to be) University, Haridwar.

DOI: https://doie.org/10.10399/APER.2025172822

Abstract

This study investigates how Artificial Intelligence (AI) influences Workplace Spirituality (WPS) through the mediating role of Organizational Citizenship Behaviour (OCB) within the IT sector of Uttarakhand. As AI becomes integral to workplace operations, its effects extend beyond productivity, shaping employee attitudes and behaviours. OCB, characterized by discretionary behaviours such as altruism, conscientiousness, and civic virtue, enhances workplace harmony and collaboration, essential for nurturing spirituality in professional settings. While AI directly impacts OCB by streamlining repetitive tasks and promoting fairness, its isolated influence on WPS is less pronounced, indicating the importance of human-centric and value-driven organizational practices. AI facilitates a supportive environment, encouraging voluntary and constructive employee behaviours that foster a spiritually enriched workplace by promoting purpose, meaning, and interconnectedness among employees. The research employed a descriptive approach using a structured electronic questionnaire based on a five-point Likert scale. The analysis was conducted using Smart PLS 4.0 (Partial Least Squares Structural Equation Modeling) to evaluate the conceptual model. Reliability, convergent validity, and discriminant validity tests confirmed the robustness of the measurement models. The findings validated the conceptual framework, highlighting OCB's critical role as a bridge between AI and WPS. The study emphasized leveraging AI tools to enhance collaboration and fairness while supporting human-centric workplace practices to sustain spiritual growth and productivity. Despite its contributions, the research is limited by its focus on a specific region and industry. Future research should explore additional factors like leadership style and emotional intelligence to comprehensively understand the interplay between AI, OCB, and WPS.

Keywords: Artificial Intelligence, AI, Workplace Spirituality, WPS, Organizational Citizenship Behaviour, OCB.

1. Introduction

At present, utilization of Artificial Intelligence is heightening expeditiously and pervades various aspects of people's lifestyles, both personally as well as professionally *(Makridakis, 2017; Olhede & Wolfe, 2018)*. AI technologies, namely machine learning (ML), natural language processing (NLP), and robotics, play pivotal roles in strengthening organizational practices using mechanization of complex and conventional manual processes. This modification remarkably enhances the potential of employees in the workplace and also allows them to accomplish more jobs with ease along with augmented accuracy instead of taking the place of human labour. Within the business domain, the algorithms of AI forecast employees' behaviour, enhance productivity, streamline human resource management, aid in fraud detection, make informed predictions or decisions autonomously, and so on.

Lately, the contemporary workplaces are greatly affected by technological advancements along with widespread adoption of AI. The implementation of AI in workplaces modifies both the structural and operational aspects of work by taking over mundane tasks and sometimes changing the way of interaction among employees, which ultimately drives organizational productivity. Such modifications signify that the organization requires reconsideration of their management model and adoption of satisfactory changes in HR strategy components, as AI could influence the dedication of staff members who observe a new sense connected with the work and act beyond 'what is expected' of them. This involves different inspirational characteristics that would be perceived distinctively due to emerging job roles with technology development *(Brougham & Haar, 2018; Hirsch, 2019; Urquhart et al., 2022; Wenker, 2023)*. Consequently, there arises the relevance to study the organizational citizenship behaviour in light of the latest developments. Various authors have also explored the modification of workplace dynamics and behaviour of employees through digital tools and AI. Henceforth, there is an indispensable need to find out the factors that have an impact on employees' capacity and their job duties to add value to the organization.

The term organizational citizenship behaviour represents the discretionary behaviours of employees that substantially enhance an organization's productivity and success despite the fact that they are not formally appreciated by formal reward systems *(Organ, 1988; Podsakoff et al., 2000; Patterer, Sil & Korunka, 2023)*. OCB has five classifications that are being acknowledged in research time and again *(LePine & Erezand Johnson, 2002)*, namely, Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue.

Through this period of transition, the concept of workplace spirituality has immensely gained attention as modern organizations recognize WPS is a way to infuse the OCB in an individual and transform it into employee performance with regard to job involvement, job engagement, empowerment, and maintaining a balance between personal and professional life, etc. *Ashmos & Duchon (2000, p. 137)* stated that workplace spirituality is the cognizance of having an inner life that gets nourished with the help of meaningful work that is directly related to community. Therefore, the unity and social interaction at the workplace are significant for an employee to continue further and bring out the best for the organization.

Furthermore, the concept of AI and WPS is an emerging trend at present that lays emphasis on how AI impacts the work environment, individual experiences, and organizational culture. When AI is used thoughtfully and ethically, it can increase spiritual values by promoting purpose, meaning, and connection in the workplace. Organizations that balance technological advancements with spiritual principles stand to create workplaces that are both innovative and deeply fulfilling.

Consequently, comprehending and framing how artificial intelligence with organizational citizenship behaviour affects workplace spirituality in the IT sector is the study's overarching goal. Moreover, it has been found that the area studying the connection between AI and WPS through OCB has not been explored yet. Hence, there's a need for this study for the organizations that seek to achieve a technology-enhanced yet spiritually fulfilling workplace.

2. Theoretical Background and Hypotheses Development

2.1 Artificial Intelligence and Workplace Spirituality

AI adoption helps in shaping employees' attitudes and behaviours toward technology, leading to more meaningful engagement in work and thereby enhancing workplace spirituality. Moreover, with the proper vision and intelligence, AI can act as a source of more profound significance, provided core values are preserved (*Tantani Binti Longkiad, 2024*). Regarding AI, it is considered undoubtedly helpful in deriving the mutual benefits of working together, and it would generate a positive outcome for human as well as environmental development if

aligned with the most advanced AI techniques (*José Fernando Calderero Hernández, 2021*). Consequently, the research's first hypothesis is presented as:

H_1: "Artificial Intelligence has a significant impact Workplace Spirituality."

2.2 Artificial Intelligence and Organizational Citizenship Behaviour

Regarding OCB, AI-based solutions could facilitate organizations to find the suitable candidates at the recruitment stage itself as well as the behaviours that are not formally acknowledged in the usual reward system (*V.K. Jayaraman et al., 2024*). The integration of AI builds up key elements such as conscientiousness, civic virtue, and courtesy of OCB that result in a positive impact on organizational performance. Additionally, AI efficiently boosts employee voluntary and constructive behaviours that surpass their formal role expectations, which in turn significantly influences OCB (*Tiumentseva Anastasiia Sergeevna, 2024*). In light of this, the second hypothesis is put forth:

H_2: "Artificial Intelligence substantially affect Organizational Citizenship Behaviour."

2.3 Organizational Citizenship Behaviour and Workplace Spirituality

Researchers established that WPS helps to enhance the OCB in an individual and turns it into increased employee performance related to job involvement, job engagement, empowerment, work-life balance, etc. Apparently, it is essential to embrace spirituality in the workplace as it helps in raising key aspects of OCB and thereby the whole organization (*R. K. Pradhan et al, 2015*). Employing spiritual values and dimensions of OCB in the organization results in better workforce performance (*Naval Garg, 2020*). Accordingly, the third research hypothesis is formed:

H_3: "Organizational Citizenship Behaviour significantly affect Workplace Spirituality."

2.4 Organizational Citizenship Behaviour, Artificial Intelligence and Workplace Spirituality

From the comprehension of previously mentioned studies, it can be established that OCB mediates the relationship between AI and WPS by transforming recurring tasks into meaningful work, fostering a positive and value-driven environment. This promotes employee well-being, cooperation, and initiative, enhancing both OCB and WPS. Thus, it leads to research's fourth hypothesis as:

H_4: "Organizational Citizenship Behaviour mediates the relationship between Artificial Intelligence and Workplace Spirituality."

RESEARCH FRAMEWORK

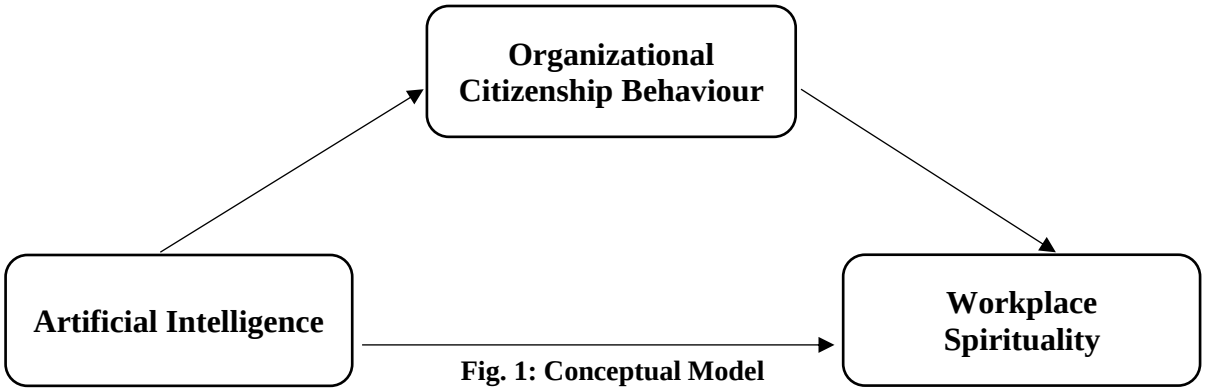

Fig. 1: Conceptual Model

3. Research Methodology

The study has implemented a descriptive research approach and a convenience sample design. Employees of the IT industry in Uttarakhand state were selected for the study's statistical population. Approximately 150 employees were provided a well-structured electronic questionnaire, and 105 responses were obtained. Each item mentioned in the study was estimated with the help of a Likert scale in a series of "one strongly agree to five strongly disagree." Five items related to artificial intelligence were adapted from (*Astrid Schepman and Paul Rodway, 2020*), three items related to artificial intelligence were adapted from (*Simon, 2013; Kim & Baek, 2018; Lu et al., 2019 (reversed); Ashfaq et al., 2020; Jung et al., 2021*), eight items related to organizational citizenship behaviour were adapted from (*Podsakoff et al., 1990*), seven items related to workplace spirituality were adapted from (*Ashmos and Duchon, 2000, Milliman, 2003, Petchsawanga & Duchon 2009, Kinjerski et al., 2013 and Pradhan,2017*). With the support of SPSS 23.1 and Smart PLS 4.0, the data was analysed. As stated by (*Anderson and Gerbing, 1988*) the SEM procedure consists of two stages: the structural model and the measurement model. Smart PLS-SEM was used to evaluate both data levels.

4. Results

Fitting Measurement Models

- **Reliability analysis**

A threshold of 0.60 was established by Hair et al. (*2020*) for acceptable outer loadings, and a thorough assessment of these loadings revealed that a few items fell below this extent. Henceforth, those items were discarded, which included 3 factors of AI (AI2 = 0.572, AI4 = 0.583, AI8 = 0.591) and 3 factors of OCB (OCB1 = 0.499, OCB2 = 0.410, OCB4 = 0.566). After elimination of these items, the composite reliability matched the standard level, i.e., above 0.70 recommended by (*Hair et al., 2020*).

- **Convergent Validity**

With the help of the SmartPLS method, the outer loadings, AVE, and composite reliability were evaluated to assess the convergent validity. The AVE values more than 0.50 met the requirement for convergent validity with factor loadings with factor loadings > 0.60 and CR > 0.70 (*Hair et al., 2020*). *Table 1* has shown the test's outcomes:

Table 1: "Outer Loadings, Reliability Analysis and AVE"

Variables	Items	Factor Loading	Cronbach's Alpha	Composite Reliability	AVE
Artificial Intelligence	AI1	0.680	0.766	0.840	0.514
	AI3	0.666			
	AI5	0.708			
	AI6	0.797			
	AI7	0.726			
Organizational Citizenship Behaviour	OCB3	0.674	0.774	0.847	0.527
	OCB5	0.689			
	OCB6	0.752			
	OCB7	0.730			
	OCB8	0.778			
Workplace Spirituality	WPS1	0.734	0.875	0.900	0.531
	WPS2	0.725			
	WPS3	0.764			
	WPS4	0.724			
	WPS5	0.627			
	WPS6	0.768			

	WPS7	0.722			

- **Discriminant Validity**

The HTMT (Heterotrait-Monotrait ratio) test was employed in this investigation. HTMT correlation value should fall under 0.90 (*Henseler et al., 2015*). The test's result is displayed in *Table 2*:

Table 2: Discriminant Validity test (HTMT results)

	AI	OCB	WPS
AI			
OCB	0.490		
WPS	0.420	0.749	

Fitting Structural Research Model

R SQUARE

To analyse the feasibility of a study's conceptual model, this criterion is essential. According to Cohen's suggestion, an acceptable R^2 should be above 0.26 (26%) for explained variance. Outcomes of this test are presented in *Table 3*:

Table 3: R square results

	R^2
OCB	0.147
WPS	0.433

Hypotheses Results

At this stage, the research hypotheses are evaluated on the basis of "t-values, p-values, and path coefficients" calculated by the partial least squares algorithm used to analyse research data. Each path's significance coefficient is considered to be statistically significant at the 95% level if its value is greater than 1.96. *Table 4* and *figure 2* have shown the outcomes of this test.

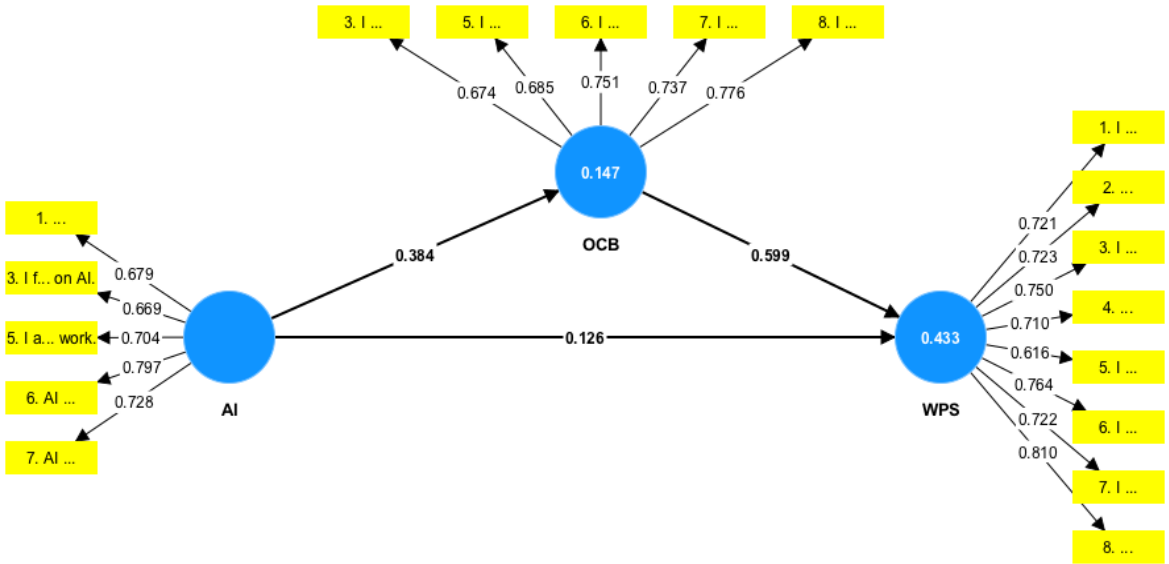

Fig. 2: T-values

Table 4: Hypotheses Results

Hypotheses	T - Value	P - Value	Path Coefficients	Results
AI → WPS	1.518	0.129	0.126	Not supported
AI → OCB	5.187	0.000	0.384	Supported
OCB → WPS	9.090	0.000	0.599	Supported
AI → OCB → WPS	4.389	0.000	0.230	Supported

5. Discussion

Promoting workplace spirituality by AI with the support of OCB was the focal point of this study. The results describe that AI tools such as mindfulness applications, virtual player groups, or online meditation sessions enable connections among people working in the organization (*Yoshija Walter, 2024*). However, he suggested some negative impacts as well, like stress and disconnection, that could lead to moderate to large disruptions in WPS.

The second hypothesis articulated positive influence of AI on OCB. With utmost digital advancements, enhancement of AI techniques seems prevalent in the context of OCB in HR duties, such as hiring preferable applicants for the organization at the recruitment stage (*V.K. Jayaraman et al., 2024*).

On the basis of the third hypothesis, OCB has a more profound impact on WPS owing to the fact that the prosocial behaviour of employees in the workplace, inspires them to be compassionate and thoughtful towards their co-workers (*Li et al., 2010*).

The final hypothesis confirmed that OCB acts as a bridge between AI and WPS. This states that enhancing OCB through the adoption of AI creates a spiritually enriched workplace that improves employee satisfaction, productivity, and organizational commitment.

6. Conclusion

The findings of the research validated the conceptual model that emphasized the full mediation of OCB in the relationship between AI and WPS. Fostering organizational citizenship behaviour in organizations expanded the benefits of artificial intelligence in increasing workplace spirituality. While alone AI did not have the potential to promote a spiritual and meaningful workplace, however, its effectiveness in enhancing workplace spirituality heavily depended on human factors and social dynamics, which were represented by OCB. Discretionary behaviours like altruism, conscientiousness, sportsmanship, courtesy and civic virtue maximized harmony, collaboration, and a sense of purpose in the workplace.

Ethical and thoughtful use of AI, aligned with organizational values, is indispensable to ensure positive contributions of advancements in the organizations. Besides, the human aspect must be prioritized to attain a balance between innovation and well-being. In a nutshell, there is a necessity for a technology-enhanced workplace to address emotional and spiritual needs to accomplish holistic employee satisfaction and productivity.

7. Limitations and Future Scope

The area of study specifically focused on the IT sector in Uttarakhand, which limits the generalizability of the findings to other regions and industries. Additionally, due to the small sample size, the diversity of employee experiences and perspectives is not fully captured. A larger and more heterogeneous sample may be required to increase the validity of findings. While the study only explored AI, OCB, and WPS, other potential factors can also be considered that may affect workplace spirituality, such as leadership style, job satisfaction, employee well-being, organizational culture, team dynamics, etc. The data also relies on self-reported responses, which can introduce bias due to social desirability that might overstate positive behaviours like OCB, as well as limited awareness of AI's impact, especially in less tech-savvy individuals.

Future researchers should examine the incorporation of other moderators and mediators, like team cohesion, diversity, employee engagement, and emotional intelligence that may help in providing a more comprehensive understanding of the factors dominating WPS. Due to less awareness of technological developments among employees, a long-term study can analyse the adoption of AI affecting OCB and WPS over time. Furthermore, the specific AI tools, like generative AI, predictive analysis, or virtual assistants, can also be taken into consideration to know the impact.

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