
ORGANIZATIONAL SPIRITUALITY: A SYSTEMATIC LITERATURE REVIEW

Imama Gul*

Lecturer Women University Mardan. Corresponding Author Email:

imamagul75@gmail.com

Muhammad Shahrukh

MS Business Analytics Scholar, Credit Risk Analyst, ZTBL, Islamabad.

Email: yusafxai@gmail.com

Waseef Jamal

Professor, Institute of Management Sciences, Peshawar.

Email: Waseef.jamal@imsciences.edu.pk

Syed Zulkifal

Associate Professor, Institute of Management Sciences, Peshawar.

Email: Zulkifal@imsciences.edu.pk

Abstract

Spirituality has been a major topic of discussion in terms of organization because employees seek meaningful jobs where they can find inner fulfillment. This study aims to present a combined view of quantitative researches on organizational spirituality to present a framework based on previous researches and suggest some key findings for future researches. This study uses a systematic literature review methodology to conclude published literature till 2024 on organizational spirituality using Web of Science database. Few main themes were identified connected with spirituality in organizations, including performance, management, religion, leadership, work environment, and culture. Spirituality arose in 1920's, but it is still going under multiple researches to delve more deeper into the pros and cons of it. Due to rapid changes in the organizations due to technological advancements, health awareness and raising pandemics, the organizations need to adapt spirituality in their workplace to cope up with these changes smoothly. According to the findings of the study, there is a close relationship between

spirituality and religion, but spirituality is not limited to religion neither they are completely interdependent on each other. The study examines that spirituality when integrated into organizations value, culture and environment it creates a positive impact on employees performance, organizations management and wellbeing of employees which aligns it with modern organizational management. Few systematic literature review studies have been conducted on spirituality but in terms of organizations it is still relatively a new topic in management literature. This study offers the contribution of spirituality in organizational performance by analyzing that organization is not only a place to work but to socialize, seek meaning and inner fulfillment, and conceptualized individuals as holistic beings. This research offers an in-depth insight of organizational spirituality and its contribution in the past as well as reflecting on the future.

Keywords: Spirituality, Leadership, Work Environment, Values.

Introduction

Spirituality has gained more acceptance in academia, whether in health-related fields or in industrial and economic-financial organizations, as a result of recent social and technological changes and public health issues like pandemics. Organizational spirituality shapes the work behaviour and attitude of employees towards their jobs (Gul et al., 2024). Spirituality brings energy, interconnectedness, sense of meaning, inner fulfillment, purpose and transcendence in employees making their job more meaningful and worthy (Pesut B., 2008). The term spirituality involves discovering meanings and purpose in one's professional life. (Ashmos and Duchon, 2000). In other words, spirituality develops when employees feel a sense of connectedness and commitment with their daily tasks (Milliman et al., 2003).

Despite having its roots in the early 1990s, the workplace spirituality movement has gained momentum since the late 1990s as workers' yearning to find meaning, purpose and seek inner fulfilment at work has grown. Organizations aim to work for the organization's vision and purpose for which they need to build such an organizational culture that foster individuals personal and professional growth, creativity, and offer opportunities for employee's empowerment (Leigh 1997; Brandt, 1996; Overholt, 1996; Collins & Porras, 1994; Coates et al., 1990). Organizations are adopting new strategies, to turn their structures and work environment flexible (Harari, 1993). This fact is acknowledged by the spiritual approach to work, which holds that workers' souls and spirits are just as involved at work as their hands and intellect (Ashmos & Duchon, 2000). Therefore, leaders from all over the world reacted fiercely to the encouragement of spirituality in the organization (Pandey, 2017).

Consequently, companies that promote spirituality have reported that it has a positive effect on worker well-being (Hawley & Hawley, 1993), work unit performance (Duchon & Plowman, 2005), organizational performance (Fry & Matherly, 2006; Petchsawang & Duchon, 2012), and other benefits.

According to Freshman, 1999; Ashmos & Duchon, 2000; Giacalone & Jurkiewicz, 2003; and Brown, 2003, most of the debate on the organizational spirituality has taken place in U.S, and then later on also expanded to other countries. Therefore, the ideas of Milliman, Czaplewski, and Ferguson (2003), Ashmos and Duchon (2000), and Duchon and Plowman (2005) assist us in organizing a potential definition that underpins this inquiry, understanding spirituality as the capacity to perform meaningful work inside organizations.

This study used Web of Science database to examine the subject of organizational spirituality. As a guide to the reference articles that should be

taken into consideration in their products, our findings can assist researchers in defining their research route. This enhances the field's critical development by valuing earlier research while also creating new avenues for future chances. Furthermore, spirituality can be viewed in a more comprehensive and non-instrumental manner, which enables the required inspirations and insights to help achieve a challenging balance between many stakeholders' goals.

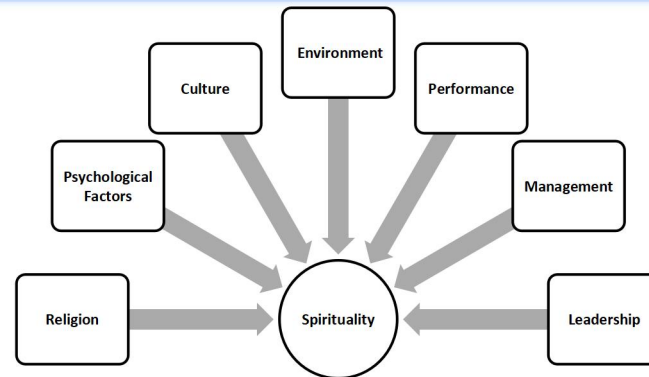
This, in turn, works with management that can deal with multifaceted and uncertain circumstances in many organizational environments, both internal and external. It's also important to take note of the study's approach, which emphasizes the increased usage of systematic literature methods through an unconventional subject.

This study aims to present a framework of the quantitative research on organizational spirituality, in order to offer a guideline for future researches. A systematic literature review methodology was opted to present the state of art on organizational spirituality (Wolfswinkel, Furtmueller, & Wilderom., 2013; Webster and Watson., 2002).

The study's main contributions on organizational spirituality are, it: (1) offers a systematic review of the spirituality; (2) analyzes its relationship with other factors such as management, leadership, performance; (3) analyses the attitude and behaviors with organizational spirituality; and (4) presents framework for future researches.

Literature Review

This section describes the literature review on spirituality, it's; (1) meaning; (2) connection with religion; and (3) relationship with psychological factors, culture, work environment, performance, management, and leadership in an organization.



Spirituality

Spirituality is from a Latin word “spirare and spiritus” which mean ‘soul’, morals and a fundamental purpose or meaning (Ragan, 2000). Spirit is sometimes referred to as an entity or a kind of energy that is alive and real, although it is not visible and doesn’t have any physical appearance like human beings; yet, the spirit exists and is real (Usman et al., 2021). Apart from the term literary origins, there exist differences regarding its meaning and perception. Milliman et al., 2018; Biswakarma, 2018; Case & Gosling, 2010; and Rose., 2001, have concluded that there exists divergent and distinct perspectives of spirituality, because the term is perceived differently depending on the thoughts, perceptions and believes. Mitroff & Denton (1999) demonstrated that spirituality is a universal idea that emphasis on finding the meaning and purpose of life through a transcendent connection which promotes individual’s inner peace and mindfulness. Spirituality is all about seeking meaning, purpose and inner fulfillment in life (Dossey, Keegan, and Guzzetta., 2000). Spirituality raises human perceptions of wellbeing and wholeness (Miller; 1995). All people are spiritual human beings but when spirituality is integrated into the organization, it provides the promise of making a difference rather than simply surviving (Alvesson & Einola, 2019). Organizational spirituality fosters a work environment where people

collaborate collectively, with unity, trust, and faith, towards a common goal (Rocha & Pinheiro, 2021; Mousa, 2020; Dreyer & Hermans, 2014; Benefiel, Fry, and Geigle, 2014). According to Karakas and Fahri (2010), organizational spirituality positively influences well-being, work life balance, offers a sense of purpose, meaning, and interconnectedness to work and community which encourages growth, motivation and well-being of employees. Baljoon RA, Banjar HE, Banakhar MA (2018), states that the main contributing factors that affect work motivation of employees are personal, spiritual and psychological factors of individual person which has a very dominant effect over their actions, attitudes, behavior and work. According to Taylor (2000), individuals might not describe their spiritual experiences but they do believe that their actions and behaviors do get influenced by spirituality. Spirituality is the main source of individuals personal growth (Mirvis 1997). Spirituality at a workplace can be best measured from the vitality, joy and significance of the job (Ashmos and Duchon., 2000). Organizational behavior researchers have recently turned their attention to the concept of spirituality in the workplace (Benefiel et al. 2014; Dreyer & Hermans, 2014; Mousa, 2021). Despite the fact that spiritual concepts and beliefs have been around for millennia and have shaped social value systems globally, they are still regarded as alternative paradigms, particularly when it comes to corporate behavior (Rupcic, 2017).

It is challenging for academics to define spirituality in the workplace since it is abstract, intricate, and multidimensional (Milliman, Czaplewski, & Ferguson, 2003; Bouckaert & Zsolnai, 2012). As a result, there are already over 70 definitions of spirituality in the workplace (Markow & Klenke, 2005). According to Campesino (2006) and Newlin, Knafl, and Melkus (2002), the definitions of spirituality that are found in the scientific literature still reflect

the conceptual bias of each researcher; they may have different perspectives on spirituality despite having similar cultural and social experiences (Koenig, 2008). Employee well-being (Hawley & Hawley, 1993; Mukherjee & Singha, 2019; Saiz et al. 2020), work unit performance (Duchon & Plowman, 2005), and organizational performance (Fry & Matherly, 2006; Petchsawang & Duchon, 2012; Srivastava & Madan, 2022) have all been found to benefit from organizations that actively promote spirituality in the workplace. Depending on the theoretical stance and overall goals of each study, varying emphasis is placed on different conceptions of spirituality. Koenig and Larson's (2001) definition, for instance, is among the most widely accepted since it views spirituality as an individual's quest for knowledge about more significant existential questions (like the purpose of life or death) and how they relate to the sacred and/or transcendent. It should be highlighted that although spirituality and religion share many similarities, they are essentially different. This idea of spirituality may contribute to the growth of religious societies or activities, although it is not always the case. For instance, Koenig and Larson (2001) and Levin (2001) point out that spirituality is viewed as individualistic, less visible, more subjective, less formal, and emotionally oriented, whereas religion is typically viewed from a perspective more focused on the precepts of a formal, observable, and objective community or institution. Spirituality, according to Dubey Pathak and Sahu (2020), is a more inclusive phrase than religion. Therefore, being spiritual does not automatically imply that one is religious.

Spirituality and Religion

An organization that promotes spirituality does not, therefore, imply that it puts pressure on individuals to follow any particular religion or set of religious practices. According to Rego, Pinha e Cunha, & Souto (2007) and van der Walt

& Steyn (2019), this discussion may imply that employees may have spiritual needs, desire to experience the dimension of purpose or meaning at work, and require connections with the working community. We begin by assuming that spirituality has something to do with the spirit, the immaterial aspect of the human being, intellect, mind, and concept. The belief in the presence of a supernatural power or forces is the definition of the word religion (Barata, 2010, p. 51).

Religion is founded on the institutional and theological aspect, whereas spirituality is defined by a primarily experienced dimension (Oliveira and Junges, 2012; Saiz et al., 2020). According to Koenig and Larson (2001), spirituality is also defined as an encounter with something that is beyond the everyday facts of existence. In spirituality, the cognitive component of believing is one of the most important features. Traditions differ in their views by definition. The most common spiritual beliefs include those that there is a God or higher power, that there is life after death, and that there is purpose in suffering and death. Beliefs can also provide consolation and hope during difficult times. According to Moberg (2002), Miller and Thoresen (2003), Tischler, Biberman, and Altman (2007), and Fornaciari (2015), studies examining spirituality in organizations are relatively recent when compared to other fields where the effects of individual spirituality can be examined in greater detail. Numerous approaches and viewpoints have been taken while discussing this subject (Fry, 2003; Benefiel, 2003; Jurkiewicz, 2003). Spirituality is a connection to one's self, others, and higher power to find the meaning of life (Plotnikoff, 2002). According to Weil (1997), a person can live a spiritual life and be influenced by spirituality regardless of their religious affiliation. According to Hill et al. (2000) stated that spirituality and religion are defined in multiple ways as the narrow definition of spirituality solely

focuses on the practical outcomes while defining it too broadly confuses the concepts of spirituality with religion. This shows that thoughts and perceptions regarding spirituality varies from individual to individual differently. Many researchers are distinguishing spirituality and religion as two different concepts (Milliman et al., 2018; Afsar & Rehman, 2015; Mitroff & Denton, 1999; Cascio, 1998).

According to Pargament (1999) a sense of sacredness can be produced by religion and spirituality. Hanssen (1999) seeks sacredness primarily associated with religion as well highlights the differences between the concepts of religion and spirituality. Hanssen (1999) suggest that individuals with lack of religious beliefs such as atheists and agnostics also experience spirituality. Hanssen (1999) argues that spirituality is not always associated with religious concepts instead it can be understood through the term "existentiality" which spirituality is beyond the religion. Wolf (2001) further elaborated this idea by pointing out those Jewish baby-boomers who have drifted away from their religion backgrounds preferred being spiritual rather than religious. It's because Jews prefers to seek a deep connection with their inner-selves through spirituality not religion. Lerner (1999) argues that morality not solely depends on religion but also on spirituality as it improvises the ability to understand oneself and has a strong influence on individuals' life. According to Pulchaski (2000), spirituality is the perception of a higher purpose in life. In accordance to some researchers, spirituality is connecting with the ultimate being who manifests as inner peace and energy in human beings (Narayanasamy, 1999). Spirituality is not affiliated to religion (Milliman et al., 2003). Spirituality seeks meaning, purpose, and inspiration, even for individuals who reject divinity. The spiritual dimension strives for harmony with the universe and searches for answers regarding the infinite.

Psychological Factor

Every second person in the organization is having some kind of mental issues due to which they cannot perform well so it is the time for some spiritual advancement among human beings (Pradnyana, Astakoni, & Utami, 2020). In the recent years, a number of issues have affected organizations and its employees, including the pandemic, financial difficulties, and economic instability in various countries (Saxena & Prasad, 2022; Leigh, 1997). Many researchers have confirmed that employees experience psychological stress as a result of meaningless work (Jurkiewicz & Giacalone, 2016; Kolodinsky & Ritchie 2016. According to Neal et al. (1999), employees are increasingly seeking for fulfilling and inspirational jobs and are looking for a connection between spirituality and their work (Mitroff & Denton, 1999). Murray and Zenter (1989) highlights the importance of spirituality in lowering stress levels on an emotional level as well as lowers the risk of physical sickness or death. For some, spirituality represents a connection to the origin of meaning. Spirituality have a positive influence on emotional factors such as general well-being which reduces elements like stress, mental health issues and ineffective work performance of employees (Reinert, K.G. & Koenig, H.G. 2013). Lalani, and Nasreen. (2020), in their review states that spirituality develops faith, personal values, belief systems, personal growth, wellbeing, and resilience amongst employees. Spirituality affects the formation of work attitudes such as satisfaction, motivation, participation, communication and commitment (Paris, & Pattiruhu, 2020; Ke et al., 2017). The traditional task-oriented workplaces instigates mental health concerns among employees, which are moreover linked to factors like pandemic stress, financial strain, and job insecurity (Saxena & Prasad, 2022; Leigh, 1997). Nowadays employees, crave more than just a paycheck because they need an

environment that fosters social connections, personal growth, and a sense of purpose in their work (Mansor et al., 2013). Job dissatisfaction and lack of motivation often stem from a lack of organizational spirituality, affecting attitudes such as satisfaction, motivation, participation, communication, and commitment (Paris & Pattiruhu, 2020; Ke et al., 2017). In general, workplace spirituality fosters interconnected and mutually trusting practices that are a part of a particular work process that in turn fosters feelings of cooperation and results in an organizational culture that is generally motivated by positive responses, unity, and harmony between individuals. This boosts individual performance over time, which promotes overall organizational excellence (Hassan, Nadeem, & Akhter, 2016). In this regard, professionals who are looking for ways to escape many of these situations are turning to spirituality as an option. The groundbreaking empirical study on spirituality in the workplace was conducted by Ashmos and Duchon (2000). They described it as employees' awareness of an inner existence that is both nourished and nourished by meaningful work in a community setting. Later, Milliman et al. (2003) suggested a three-dimensional structure to capture the formation of spirituality in the workplace at three levels, modifying the dimensions offered by Ashmos and Duchon (2000). Milliman et al. (2003) identified three different dimensions of workplace spirituality: meaningful work (individual level), sense of community (group level) and organizational principles (organizational level).

The first aspect of workplace spirituality is meaningful work, which refers to the idea that people look for purpose in their jobs. It describes employees' perception that their job is a vital and significant aspect of their lives and explains workplace spirituality on an individual basis (Duchon & Plowman, 2005; Mousa, 2020; Ortiz-Gómez, Ariza-Montes, & Molina-

Sánchez, 2020). According to Milliman et al. (2003), it describes the degree to which workers find their work fulfilling, energizing, and a source of personal meaning and purpose. It links workers to things that are deemed important in life and to the larger welfare of society (Giacalone & Jurkiewicz, 2003; Kuchinka, 2021).

The second aspect of workplace spirituality is a sense of community, which is founded on the idea that all people are related as spiritual beings (Duchon & Plowman, 2005). It discusses workplace spirituality on a group level and is based on the idea that people are connected to one another through some kind of relationship between their inner selves and those of others. Employees readily relate to the group's shared objective and lend support to one another when they feel like they belong to the workplace community (Duchon & Plowman, 2005; Widodo & Suryosukmono, 2021). According to Pawar (2009), Chawla & Guda (2010), Gupta, Kumar, & Singh (2014), Serrano (2017), and Jena (2021), individuals having a sense of community at work will yield high productivity, job satisfaction, organizational-citizenship behavior, and commitment towards the organization.

At the organizational level, spirituality in the workplace seeks alignment of the organizational aims, objectives and goals with the organizations spiritual values. It speaks to the employees' sense of alignment between the organization's vision and purpose and their own personal values (Milliman et al. 2003). This aspect of workplace spirituality clarifies the significance of embracing important organizational and societal creeds and being value-oriented for the company.

Work Environment / Culture

Firstly, organizations used to be a place where employees were being paid for their efforts but now employees consider job not just only a place to work but to socialize, meet friends and seek inner fulfillment (Mansor, 2013). Employees demand a supportive work environment and meaningful work as a result of the transition to the information economy and knowledge-based organizations (Lowe, 2000; Leigh, 1997; Caudron, 1997). Employees will be more loyal to the organization if the executives are spiritual (Udin, 2019). Rego, A. and Pina e Cunha, M. (2008), stated that spirituality when integrated into the organizations culture/environment, employees feels a sense of psychological safety, wholeness, loyalty, attachment, and commitment towards the responsibilities of the organization. According to Konz and Ryan (1999), organizations should foster a culture of spirituality in the workplace if they are seeking benefits out of spirituality, although doing so is not always simple and easy (Fry, Vitucci, & Cedillo, 2005). On the other hand, Izzo and Klein (1998) used the term corporate soul which demonstrate it as the work environment that keeps talented employees attracted and engaged in work activities referring it to organizational level spirituality. Organizational spirituality has a positive influence on individuals as well organization (Kinjerski & Skrypnek, 2004). Kinjerski and Skrypnek (2004) states that a spiritual culture can be developed in an organization which will help in promoting trust, cohesion, innovation, awareness, justice, self-determination and support among individuals by integrating spiritual leadership into work processes. Spirituality is inseparable from physical, psychological and social factors, spirituality is interwoven at unconscious level in organizations it should be brought to conscious level by integrating spiritual values in order to enhance the workability of employees (Golberg B., 1998). Management studies

practitioners and academics suggests that fostering a spiritual culture in organization to create a meaningful workplace (Jena, 2021; Giacalone & Jurkiewicz, 2003; Adnan et al., 2020). Numerous studies (Miller et al., 1999; Mitroff & Denton, 1999) have examined that organizational management is currently concentrating on integrating spiritual principles into their cultures. Saxena, A. and Prasad, A. (2023) highlighted the importance of promoting a positive spiritual work environment to stimulate innovation by integrating spiritual values in organizational culture which promotes meaningful work, honesty, gratitude, authenticity, and community-building practices.. Employees in a work community environment share common goals with a sense of being appreciated by team mates as well actively seek for personal growth opportunities. (Ashmos and Duchon, 2000). Organizational spirituality offers a framework to equips employees with the inner strength, communication skills, and intrinsic motivation needed to navigate the complexities in organization (Jurkiewicz & Giacalone, 2016; Kolodinsky & Ritchie, 2018). By nurturing a culture that embraces these values, organizations can empower staff to reach their full potential and contribute meaningfully to work (Leigh, 1997). Studies suggest that fostering flexibility within work structures can further enhance staff well-being and engagement (Harari, 1993).

According to Gavin and Mason (2004), employees are more likely to be happier and healthier when their workplace is planned and run to provide them with purpose. Employees that are happier and healthier are typically more productive over time, producing better products and more fulfilling services. Similar to this, Guillory (2002) argues that spirituality in the workplace must be viewed as the fusion of various elements, including a positive work atmosphere, inventiveness, creativity, environmental awareness,

high productivity, and individual and group transformation, among others. Other benefits of incorporating spirituality into organizations include: a more positive work atmosphere, an atmosphere that fosters innovation, a welcoming and understanding workplace, integrated and participatory leadership, and the dissemination of values, among other benefits (Poole, 2009; Shrestha & Jena, 2021; Widodo & Suryosukmono, 2021).

Performance and Management

Spirituality provides employees with a direction, energy, speaking confidence and a sense of wholeness within themselves. Spirituality encourages employees to perform, engage, communicate their thoughts, and work motivated. According to Meehan T.C., (2012), Spirituality changes the action and attitude of employees towards their job. Spirituality in organization have a positive influence on the performance of employees and their relationship with colleagues (Zakaria Kiaei, M., Salehi, A., Moosazadeh Nasrabadi, A., Whitehead, D., Azmal, M., Kalhor, R. and Shah Bahrami, E., 2015). Employees lacking spirituality, lack work motivation. (Paris, & Pattiruhu, 2020; Ke et al., 2017). Spirituality have some sort of effect on the formation of work attitudes such as satisfaction, motivation, participation, communication and commitment. Organizations are more productive when they offer a workplace that support employees' spiritual growth (Hassan et al., 2016). Organizational Spirituality helps in raising employees job satisfaction in return reducing the burnouts (Komala & Ganesh, 2007). Spirituality emerges and manifests itself in the organizations workplace (Giacalone & Jurkiewicz, 2003; Milliman, Czaplewski & Ferguson, 2003; Cacioppe, 2000). According to numerous studies, spirituality positively affect job performance (Neck & Milliman, 1999), creativity, productivity, employees work attitude and behavior, work effectiveness, and reduces absenteeism, and turnover (Giacalone & Jurkiewicz,

2003). In fact, Mitroff & Denton (1999) suggest that the ultimate source of competitive advantage is spirituality. According to Ashmos and Duchon (2000), organizations have started searching for more innovative management concepts and strategies in order to adapt to the changing circumstances. An organization thus must link its mission and values with those of its employees as well as organizational objectives in order to be successful (Arsawan et al., 2020). Similarly, Krishnakumar and Neck (2002) demonstrated that spirituality improves employee's contentment which in turn increases their creativeness and dedication towards their work. Gibbon (1999) argued that individual spirituality is the blend of spirituality in an individual's professional life. Spirituality refers to the relationship between colleagues and coworkers and their overall contribution to the organization (Ashmos & Duchon, 2000). Mirivis (1997) described spirituality as a sense of interconnectedness and unity among employees. Organisational spirituality is interconnecting employees' personal values with organization values. According to Laabs (1995), organization integrates spiritual values in order to align employees' personal values with the organization aims and goals. Ashmos and Duchon (2000) states that organizational level spirituality helps to determine the association between employee's personal values and organization vision and mission as well assesses the organization value systems and care for employees. Hassan, S., Ansari, N., Rehman, A. and Moazzam, A. (2022), demonstrates in their review study that organizational spirituality has a huge influence on the employee's work performance as it develops a sense of well-being, offers a strong sense of purpose, and builds up an interconnectedness between soul and mind which lead the employees to perform in the best manner and have a high motivation to serve the organization. Crawford et al. (2009) argues that Organisational spirituality

aligns employee's values with organization's values, goals and mission. Organizational spirituality is the ability to inspire one's own intrinsic motivation while also meeting the basic needs of one's spiritual well-being, all of which have a positive impact on employee satisfaction, communication corporate social responsibility and company productivity. Organizational spirituality can be measured by evaluating mission, objectives and values of an organization (Bayighomog et al.). In today's competitive environment, organizations must continuously develop and adapt by creating a spiritual culture to foster growth and a healthy workplace. All people are spiritual human beings but when spirituality is integrated into the organization, it provides the promise of making a difference rather than simply surviving (Alvesson & Einola, 2019). According to Rego and Souto (2017), Duchon and Plowman (2005), Ashmos and Duchon (2000), and Milliman, Ferguson, Trickett, and Condemi (1999), spirituality is a means of performing meaningful work in organizations keeping in view the joy, respect for the relationships, and inner life, which fosters a spirit of community, harmony, values, and collectivity among employees.

Spirituality has gained more room in this process of transition and has positioned itself as a path of discourse and building for future-oriented companies, despite the topic's relatively recent attention and still-emerging discussion in the Brazilian environment. Due to the topic's contributions to various business goals, it has grown increasingly prevalent in the organizational environment, (Poole., 2009) leading to the establishment of a specialized field of study at the Academy of Management. Scholars have noted that although empirical research on the impact of workplace spirituality on organizational outcomes is crucial (Giacalone & Jurkiewicz, 2003; Serrano, 2017), it has not yet received enough attention (Milliman et al. 2003; Duchon

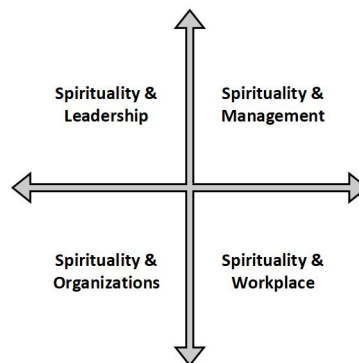
& Plowman, 2005). Studies specifically examining how job happiness brought about by organizational spirituality can lead to improved results are scarce (Belwalkar, Vohra, & Pandey, 2018; Jena, 2021; Kuchinka, 2021).

- Another viewpoint views spirituality as a process of development in the business world, elevating it to a greater degree of significance for its stakeholders, employees, and entrepreneurs, allowing people to experience their full potential. The process of creating personal or professional endeavors that are in harmony with the true self of the person or the organization is known as business spirituality (Nandram, 2016). According to others, this even gives life itself purpose (Portales, 2015; van der Walt & Steyn, 2019; Widodo & Suryosukmono, 2021).

Research Method

- This study adopts the research methodology of Wolfswinkel et al. (2013) and Webster & Watson (2002) to conduct systematic literature review for organizational spirituality. This method comprises of 5 phases; introduction, research method, search, refine the sample, analyze, and present report.
- In this methodology, firstly the criteria is chosen for the inclusion or exclusion of research articles, then the area of interest and the search terms are chosen to be searched on the database (Web of Science). After that the articles are critically analyzed and the literature is gathered to identify the potential contribution of the research topic (Organizational Spirituality).
- For searching the articles the term 'Spiritual' was used along with an asterisk to maximize the variety of researches related to spirituality like spiritual, spirituality, spiritualized etc. apart from these indicators such as; 1) the language of research publication, 2) number of articles published every year, 3) articles published in different countries, and 4) thematic areas of the articles, were analyzed.

• Research papers/articles searched were all linked to organizations and administration in order to keep the focus organizational spirituality by aligning spirituality with individuals (employees) personal and professional development in organization. The terms searched for the study are:

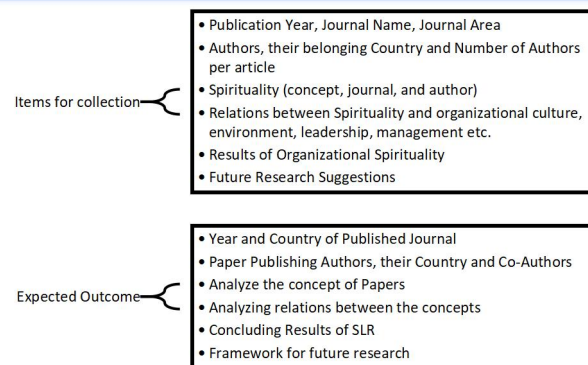


To increase the specification of terms, the most cited journals, authors, and articles were analyzed as indicators. The search was refined by removing all those researches which couldn't align with the aim of the study. After analyzing this data, a framework was generated highlighting the contribution of organizational spirituality as well offering an overview for future researchers who are willing to contribute in this area by providing an insight on journals, authors and key concepts of organizational spirituality. The overview of the analyzed research papers is presented below.

Database and Terms Used

The present study used the Web of Science database due to its superior coverage in social sciences research area (Donthu et al., 2021; Adriaanse & Rensleigh, 2013) and its valuable contribution in systematic literature review (Alyaratnak, Malkawi, & Momani, 2018), to gather and analyze articles and journals in a variety of fields interconnected to spirituality.

Data Collection Form



Web of science was used to increase the credibility of the study as it offers best resources, manage citations effectively, consistently update papers and publications (Meho and Yang, 2007) and offers vast data on the output, dissemination, cooperation, impact of papers, and enables systematic literature review study of research (De Bakker et al. 2005).

Multiple criteria are required for the analysis since each one highlights the network feature produced by the subject material. The goal of the direct complementary method of aggregation with common citation, known as the criterion of systematic literature review linkage, is to create a connection between people based on their shared references (van Eck & Waltman, 2010; Donthu et al., 2021). Finding commonalities in the database text is the last goal of the coexistence criterion (Paludetto et al., 2019).

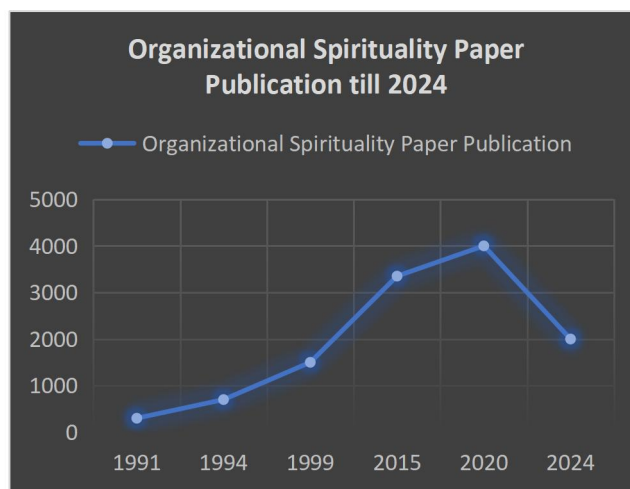
This technique was used in significant research projects (Orviz, Cuervo, & Arce, 2020). The initial step in the sample selection process was to analyze the broad term itself in order to determine the scope of the academic output in the region. Searches were then conducted using more focused keywords in an effort to view papers that were more in line with the actual research.

Analysis Of Results

A search for "spirituality" yielded 40,573 items. From 1991 onward, publications began publishing more than 100 pieces; between 1994 and 1999,

the number doubled, and in 2018, the year with the most published articles, the number scored to 4,895 articles. Figure 2 shows the distribution of production during the 1991 and 2024, with the largest production in the topic continuing to occur between 2015 and 2020.

Figure 2: Graphical Representation of Publications on Spirituality from 1991 to 2024 on Web of Science



The majority of the research studies, or 82.03% of the total, were published in English, which is consistent with the trend of studies being published in this language. Just 1.25 percent of the articles produced are studies in Portuguese.

A tree graph showing the distribution of spirituality-related articles across different categories is displayed in the image. A paragraph of text that offers background information and an explanation is included with the graph (Figure: 3)

With 15,240 articles, or 37.56% of the production, the United States tops the search ranking by country of publication, followed by England and Canada. With 963 articles, Brazil comes in ninth.

As anticipated, religion has the most publications, with 9,047 articles, or 22.29% of the total. On the other hand, the health-related categories

predominate. The first field that is solely concerned with business and administration, business economics, comes in at number 15 with 1,088 articles. In Figure 2, the distribution of the 10 study areas with the most articles is displayed.

This initial phase enables us to draw the conclusion that, while being widely discussed in other settings, spirituality has not received much attention in the administrative domain. Numerous chances for investigation and scientific output are presented by this. The words used in the fields of business and administration will be examined in the next section.

Figure shows the terms and the number of articles found for each one.

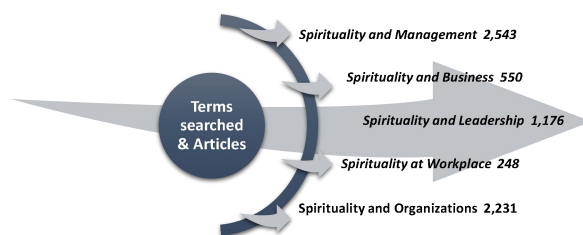


Figure 3: Specific terms searched and articles found

The VOSviewer program was used to evaluate the articles, and the findings are examined below. This item examines the structure of each publication to determine which authors, articles, and journals received the most citations in the documents gathered.

The most cited articles are the subject of the first analysis topic. The top 15 most cited articles on spirituality in the chosen terms are ranked in Table 1. The study by Fry (2003), which has been mentioned 291 times, is at the top of the ranking. It is evident that a variety of concepts coexist with spirituality. Among the themes are leadership, organizational culture and values, worker well-being, and improved outcomes.

A causal explanation of spiritual leadership is presented in the most cited work, by Fry (2003), which was established within a paradigm of intrinsic motivation that includes theories of workplace spirituality, spiritual survival, vision, hope/faith, and unselfish love.

An attempt to determine the dimensions of the construct of spirituality at work is made in Ashmos and Duchon's (2000) paper, which is the second most mentioned.

A thorough empirical investigation of the connection between workplace spirituality and five common employee job attitudinal characteristics is the goal of Milliman, Czaplewski, and Ferguson's (2003) study.

The most referenced writers in the articles are listed in Table 2. The tables of the most referenced articles also include some of the most cited writers. These lists differ in that they also contain articles that are not among the most cited or that are not listed in the WoS database.

It should be noted that the ranking of the most referenced articles is not necessarily reflected in the composition of the authors' ranking. With 828 citations, Louis Fry is ranked first on that list as well.

Table 2 Most Cited Authors On Spirituality

Ranking	Author	Citations
1	Fry, L.W.	828
2	Koenig, H.G.	506
3	Mitroff, I.I.	366
4	Giacalone, R.A.	352
5	Pargament, K.I.	345
6	Milliman, J.	305
7	Ashmos, D.P.	288

8	Bass, B.M.	271
9	Benefiel, M.	224
10	Bandura, A.	207

The Journal Business Ethics leads the ranking among the most cited journals with 3,435 citations, followed by Leadership Quarterly with 2,086 citations and Journal Organizational Change Management with 1,246 citations," the text in the below table states (Table 3)

Table 3 Most Cited Journals on Spirituality

Ranking	Journal	Citations
1	Journal Business Ethics	3435
2	Leadership Quarterly	2086
3	Journal Organizational Change Management	1246
4	Journal Applied Psychology	1140
5	Journal Management Spirituality & Religion	1027
6	Journal Science Studies Religion	1002
7	Academy Management Review	960
8	Journal of Personality and Social Psychology	915
9	Social Science & Medicine	470
10	Journal Management Inquiry	390

Discussion

The significance of bibliometric analysis in comprehending the theoretical framework of research and recognizing significant milestones in the subject is covered in the accompanying text.

It emphasizes how important it is to use data analysis to identify the most important writers, papers, and journals as well as the most pertinent ideas that ought to be covered in spirituality study.

According to the text, spirituality is a complicated and multidimensional notion that includes elements like leadership, culture, employee well-being, and outcomes enhancement. It is not a singular phenomenon.

Additionally covered is the connection between spirituality and anticipated advantages at many levels, ranging from individuals to businesses.

Jena (2021), Kuchinka (2021), Rocha & Pinheiro (2021), Shrestha & Jena (2021), Srivastava & Madan (2022), and Widodo & Suryosukmono (2021) are among the sources cited in the text. Together with a textual description of the significance of bibliometric analysis in comprehending the subject and finding important themes and links, the graphic, in summary, offers a visual depiction of the concentration clusters of the most cited journals in spirituality research.

According to the article's goal, a bibliometric analysis of the subject of Spirituality in Organizations up until 2024 was conducted. Using the general term "spirituality," 40,573 papers were found in the Web of Science database over the study period, indicating a notable rise in publications from 2015.

The United States, England, and Canada accounted for the majority of the publications, with Brazilian journals accounting for the ninth-highest percentage. Spirituality deals with anything that goes beyond the economic sphere and may last beyond multiple lifetimes, even though it is a relatively recent area of study in organizations. Because of this, even though the theme is expanding, the area still faces many difficulties.

Additionally, three of the ten most cited articles address spirituality and leadership, and Leadership Quarterly is the second most cited publication on spirituality, suggesting a link between the two. The problem of ethics and spirituality in companies is another subject that comes up. Researcher attitudes toward their own lives and work can be critically examined with the

aid of a field overview. When it comes to spirituality, the Journal of Business Ethics is the most mentioned journal overall for both areas. The work environment, which includes organizational culture, values, and well-being, is the third representative theme.

In a sense, the three main areas of spirituality research are leadership, ethics, and the workplace. Definitions of Spirituality in the Organizational Context, Distinguishing Between Religious, Confessional, and Spiritualized Organizations, Spirituality and Professional Development, The Role of Organizational Spirituality in Attracting and Retaining Talent, and Spirituality and Achieving Results are some of the significant gaps that need to be filled in order to conduct new research in the field of spirituality. Various Views on Spirituality in Organizations and Leadership, for example. The most mentioned works in the analysis were Milliman, Czaplewski, and Ferguson (2003), Ashmos and Duchon (2000), and Fry (2003).

Future Research

Future research that delves deeper and identifies typologies and patterns within spirituality's beliefs, leadership, and workplace environment will therefore be significant advancements in the subject. The non-economic facets of spirituality are another topic that has been suggested for further research. Spirituality and organizational effectiveness and efficiency are closely related, yet the former cannot be limited.

The connections between such behaviors and other instances, including motivation or the level of confidence in organizations, can also be investigated. Analysis of the relationship between organizational values and leadership style is necessary since these factors most likely affect the adoption of the behaviors. It would be intriguing to observe how these behaviors affect

the organization's capacity for innovation, as they can have an effect on the level of performance of the organization.

Conclusion

This comprehensive study of the literature has shown that our understanding of organizational spirituality is still in its early stages and is fragmented. The mapping of the researched qualities in this study identifies gaps that the authors of the examined papers have partially also recommended as further research. The part that national and corporate culture—including intention, attitude, and behavior—plays in organizational spirituality is a noteworthy aspect that requires further research. Additionally, studies that focus on the causes, effects, and moderators of organizational spirituality behaviors are required.

Even though the study of spirituality first emerged in the 1920s, there are still many significant obstacles to overcome. The benefits appear to outweigh the challenges, especially in light of the world's rapid advances in public health, technology, and the pandemic. Moreover, spirituality and religion are not exclusive, even though they have a close relationship. Everyone's performance appears to be positively impacted by a broader range of potential growth, particularly in the willingness to attain both individual and community well-being. It appears that this idea is the ultimate objective of contemporary organizational administration.

By connecting the idea of spirituality with its retaining and contribution procedures, this study offers a framework for examining recent research and highlights the need for more studies on organizational spirituality. This comprehensive literature evaluation shows that there is still much to learn about the topic, even though the quantity of articles is increasing.

References

- Adriaanse, L. S., Rensleigh, C. (2013). Web of Science, Scopus and Google Scholar: a content comprehensiveness comparison. *The Electronic Library*, 31(6), 727-744.
- AlRyalat, S. A., Malkawi, L.W., Momani, S. M. (2018). Comparing bibliometric analysis using PubMed, Scopus, and Web of Science databases. *Journal of Visualized Experiments*, 6(1), 3.
- Araújo, C.A. (2006). Bibliometria: evolução histórica e questões atuais. *Em Questão*, 12(1), 11-32.
- Ashmos, D. P., Duchon, D. (2000). Spirituality at work: a conceptualization and measure. *Journal of Management inquiry*, 9(2), 134-145.
- Adnan, N., Bhatti, O. K., & Farooq, W. (2020). Relating ethical leadership with work engagement: How workplace spirituality mediates? *Cogent Business & Management*, 7(1), 1739494.
- Asian Development Bank (2007). Moving toward Knowledge-Based Economies: Asian Experiences. Technical Note, Regional and Sustainable Development Department, Asian Development Bank
- Baljoon, R. A., Banjar, H. E., & Banakhar, M. A. (2018). Nurses' Work Motivation and the Factors Affecting It: A Scoping Review. *International Journal of Nursing Clinics and Practice*, 5, 277.
<https://doi.org/10.15344/2394-4978/2018/277>
- Barik, S., & Nayak, T. (2024). The Exploration of Workplace Spirituality Research: A Scoping Review.
Vision, <https://doi.org/10.1177/09722629231225534>
- Biswakarma, G. (2018). Impact of workplace spirituality on employee productivity in Nepalese hospitality organizations. *Journal of Tourism and Hospitality Education*, 8, 62-76.

- Brandt, E. (1996). Corporate pioneers explore spirituality: peace. *HR Magazine*, 41(4), 82-87.
- Batista, P. S. (2010). A valorização da espiritualidade nas práticas de educação popular em saúde desenvolvidas na atenção básica. *Revista Eletrônica de Comunicação, Informação e Inovação em Saúde*, 4(3), 49-55.
- Belwalkar, S., Vohra, V., Pandey, A. (2018). The relationship between workplace spirituality, job satisfaction and organizational citizenship behaviors: an empirical study. *Social Responsibility Journal*, 14(2), 410-430.
- Benefiel, M., Fry, L. W., Geigle, D. (2014). Spirituality and religion in the workplace: history, theory, and research. *Psychology of Religion and Spirituality*, 6(3), 175-187.
- Bernardino, M. C. R., Cavalcante, R. S. (2011). Análise de citações dos artigos da revista ciência da informação no período de 2000-2009. *Em Questão*, 7(1), 247-263.
- Bouckaert, L., Zsolnai, L. (2012). Spirituality and business: an interdisciplinary overview. *Society and Economy*, 34(3), 489-514.
- Brown, R. B. (2003). Organizational spirituality: the sceptic's version. *Organization*, 10(2), 393-400.
- Campesino, M. (2006). Spirituality among latinas/os: implications of culture in conceptualization and measurement. *Advances in Nursing Science*, 29(1), 69-81.
- Chawla, V., Guda, S. (2010). Individual spirituality at work and its relationship with job satisfaction, propensity to leave and job commitment: an exploratory study among sales professionals. *Journal Of Human Values*, 16(2), 157-167.
- Caudron, S. (1997). The search for meaning at work. *Training and*

- Development, 51(9), 24-32.
- Chew, B. W., Tiew, L. H., & Creedy, D. K. (2016). Acute care nurses' perceptions of spirituality and spiritual care: An exploratory study in Singapore. *Journal of Clinical Nursing*, 25, 2520-2527.
<https://doi.org/10.1111/jocn.13290>
- Cacioppe, R. (2000). Creating spirit at work: Re-visioning organization development and leadership –
Part I. *Leadership and Organization Development Journal*, 21(1), 48-54.
- Coates, J. F., Jarratt, J., & Mahaffie, J. B. (1990). *Future Work: Seven Critical Forces Reshaping Work and the Workforce in North America*. Jossey-Bass.
- Dubey, S., & Bedi, S. S. (2024). Workplace Spirituality: A Systematic Review and Future Research Agenda. *Journal of Management, Spirituality & Religion*, 21(1), 83-128.
- De Bakker, F. G., GroENewegen, P., Den Hond, F. (2005). A bibliometric analysis of 30 years of research and theory on corporate social responsibility and corporate social performance. *Business & Society*, 44(3), 283-317.
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., Marc Lim, W. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, pp. 285-296.
<https://doi.org/10.1016/j.jbusres.2021.04.070>.
- Dreyer, J. S., Hermans, C. A. (2014). Spiritual character traits and leadership in the school workplace: an exploration of the relationship between spirituality and school leadership in some private and religiously affiliated schools in South Africa. *Koers*, 79(2), 1-9.
- Dubey, P., Pathak, A. K., Sahu, K. (2020). Correlates of workplace spirituality on job satisfaction, leadership, organisational citizenship behaviour and

- organisational growth: a literature-based study from organisational perspective. *International Journal Of Scientific & Technology Research*, 9(4), 1493-1502.
- Duchon, D., Plowman, D. A. (2005). Nurturing the spirit at work: impact on work unit performance. *Leadership Quarterly*, 16(5), 807-833.
- Freshman, B. (1999). An exploratory analysis of definitions and applications of spirituality in the workplace. *Journal of Organizational Change Management*, 12(4), 318-327.
- Fry, L. W., Matherly, L. L. (2006). Spiritual leadership and organizational performance: an exploratory study. *Annual Meeting of the Academy of Management*.
- Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), 693-727.
- Fry, L. W., Vitucci, S., Cedillo, M. (2005). Spiritual leadership and army transformation: theory, measurement, and establishing a baseline. *The Leadership Quarterly*, 16(5), 835-862.
- Gul, Imama., Zulkifal, Syed., Jamal, Waseef. (2024). Examining Workplace Spirituality: Perspectives From Healthcare Professionals in Khyber Pakhtunkhwa, Pakistan. (2024). *International Journal of Business and Management Sciences*, 5(3), 22-42.
<https://ijbmsarchive.com/index.php/jbmis/article/view/606>
- Gavin, J. H., Mason, R. O. (2004). The virtuous organization: the value of happiness in the workplace. *Organizational Dynamics*, 33(4), 379-392.
- Geh, E.Z. (2014). Organizational spiritual leadership of worlds 'made' and 'found'. *Leadership & Organization Development Journal*, 35(2), 137-151.
- Giacalone, R.A., Jurkiewicz, C.L. (2003). *Toward a science of workplace spirituality* New York: M.E. Sharpe.

- Glänzel, W., Debackere, K., Thijs, B., Schubert, A. (2006). A concise review on the role of author self-citations in information science, bibliometrics and science policy. *Scientometrics*, 67(2), 263-277.
- Guillory, W.A. (2002). *A empresa viva: espiritualidade no local de trabalho*. São Paulo: Cultrix.
- Gupta, M., Kumar, V., Singh, M. (2014). Creating satisfied employees through workplace spirituality: a study of the private insurance sector in Punjab (India). *Journal of Business Ethics*, 122, 79-88.
- Hunsaker, W.D. and Ding, W. (2022), "Workplace spirituality and innovative work behavior: the role of employee flourishing and workplace satisfaction", *Employee Relations*, Vol. 44 No. 6, pp. 1355-1371. <https://doi.org/10.1108/ER-01-2021-0032>
- Hill, P. C., Pargament, K. I., Hood, R. W. Jr., McCullough, M. E., Swyers, J. P., Larson, D. B., & Zinnbauer, B. J. (2000). Conceptualizing Religion and Spirituality: Points of Commonality, Points of Departure. *Journal for the Theory of Social Behavior*, 30(1), 51-77.
- Hassan, M., Nadeem, A.B., Akhter, A. (2016). Impact of workplace spirituality on job satisfaction: mediating effect of trust. *Cogent Business & Management*, 3(1), 1-15.
- Hawley, J., Hawley, J.A. (1993). *Reawakening the spirit in work: the power of dharmic management*. Berrett-Koehler Publishers.
- Jena, L.K. (2021). Does workplace spirituality lead to raising employee performance? The role of citizenship behavior and emotional intelligence. *International Journal of Organizational Analysis*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJOA-06-2020-2279>
- Jurkiewicz, C.L., Giacalone, R.A. (2004). A values framework for measuring the impact of workplace spirituality on organizational performance.

- Journal of Business Ethics, 49, 129-142.
- Karakas, F., & Fahri, E. (2010). Spirituality and performance in organizations: A literature review. Journal of Business Ethics, 94(1), 89-106. <http://dx.doi.org/doi:10.1007/s10551-009-0251-5>
- Kinjerski, V. M., & Skrypnek, B. J. (2004). Defining spirit at work: Finding common ground. Journal of Organisational Change Management, 17(1), 26-42.
- Krishnakumar, S., & Neck, C. P. (2002). The 'what', 'why' and 'how' of spirituality in the workplace. Journal of Managerial Psychology, 17(3), 153-164.
- Koenig, H.G., Larson, D.B. (2001). Religion and mental health: evidence for an association. International Review Psychiatry, 13, 67-7.
- Koenig, H.G. (2008). Concerns about measuring "spirituality" in research. Journal of Nervous and Mental Disease, 196(5), 349-355.
- Kolodinsky, R.W., Giacalone, R.A., Jurkiewicz, C.L. (2008). Workplace values and outcomes: exploring personal, organizational and interactive workplace spirituality. Journal of Business Ethics, 81, 465-480.
- Krishnakumar, S., Neck, C.P. (2002). The 'what', 'why' and 'how' of spirituality in the workplace. Journal of Managerial Psychology, 17(3), 153-164.
- Kuchinka, D.G.J. Spirituality and its Impact on Stress and Subjective Well-Being Among Healthcare Professionals. European Journal of Management, 21(1), 66-76. <http://dx.doi.org/10.18374/EJM-21-1.5>.
- Levin, J. S. (2001). God, faith, and health: exploring the spirituality-healing connection. New York: John Wiley & Sons, Inc.
- Laabs, J. J. (1995). Balanci Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organization commitment. Human

- Resource Management Review, 1(1), 61-98.
- Lalani, N. (2020). Meanings and interpretations of spirituality in nursing and health. *Religions*, 11(9), 428. <https://doi.org/10.3390/rel11090428>
- Leigh, P. (1997). The new spirit at work. *Training & Development*, 51(3), 26-41.
- Lerner, M. (2000). *Spirit Matters*. Charlottesville, VA: Walsch Books.
- Lowe, G. (2000). *The Quality of Work: A people-centered agenda*. Oxford University Press.
- Malphurs, A. (1996). *Values-driven Leadership: Discovering and Developing Your Core Values for Ministry*. Baker Books.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. Sage.
- Milliman, J., Gatling, A., & Kim, J. S. (2018). The effect of workplace spirituality on hospitality employee engagement, intention to stay, and service delivery. *Journal of Hospitality and Tourism Management*, 35, 56-65.
- Mirvis, P. H. (1997). 'Soul work' in organizations. *Organization Science*, 8, 193-206.
- Moore, T. (1992). *Care of the soul*. New York: HarperCollins.
- Mhatre, S. G., & Mehta, N. K. (2023). A review of workplace spirituality: Identifying present development and future research agenda. *Management Research Review*, 46(9), 1185-1206. <https://doi.org/10.1108/MRR-11-2021-0800>
- Meehan, T. C. (2012). Spirituality and spiritual care from a Careful Nursing perspective. *Journal of Nursing Management*, 20, 990-1001. <https://doi.org/10.1111/j.1365-2834.2012.01462.x>
- Miller, W. R. (1992). How do we put our spiritual values to work? In J. Renesch (Ed.), *New Traditions in Business: Spirit and Leadership in the 21st Century* (pp. 69-80). Berrett-Koehler.

- Milliman, J., Ferguson, J., Trickett, D., & Condemi, B. (1999). Spirit and community at Southwest airlines: An investigation of a spiritual values-based model. *Journal of Organisational Change Management*, 12(3), 221-233.
- Markow, F., Klenke, K. (2005). The effects of personal meaning and calling on organizational commitment: an empirical investigation of spiritual leadership. *International Journal of Organizational Analysis*, 13(1), 8-27.
- Meho, L. I., Yang, K. (2007). Impact of data sources on citation counts and rankings of LIS faculty: Web of Science versus Scopus and Google Scholar. *Journal of the American Society for Information Science and Technology*, 58(13), 2105-2125.
- Miller, W. R., Thoresen, C. E. (2003). Spirituality, religion, and health: an emerging research field. *American psychologist*, 58(1), 24.
- Milliman, J., Czaplewski, A. J., Ferguson, J. (2003). Workplace spirituality and employee work attitudes: an exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426-447.
- Mitroff, I., Denton, E. A. (1999). A study of spirituality in the workplace. *Sloan Management Review*, 40, 83-92.
- Mitroff, I., Denton, E. A. (2012). *A spiritual audit of corporate America: a hard look at spirituality, religion, and values in the workplace*. San Francisco, CA.
- Moberg, D. O. (2002). Assessing and measuring spirituality: con-fronting dilemmas of universal and particular evaluative criteria. *Journal of Adult Development*, 9(1), 47-60.
- Mousa, A. E. (2020). The impact of workplace spirituality on employee performance: Evidence from Abu Dhabi University. *International Business Research*, 13(5), 79-94.
- Mukherjee, S., Singha, S. (2019). Relationship between workplace spirituality

- and job satisfaction. *International Journal of Economic Research*, 16(2), 1-22.
- Nandram, S. S. (2016). How do spirituality, intuition and entrepreneurship go together? *Philosophical Management*, 15(1), 65-82.
- Newlin, K., Knafl, K., Melkus, G. D. (2002). African-American spirituality: a concept analysis. *Advances in Nursing Science*, 25(2), 57-70.
- Neal, J. A., & Bennett, J. (2000). Examining multi-level or holistic spiritual phenomena in the workplace. *Management, Spirituality, & Religion Newsletter*, Academy of Management, Winter, 1-2.
- Neck, C., & Milliman, J. (1994). Thought self-leadership: Finding spiritual fulfillment in organizational life. *Journal of Managerial Psychology*, 9(6), 9-16.
- Nwanzu, C. L., & Babalola, S. S. (2021). Effect of Workplace Spirituality on Perceived Organizational Support and Job Performance among University Administrative Employees. *Contemporary Management Research*, 17(2), 127–155. <https://doi.org/10.7903/cmr.20349>
- Nash, L. (1994). *Believers in business*. Nashville, TN: Thomas Nelson.
- Overholt, M. H. (1996). *Building Flexible Organizations: A people-centered approach*. Kendall/Hunt Publishing Company.
- Oriol, E. de C., & Gomes, M. B. (2022). Influence of workplace spirituality in the job satisfaction of the public sector employees. *Revista De Gestão E Secretariado (Management and Administrative Professional Review)*, 13(3), 1533–1557. <https://doi.org/10.7769/gesec.v13i3.1432>
- Oliveira, M. R., Junges, J. R. (2012). Saúde mental e espiritualidade/religiosidade: a visão de psicólogos. *Estudos de Psicologia*, 17(3), 469-476.
- Ortiz-Gómez, M., Ariza-Montes, A., Molina-Sánchez, H. (2020). Servant

- leadership in a social religious organization: an analysis of work engagement, authenticity, and spirituality at work. *International Journal of Environmental Research and Public Health*, 17(22), 8542.
- Orviz, M. N., Cuervo, C. T., Arce, G. S. (2021). Revisión de la investigación científica en ISO 9001 e ISO 14001: un análisis bibliométrico. *Cuadernos de Gestión*, 21(1), 29-45.
- Otlet, P. (1986). *O livro e a medida: bibliometria*. São Paulo: Cultrix.
- Palludeto, A. W. A., Felipini, A. R. (2019). Panorama da literatura sobre a financeirização (1992-2017): uma abordagem bibliométrica. *Economia e Sociedade*, 28(2), 313-337.
- Pandey, A. (2017). Workplace spirituality: themes, impact and research directions. *South Asian Journal of Human Resources Management*, 4(11), 212-217.
- Pawar, B. S. (2009). Individual spirituality, workplace spirituality and work attitudes: an empirical test of direct and interaction effects. *Leadership & Organization Development Journal*, 30(8), 759-777.
- Petchsawang, P., Duchon, D. (2012). Workplace spirituality, meditation, and work performance. *Journal of Management, Spirituality & Religion*, 9(2), 189-208.
- Poole, E. (2009). Organisational spirituality: a literature review. *Journal of Business Ethics*, 84(4), 577-588.
- Pritchard, A. (1969). Statistical bibliography or bibliometrics? *Journal of Documentation*, 25(4), 348-349.
- Paul, M., Jena, L. K., & Sahoo, K. (2020). Workplace spirituality and workforce agility: A psychological exploration among teaching professionals. *Journal of Religion and Health*, 59(1), 135-153.
- Pava, M. L. (2003). Searching for spirituality in all the wrong places. *Journal of*

- Business Ethics, 48(4), 393-400.
- Plotnikoff, G. A. (1997). Spirituality, religion, and the physician: New ethical challenges in patient care. Bioethics Forum, 13, 25–33.
- Pulchaski, C. M. (2000). Spirituality and end-of-life: A time for listening and caring. Journal of Palliative Medicine, 5(2), 289-294.
- Ragan, W. (2000). Religion sacred and spirituality definitions. Journal of Religion and Health. <https://doi.org/10.1007/s10943-021-01355-x>
- Rego, A., & Pina e Cunha, M. (2008). Workplace spirituality and organizational commitment: An empirical study. Journal of Organisational Change Management, 21(1), 53-75. <https://doi.org/10.1108/09534810810847039>
- Reinert, K. G., & Koenig, H. G. (2013). Re-examining definitions of spirituality in nursing research. Journal of Advanced Nursing, 69(12), 2622–2634. <https://doi.org/10.1111/jan.12152>
- Rashidin, M. S., Javed, S., & Liu, B. (2020). Empirical study on spirituality, employee's engagement and job satisfaction: Evidence from China. International Journal of Public Administration, 43(12), 1042-1054.
- Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. The Leadership Quarterly, 16(5), 655-687.
- Rocha, R.G., Pinheiro, P.G. Organizational Spirituality: Concept and Perspectives. J Bus Ethics 171, 241–252 (2021). <https://doi.org/10.1007/s10551-020-04463-y>
- Rupcic, N. (2017). Spiritual development: a missing and powerful leverage when building learning organizations. The Learning Organization, 24(6), 418-426.
- Saiz, J., Pung, M. A., Wilson, K. L., Pruitt, C., Rutledge, T., Redwine, L., Taub,

- P. R., Greenberg, B. H., Mills, P. J. (2020). Is belonging to a religious organization enough? Differences in religious affiliation versus self-ratings of spirituality on behavioral and psychological variables in individuals with heart failure. *Healthcare*, 8, 129.
- Serrano, G. (2017). Competencias directivas y virtudes: un camino a la excelencia. *Estudios Gerenciales*, 33(143), 208-216.
- Shrestha, A. K., Jena, L. K. (2021). Interactive Effects of Workplace Spirituality and Psychological Capital on Employee Negativity. *Management and Labour Studies*, 46(1), 59–77.
<https://doi.org/10.1177/0258042X20962994>
- Srivastava, S., Madan, P. (2022). Linking ethical leadership and behavioral outcomes through workplace spirituality: a study on Indian hotel industry. *Social Responsibility Journal*. <https://doi.org/10.1108/SRJ-08-2021-0345>
- Syed Fry, L. W., Vitucci, S., & Cedillo, M. (2005). Spiritual leadership and army transformation: Theory, measurement, and establishing a baseline. *The Leadership Quarterly*, 16(5), 835-862.
- Shukla, N., & Gupta, S. (2018). Exploring relationships among intelligence quotient, emotional quotient, spiritual quotient and quality of life. *Asian Journal of Multidimensional Research (AJMR)*, 7(9), 150-158.
- Saxena, A., & Prasad, A. (2022). Conceptualization and Validation of Multidimensional Measure of Workplace Spirituality. *South Asian Journal of Human Resources Management*, 9(1), 100–129.
<https://doi.org/10.1177/23220937221076296>
- Saxena, A., & Prasad, A. (2023). Exploring the influence of dimensions of workplace spirituality on innovative work behavior: Role of sense of God. *International Journal of Ethics and Systems*, 39(2), 183-212.
<https://doi.org/10.1108/IJOES-12-2021-0220>

- Turner, J. (2023, March 29). Employees seek personal value and purpose at work. Gartner. Retrieved May 1, 2024, from <https://www.gartner.com/en/articles/employees-seek-personal-value-and-purpose-at-work-be-prepared-to-deliver>
- Turner, J. (1999). Spirituality in the workplace. *CA Magazine*, 132(10), 41-42.
- Tiew, L. H., Kwee, J. H., Creedy, D. K., & Chan, M. F. (2013). Hospice Nurses' perspectives of Spirituality. *Journal of Clinical Nursing*, 22, 2923-2933. <https://doi.org/10.1111/jocn.12358>
- Tekin, P. Ş. (2023). The Role of Spirituality in the Workplace in the Post-Pandemic. In *Spirituality Management in the Workplace: New Strategies and Approaches* (pp. 285-304). Emerald Publishing Limited.
- Toode Rannus, K., Routasalo, P., Helminen, M., & Suominen, T. (2014). Hospital nurses' individual priorities, internal psychological states and work motivation. *International Nursing Review*, 61. <http://doi.org/10.1111/inr.12122>.
- Tischler, L., Biberman, J., Altman, Y. (2007). A model for researching about spirituality in organizations. *Business Renaissance Quarterly*, 2(2), 23-39.
- Van der Walt, F., Steyn, P. (2019). Workplace spirituality and the ethical behaviour of project managers. *SA Journal of Industrial Psychology*, 45(1), 1-9.
- Van Eck, N.J., Waltman, L. (2010). Software survey: Vosviewer, a computer program for bibliometric mapping. *Scientometrics*, 84, 523-537.
- Vasconcelos, A. F. (2018). Workplace spirituality: Empirical evidence revisited. *Management Research Review*, 41(7), 789-821.
- White, H. D. (2007). Combining bibliometrics, information retrieval, and relevance theory: examples of synthesis. *Journal of The American Society For Information Science And Technology*, 58(4).

Widodo, S Suryosukmono, G. (2021). Spiritual leadership, workplace spirituality and their effects on meaningful work: Self-transcendence as mediator role. *Management Science Letters*, 11(7), 2115-2126.

Zakaria Kiaei, M., Salehi, A., Moosazadeh Nasrabadi, A., Whitehead, D., Azmal, M., Kalhor, R., & Shah Bahrami, E. (2015). Spirituality and spiritual care in Iran. *International Nursing Review*, 62, 584-592.
<https://doi.org/10.1111/inr.12222>

Figure 1 Method for reviewing the literature

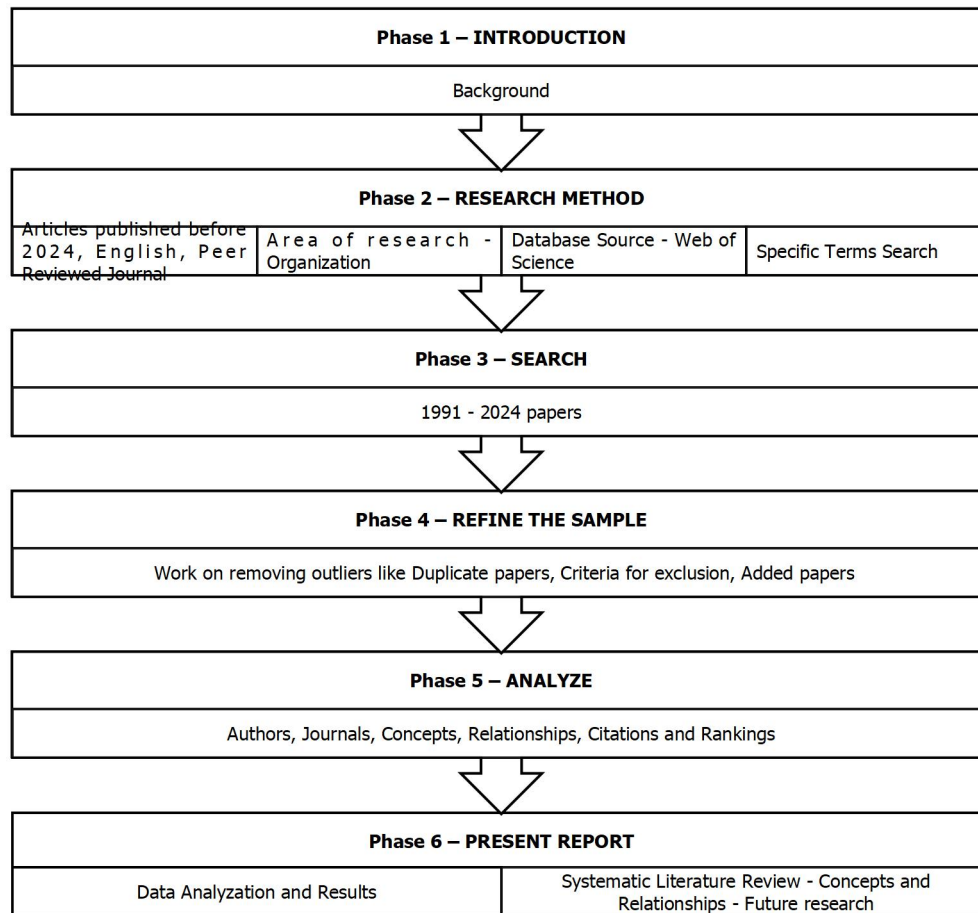


Figure 3 Tree-Graph Showing the Distribution of Spirituality-Related Articles

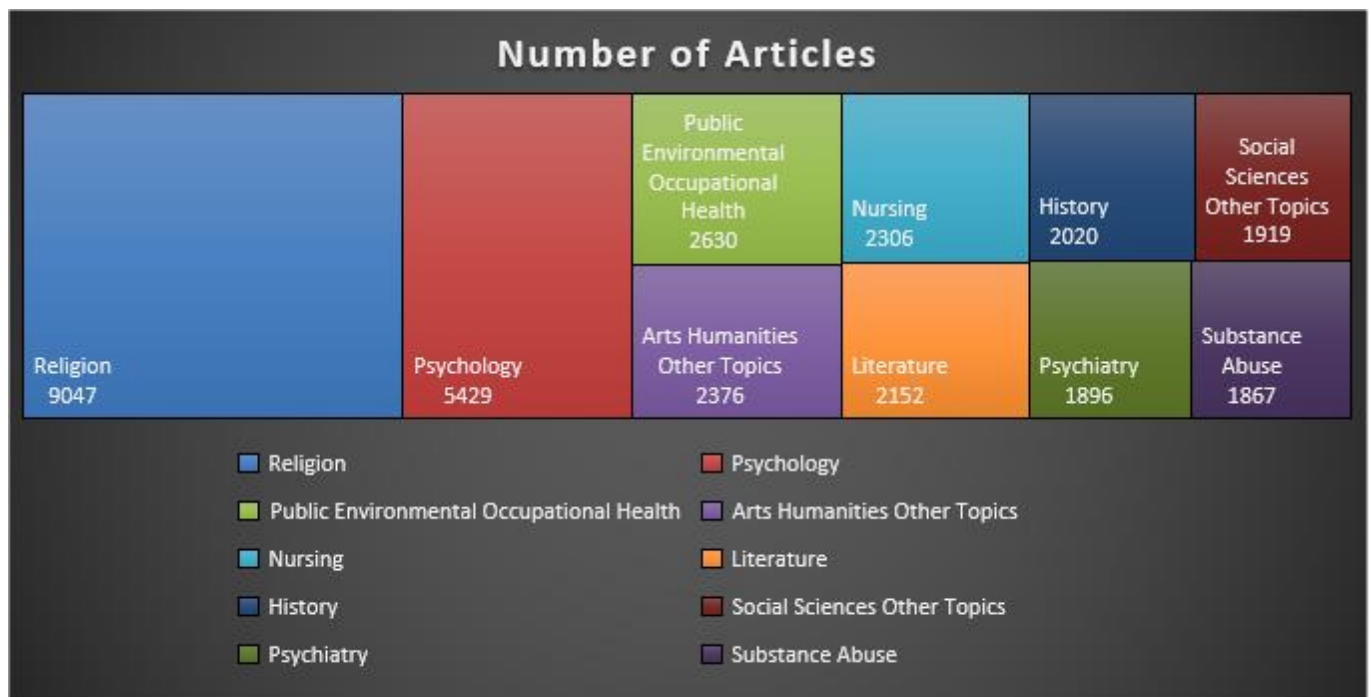


Table 1 Most Cited Articles On Spirituality

Ranking	Author/year	Title	Citations
1	Fry (2003)	Toward a theory of spiritual leadership	291
2	Ashmos and Duchon (2000)	Spirituality at work: conceptualization and measure	280
3	Milliman, Czaplewski and Ferguson (2003)	Workplace spirituality and employee work attitudes: an exploratory empirical assessment	203
4	Mitroff and Denton (2012)	A spiritual audit of corporate America: a hard look at spirituality, religion, and values in the workplace	153
5	Duchon and Plowman (2005)	Nurturing the spirit at work: impact on work unit performance	151
6	Mitroff and Denton (1999)	A study of spirituality in the workplace	138
7	Karakas (2010)	Spirituality and performance in organizations: a literature review	121
8	Fry, Vitucci and Cedillo (2005)	Spiritual leadership and army transformation: theory, measurement, and establishing a baseline	120

9	Giacalone and Jurkiewicz (2003)	Toward a science of workplace spirituality	119
10	Reave (2005)	Spiritual values and practices related to leadership effectiveness	114
11	Kolodinsky, Giacalone and Jurkiewicz (2008)	Workplace values and outcomes: exploring personal, organizational and interactive workplace spirituality	111
12	Jurkiewicz and Giacalone (2004)	A values framework for measuring the impact of workplace spirituality on organizational performance	111
13	Krishnakumar and Neck (2002)	The "what", "why" and "how" of spirituality in the workplace	109
14	Rego and Pina e Cunha (2008)	Workplace spirituality and organizational commitment: an empirical study	105
15	Koenig and Larson (2001)	Religion and mental health: evidence for an association	84