

Mapping the Intellectual Landscape and Theoretical Evolution of Workplace Spirituality: A Systematic Literature Review and Bibliometric Analysis

Kajal Tyagi^{*1}, Bindu Arora², Indu Gautam³

¹Research Scholar, Gurukula Kangri (Deemed to be University), Haridwar, Uttarakhand

Email ID: 24519004@gkv.ac.in

²Professor, Gurukula Kangri (Deemed to be University), Haridwar, Uttarakhand

Email ID: bindu.arora@gkv.ac.in

³Assistant Professor, Gurukula Kangri (Deemed to be University), Haridwar, Uttarakhand

Email ID: indu.gautam@gkv.ac.in

***Corresponding Author**

Kajal Tyagi

Research Scholar, Gurukula Kangri (Deemed to be University), Haridwar, Uttarakhand

Email ID: 24519004@gkv.ac.in

ABSTRACT

Objective: The overall aim of this study is to give an overview of the science mapping and systematic qualitative synthesis of the global research field on Workplace Spirituality (WPS) over the course of the last 20 years (2005 – 2026). It analyzes the evolution of publications over time, the influence of key intellectual groups, new areas of theoretical innovation, and the cross-over theory formations of East and West.

Design/methodology/approach: 2,782 records were retrieved from Scopus as the starting dataset, and the cleaned corpus (N = 2,465) was then analysed according to the PRISMA 2020 protocol. The quantitative performance mapping was conducted using R-bibliometrix (biblioshiny v5.5.0) and VOSviewer (v1.6.20), with Bradford's Law, Lotka's Law, 3-Fields plots, Keyword Co-occurrence and Thematic Quadrant Mapping applied. A qualitative SLR of eight core benchmark papers is also conducted that further consolidates key empirical frameworks.

Conclusion: The field shows an exponential growth and development since the pandemic, extending from macro-level, philosophical discourses to micro-level, organisational mechanisms that correlate with employee satisfaction, engagement and employee wellbeing. India is identified as the volume leader with 20.73% of the global volume share and studies related to indigenous approaches like Bhagavad Gita and Karma Yoga are explored. In terms of spiritual competencies for work stress and burnout prevention within the Job Demands-Resources (JD-R) framework, thematic mapping draws attention to the qualities of spiritual leadership and transformational models.

Originality/value: This dual approach is a first, combining quantitative and qualitative science mapping with a qualitative synthesis of future research directions based on TCCM category theory (Theory, Context, Characteristics, Methodology), creating, to the authors' knowledge, the first cross-cultural synthesis for humanistic organizational transformation.

Keywords: Workplace Spirituality, Bibliometric Analysis, Systematic Literature Review, Spiritual Leadership, Bhagavad Gita, Employee Well-being

1. INTRODUCTION

1.1 Context and Conceptual Background

Recent employee well-being literature in the field of contemporary organizational research has broadened the understanding of employee well-being beyond the abstract and material and transactional incentives to meaning-centered approaches (Ashmos & Duchon, 2000; Giacalone & Jurkiewicz, 2003). According to Milliman et al. (2003); Garg (2017), Workplace Spirituality (WPS) has been described as a multi-dimensional construct that includes the following elements: inner life, meaningful work and a sense of community or connectedness in the organization. WPS is not simply institutionalized religious doctrines, but it is a psychological framework which is secular and inclusive instead of any religious and institutional framework, where individual personal value

is matched with the overall organizational goals (Pawar, 2009; Benefiel et al., 2014).

The associated COVID-19 pandemic has added unprecedented pressures to modern organisations' operations at the global level, assets being strains relating to rapid technological disruption, to remote work circumstances and to increased levels of psychological burnout (Aulia & Lin, 2025; Suhada et al., 2026). To meet this, spiritual leadership and spiritual well-being have become vital buffers that can handle workplace deviant behaviour (Bagis et al., 2026), lower turnover intentions (Prajnanta et al., 2026), and strengthen organizational citizenship behaviour (Garg, 2017). A national and emerging economy perspective—workplace spirituality, both nationally in India and across South Asia has broad cultural, philosophical and historical significance.

Classical Indian philosophies like Bhagavad Gita and Yogic Niyamas offer distinctive indigenous perspectives on leadership, stress management and ethical reasoning that are pertinent to the current era of modern leadership (Dhillon, 2023; Fuloria & Roy, 2025).

Research in different types of services, such as private banking, healthcare, and education, showed that workplace spirituality directly affects workers' subjective well-being, job agility, and satisfaction with their jobs, and also contributes to mitigate job-related stress of the employees in these services (Barik & Nayak, 2026; Dubey et al., 2026; Nishanthi & Hariharan, 2026). In addition, growing psychometric research has confirmed the validity of local scales specifically designed to measure spiritual constructs on organizational climates in South Asian context (Shrestha et al., 2026).

1.2 Research Gaps and Problem Statement

Although there has been a surge in academic productivity on the topic of workplace spirituality in the last 20 years, it is evident that several issues in the field of methodology and terminology remain:

1. **Domain-Specific Knowledge:** Many single empirical studies have been produced, but the overall intellectual paths, major bibliographic clusters and evolution of the WPS literature remains splintered over a wide range of journals and disciplines.
2. **Methodological Integration Deficit:** The existing literature on workplace spirituality contextually reviews the qualitative thematic reviews or bibliometric counting. The use of a comprehensive bibliometric network analysis (biblioshiny and VOSviewer) have not been combined with systematic qualitative synthesis in a significant way.
3. **Contextual Syntheses Gap:** Limited integrative research makes explicit links between the global conversation of WPS and emerging contexts of the economy (such as in Indian organizational paradigms and classical management perspectives).

1.3 Purpose and Research Questions (RQs)

To bridge these gaps, this study employs an integrated Bibliometric and Systematic Literature Review (SLR) of the 2465 documents from Scopus that have been indexed and a qualitative analysis of key benchmark papers. To explicitly address the following Research Questions, the study is designed:

- **RQ1:** What are the longitudinal publication trends, most influential journals, prolific authors, and international collaboration structures shaping the Workplace Spirituality domain?
- **RQ2:** What are the primary thematic clusters, keyword co-occurrences, and emerging research frontiers governing WPS literature?
- **RQ3:** What underlying theoretical frameworks and contextual constructs integrate workplace spirituality with employee well-being, leadership, and performance outcomes?

1.4 Expected Contributions

This study has three main contributions to make to the management and organisational behaviour literature:

- **Theoretical Contribution:** It traces the intellectual development of WPS in Theoretical Contribution, which attempts to connect intellectual ideas from the west and east in a conceptual way.
- **Methodological Contribution:** It provides a solid, two frameworks methodological analysis approach (Bibliometric Mapping + PRISMA guided SLRs) specifically designed for high Impact ABDC Indexed journals.
- **Managerial Contribution:** It offers practitioners and HR executives steps they can take to create spiritually enriched, resilient, and human spaces in their workplaces.

2. METHODOLOGY

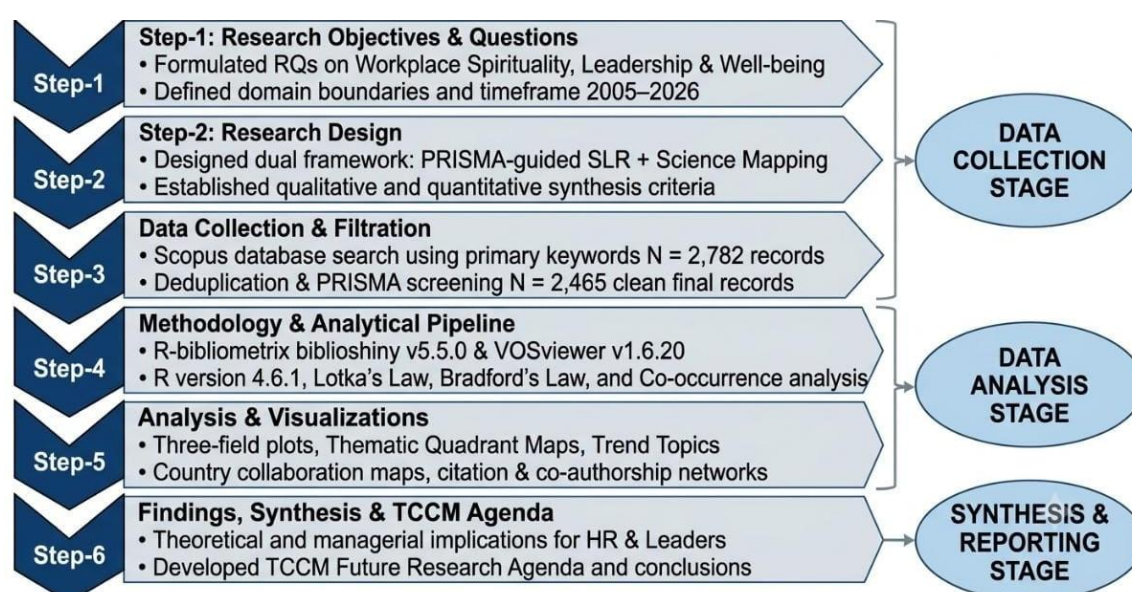


Figure 1: Overall bibliometric and systematic literature review workflow.

2.1 Study Design and Protocol

This study applies a dual review approach with Quantitative Bibliometric Performance Mapping (QBPM) and Qualitative Systematic Literature Review (SLR) in order to gain the necessary perceptions of the intellectual dynamics and domain development of WPS. The SLR can be used to facilitate a thorough thematic synthesis of key theoretical frameworks and bibliometric mapping can be

used as a macro gradient-level analysis of publication trajectories, citations and structural networks to understand. The methodology follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines, ensuring clarity and quality. The overall workflow of the study is shown in Figure 1.

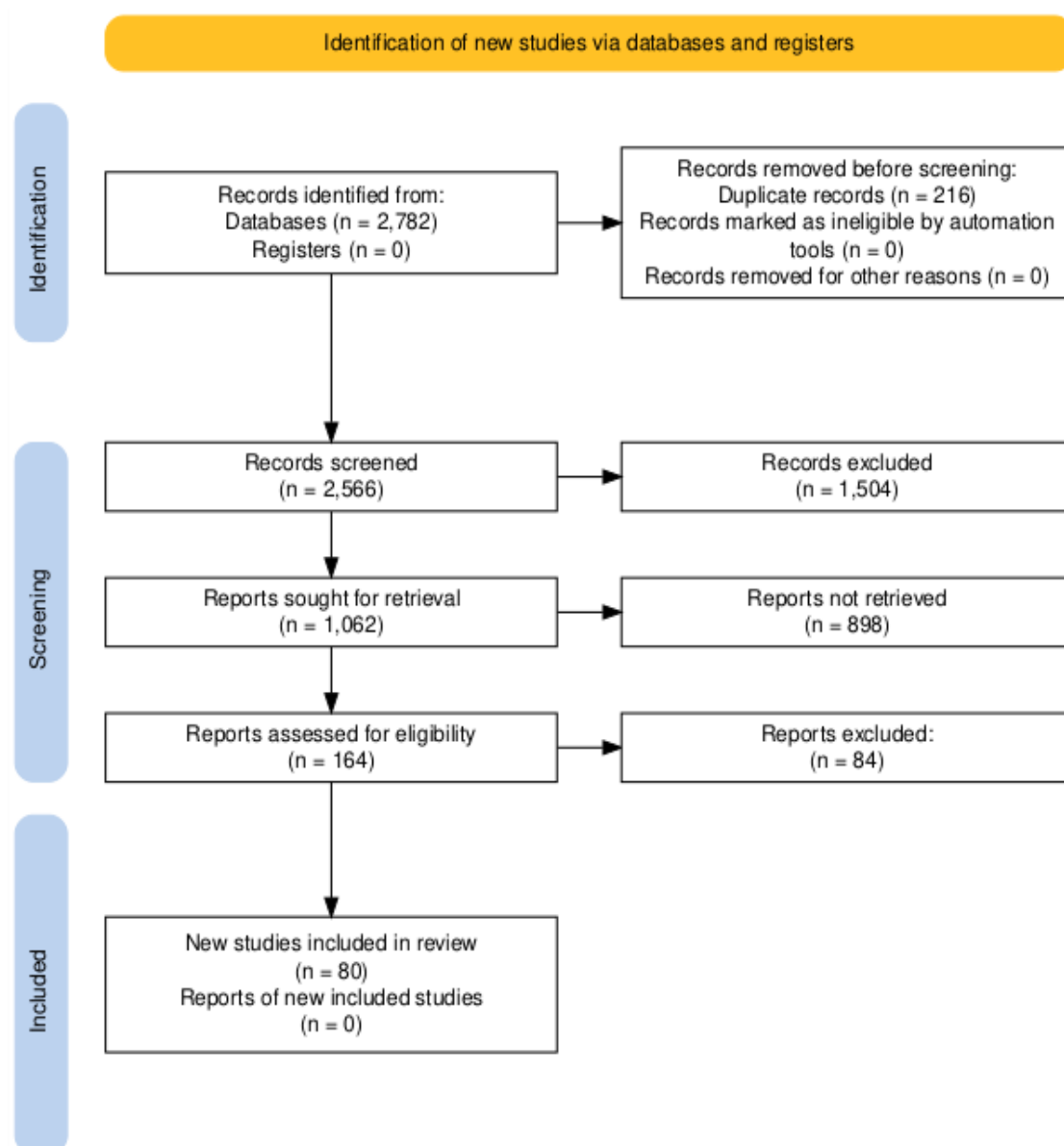


Figure 2: PRISMA 2020 Flow Diagram of Search and Selection Process.

2.2 Data Source and Search Strategy

Scopus was chosen as primary bibliographic database because it covers a wide range of peer-reviewed social science and management literature, provides powerful possibilities for citation indexing and is compatible with bibliometric mapping software (R/biblioshiny and VOSviewer). The search string was built based on boolean operators: titles, abstract and keywords of

authors:

TITLE-ABS-KEY ("workplace spirituality" OR "spiritual workplace" OR "spirituality at work" OR "spiritual well-being at work")

2.3 Inclusion, Exclusion, and Filtering Protocol

The systematic screening process followed precise eligibility thresholds as mapped out in the PRISMA framework (Figure 2 and Table 1):

Table 1: PRISMA-guided Selection and Filtering Summary.

Review Stage	Decision Rule / Protocol Description	Records Remaining / Filtered
Initial Retrieval	Database Search (Scopus) across Title-Abs-Key	n = 2,782
Duplicate Removal	Automated & manual removal of duplicate records	Excluded n = 216
Title & Abstract Screening	Screening against domain relevance, scope, & language	Screened n = 2,566 / Excluded n = 1,504
Retrieval Assessment	Accessing full-text records for in-depth eligibility	Sought n = 1,062 / Not retrieved n = 898
Full-Text Eligibility	Detailed full-text evaluation against quality criteria	Assessed n = 164 / Excluded n = 84
Final Inclusion (SLR)	High-impact core articles selected for qualitative synthesis	n = 80 core studies
Bibliometric Corpus	Cleaned metadata corpus utilized for mapping	N = 2,465 documents

2.4 Analytical Tools and Processing

Science mapping was carried out using the quantitative approach by using bibliometrix package as web-interface of R software (Aria & Cuccurullo, 2017). For network visualization and keyword co-occurrence analysis, the VOSviewer software (version 1.6.20) (van Eck & Waltman, 2010) was used. The database with 2,465 clean bibliographic records was imported in BibTeX/CSV format for the analysis of citation metrics, author productivity (Lotka's Law), journal dispersion (Bradford's Law), the country collaboration network and the evolution of the thematic quadrant.

3. PERFORMANCE, CONCEPTUAL AND KEYWORD STRUCTURE ANALYSIS

3.1 Overview of Bibliometric Dataset

The metadata of the WPS literature was retrieved from Scopus and presented in the form of synthesis using biblioshiny to create the macro landscape of the WPS literature. The data set represents characteristics and evolution of the domain by reflecting its basic structure. In Table 2 the core metadata attributes found in the analysed corpus (N = 2,465 documents) are summarised.

Table 2: Main Information and Bibliometric Summary of the Dataset.

Bibliometric Category	Metric / Value
Timespan	2005 – 2026
Sources (Journals, Books, etc.)	922 Peer-reviewed Outlets
Total Documents (N)	2,465 Documents
Annual Growth Rate	0.24%
Document Average Age	24.2 Years
Average Citations per Document	16.68 Citations
Total References	180,801 References
Keywords Plus (ID)	1,711 Keywords
Author's Keywords (DE)	6,087 Keywords
Total Authors	5,865 Authors
Authors of Single-Authored Docs	419 Authors
Single-Authored Documents	497 Documents
Co-Authors per Document	2.98 Authors
International Co-authorships	23.33%
Document Types Breakdown	Articles: 2,276 Reviews: 125

3.2 Annual Scientific Production and Growth Trajectory

The evolution demonstrates three scientific output

distribution phases within it (Figure 3):

1. **Foundational Phase (2005–2014):** Low volume output (n<32 articles/year), and

conceptualization of spiritual leadership, workplace values and individual well-being.

2. **Maturation Phase (2015–2019):** Increase was gradual and from 36 articles (2015) to 75 articles (2019), during this period the empirical validation picked up further from other organizational contexts.

3. **Exponential Expansion Phase (2020–2025):** After the pandemic, mental health, the isolation of remote employees and the aspect of holistic employee wellbeing took center stage as the article volume increased rapidly, peaking in 2025 with 500 articles. Note: Data for 2026 is partial and only reflects the data available at the time the extraction was performed.)

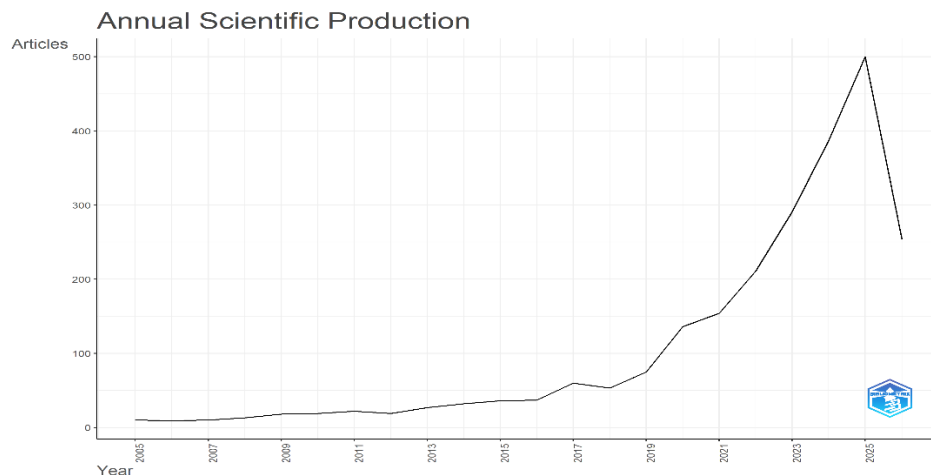


Figure 3: Annual scientific production on workplace spirituality, 2005–2026 (2026 is partial-year data).

3.3 Journal Dispersion and Bradford's Law

Bradford's Law of Journal Dispersion was calculated to determine the source concentration. The distribution of the domain is typical core/periphery pattern with 922 publishing outlets ($R^2 = 0.9797$, $k = 4.32$, $p < 0.001$; Figure 4 and Table 3):

Bradford Zone Distribution Ratio = 1 : n : n^2

- **Zone 1 (Core Outlets):** There are **more than one-third of published works** from a small number of journals grouped together (zone 1, Core Outlets, ~820

articles). Key core journals range from Journal of Business Ethics, Journal of Management, Spirituality & Religion, Frontiers in Psychology and International Journal of Organizational Analysis (Figure 5).

- **Zone 2 & Zone 3 (Peripheral Outlets):** The remaining 80% of publications (2/3) fall within a broad tail of 900-plus substandard peripheral (management, applied psychology, healthcare, and interdisciplinary humanities) journals.

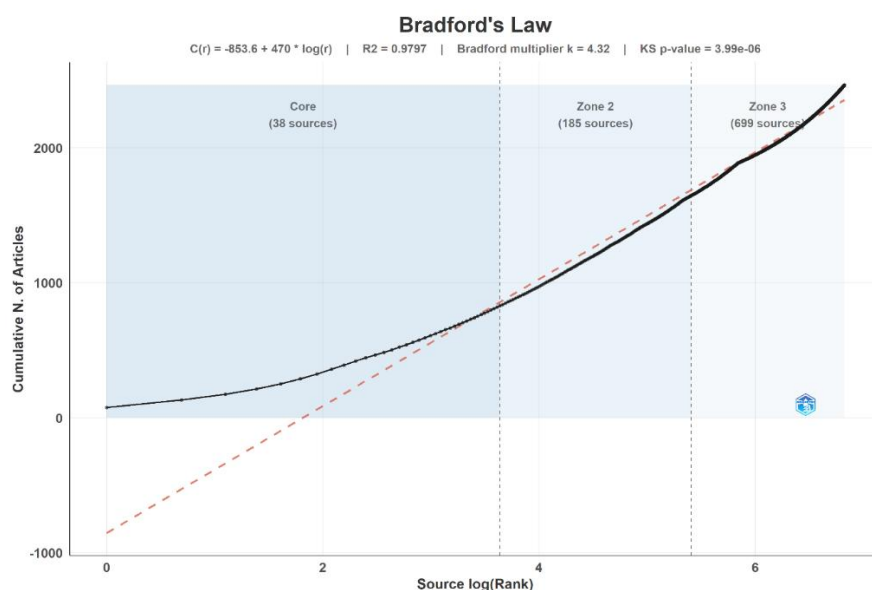


Figure 4: Bradford's Law of source scattering: core, Zone 2 and Zone 3 journals.

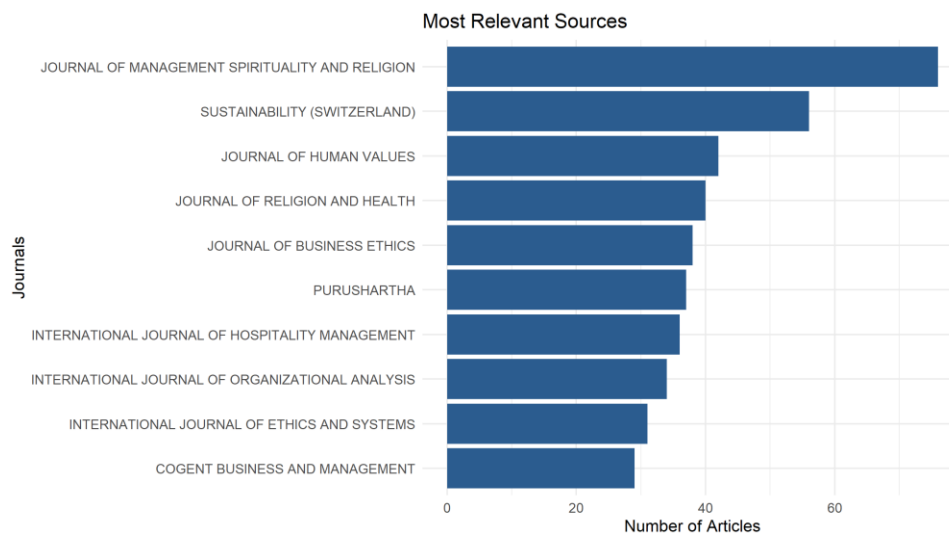


Figure 5: Most relevant sources (journals) by number of articles.

Table 3: Bradford's Law Source Distribution.

Bradford Zone	Number of Sources	Cumulative Articles (N)	Zone Description & Concentration
Zone 1 (Core)	38 Sources	~821	Primary specialized journals publishing WPS domain literature.
Zone 2 (Secondary)	185 Sources	~821	General OB, management, ethics, and applied psychology journals.
Zone 3 (Peripheral)	699 Sources	~823	Interdisciplinary, regional, and emerging publication venues.
Model Fit Parameters	$R^2 = 0.9797$	$k = 4.32$	$C(r) = -853.6 + 470 \log(r)$ ($p = 3.99 * 10^{-6}$)

3.4 Three-Field Plot Analysis (Sankey Diagram)

The three-field plot shows the relationships and connections between the main fields of the research domain: Author Keywords (DE, left field); Countries of Corresponding Authors (AU_CO, middle field); and Authors (AU, right field), as shown in Figure 6.

- **Core Flow & Interconnections:** The maximum volume of core flow and interconnections exist between keywords like **Workplace Spirituality**, **Job**

Satisfaction, and **Organizational Commitment** and the empirical settings (mainly Indian and emerging global market).

- **Interdisciplinary Synthesis:** The diagram emphasizes that workplace spirituality is positioned in the center of all psychological outcomes in the workplace and is connected with other leadership models, such as spiritual and transformational models.

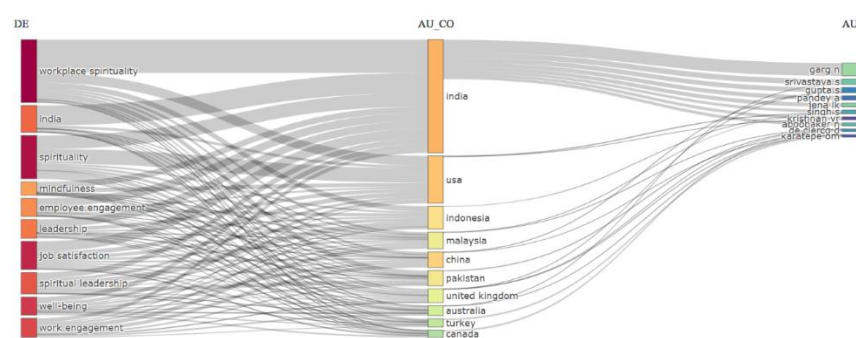


Figure 6: Three-field (Sankey) plot linking author keywords (DE), countries (AU_CO) and authors (AU).

3.5 Thematic Map and Quadrant Mapping

To understand the conceptual maturity and structural organization of the field, a Thematic Map was generated

based on density (development degree) and centrality (relevance degree) across four distinct quadrants (Figure 7 and Table 4):

Table 4: Thematic map quadrants, representative themes and strategic roles.

Quadrant	Theme Classification	Key Keywords / Constructs	Strategic Role in Literature
Upper-Right	Motor Themes	Human, Article, Humans	High centrality and density; well-developed and structurally important themes. Here they are generic database indexing terms rather than substantive constructs.
Upper-Left	Niche Themes	Leadership, Workplace, Sustainability	Well advanced, specific themes related to particular contextual / normative positions.
Lower-Left	Emerging or Declining Themes	Spirituality, Religion, Well-being	Low centrality & density; represents either peripheral legacy concepts or nascent emerging themes.
Lower-Right	Basic & Transversal Themes	Workplace Spirituality, Job Satisfaction, India	With high centrality but lower density; Fundamental concepts in the whole domain in different disciplines.

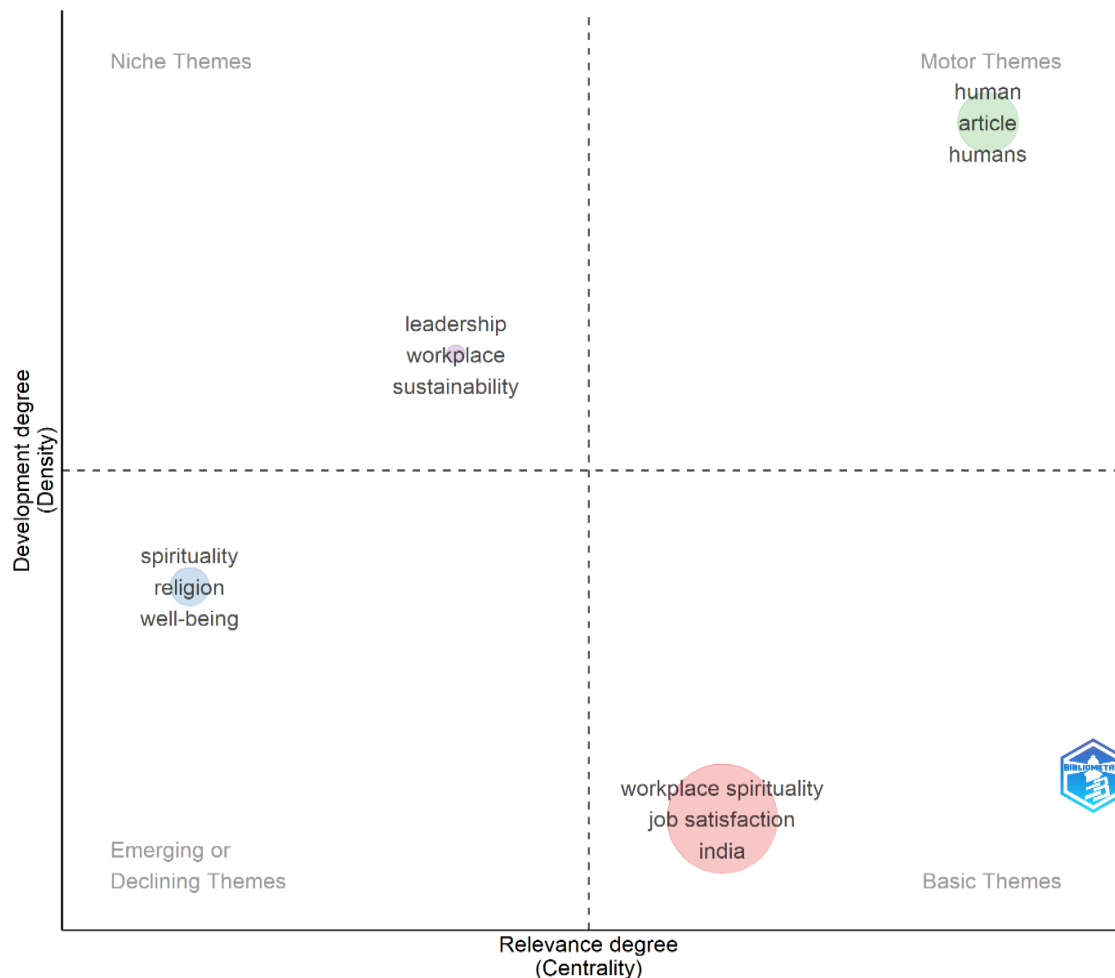


Figure 7: Thematic map of the workplace spirituality literature (density versus centrality).

3.6 Temporal Evolution and Trend Topics (2005–2026)

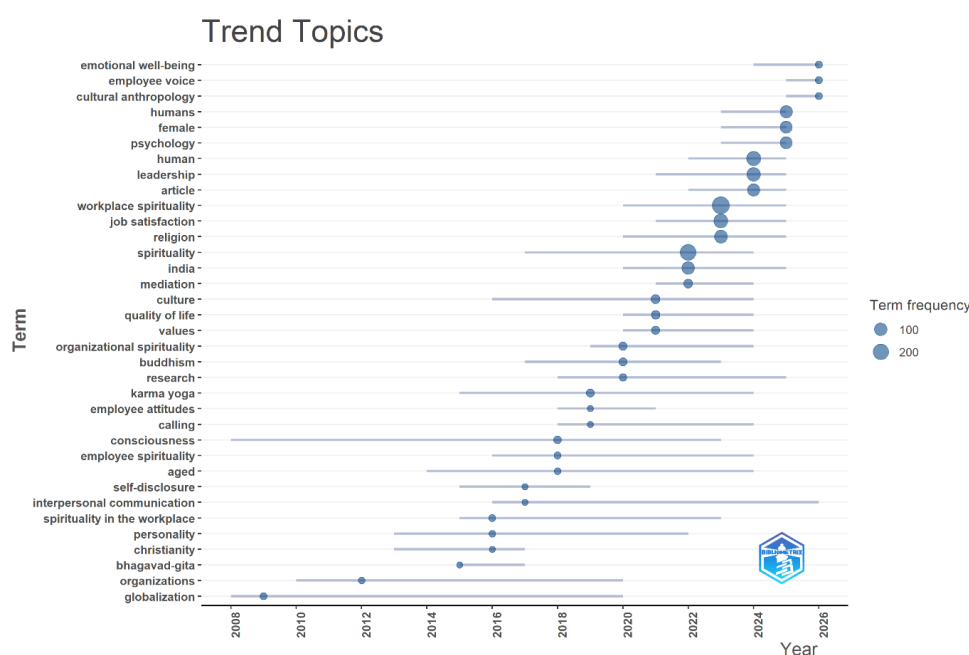


Figure 8: Trend topics in workplace spirituality research, 2008–2026.

The chronological analysis of keyword frequencies reveals a notable paradigm shift in workplace spirituality research over time (Figures 8 and 9):

1. **Foundational Era (2008–2015):** The basic period of research connected with 1st phase was dominated primarily by macro organizational factors, by Globalization or general Organizations, or by macro level cultural perspectives.
2. **Expansion & Eastern Philosophy Phase (2015–2020):** The new wave of indigenous settings with the
- 4.

increased presence of the Bhagavad-Gita, Spirituality in the Workplace, Consciousness & personality traits.

3. **Modern Integration Phase (2020–2026):** the literature also marked a change towards constructs related to the well-being of the employees, with constructs on Employee Well-being, Transformational Leadership, Psychological Capital, Work Engagement and digital HR transformations.

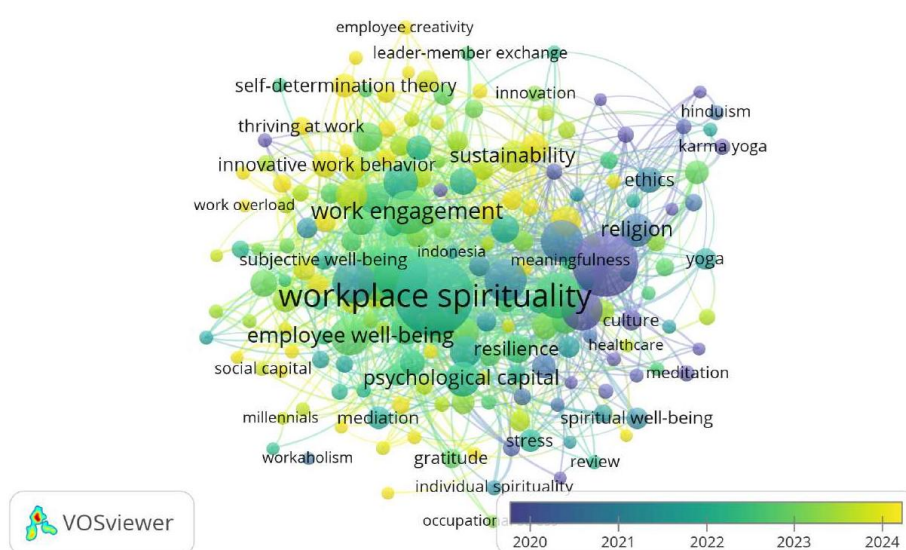


Figure 9: VOSviewer overlay visualization of keywords by average publication year.

3.7 Key Terms, Word Cloud and Tree map Proportions

The thematic weights that are most prominent in the

corpus are indicated in the form of keyword co-occurrence analysis and hierarchical tree mapping (Figures 10–15):



Figure 10: Word cloud of the most frequent keywords.

Dominant Keyword Frequencies (Figures 10 and 11):

- Backed by a strong 279, **workplace spirituality** stands out as a key topic within the industry.
- **Job Satisfaction** follows with 147 occurrences.
- Geographic and contextual anchors are led by **India** (102 occurrences).
- The following behavioral outcomes were identified: **Work Engagement** (91 occurrences), **Spiritual Leadership** (84 occurrences), **Employee Engagement** (73 occurrences) and **Employee Well-being** (67 occurrences).

○

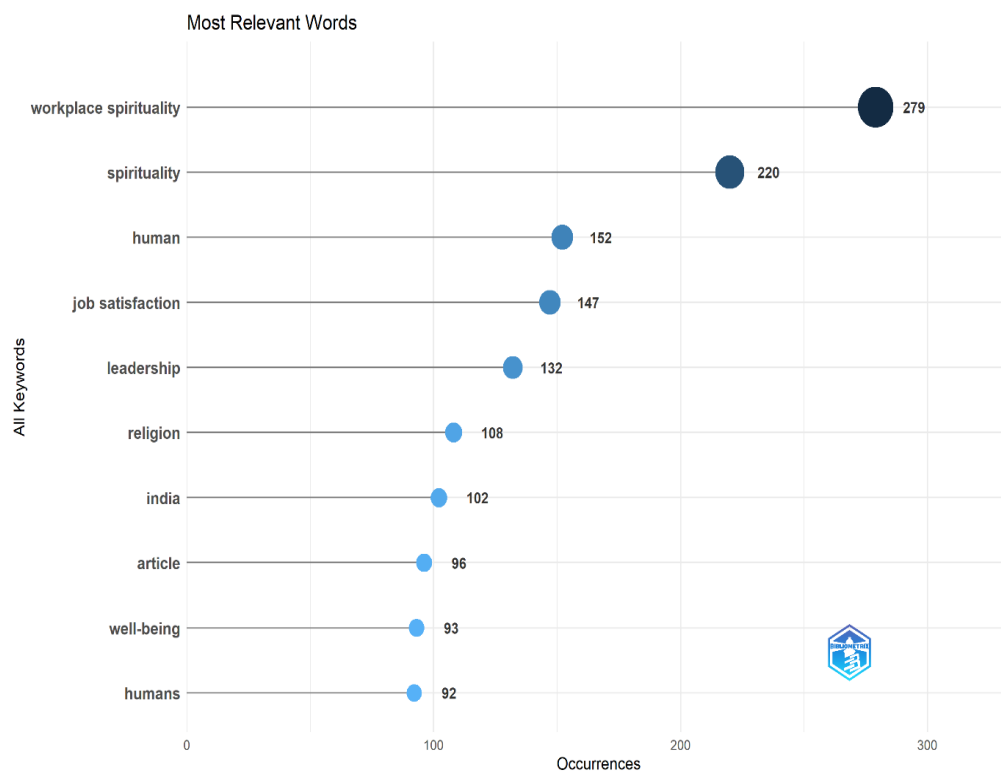


Figure 11: Most relevant keywords by number of occurrences.

Tree map Distribution: Workplace Spirituality occupies the largest area, followed by Spirituality, Job Satisfaction and Leadership, while constructs such as Work

Engagement, Spiritual Leadership and Employee Well-being occupy smaller areas (Figure 12)



Figure 12: Treemap of keyword frequency and share of the corpus.

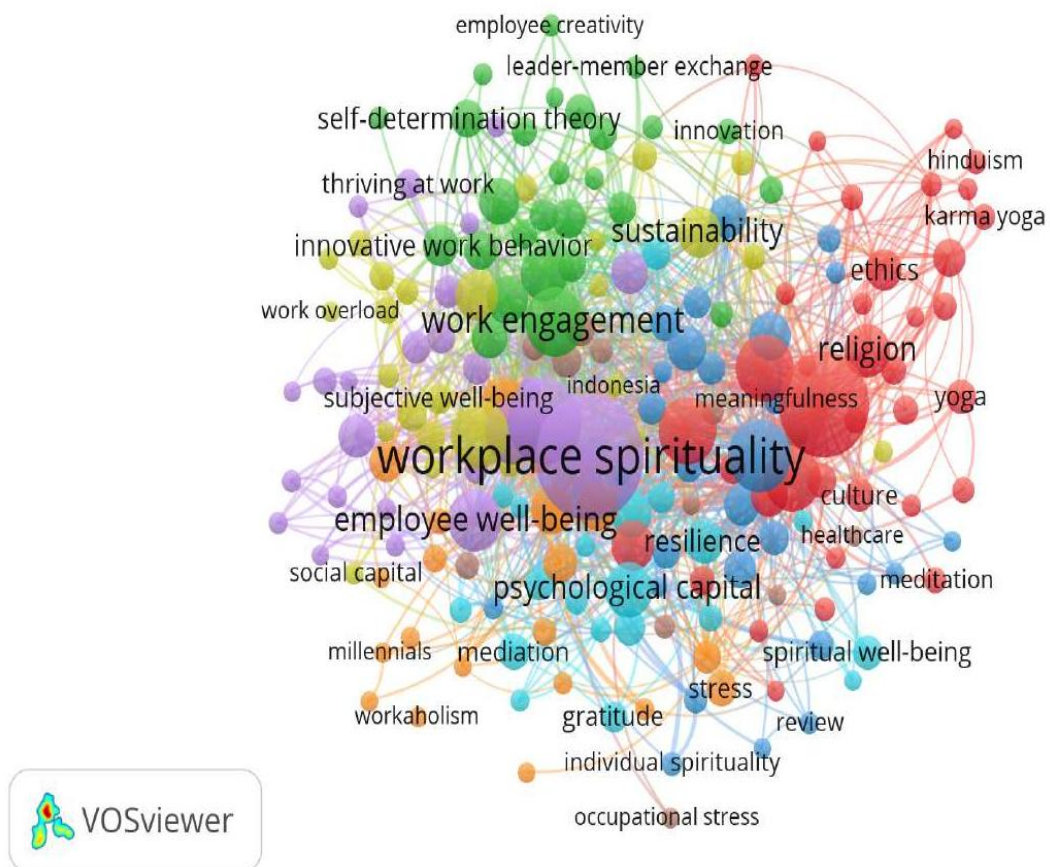




Figure 14: VOSviewer density visualization of keywords.

Keyword Co-occurrence Network

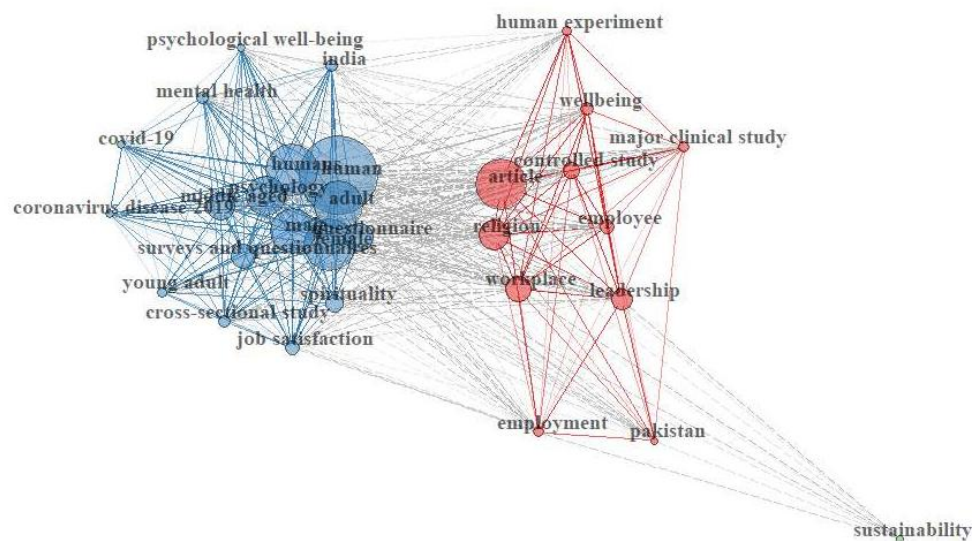


Figure 15: Keyword co-occurrence network generated in Biblioshiny.

4. GEOGRAPHIC, INSTITUTIONAL AND COLLABORATION NETWORK ANALYSIS

4.1 Geographic Analysis: Country Production and Collaboration Patterns

Emerging economies such as Asia have a distinct prominence in geographic contributions to workplace spirituality research, while also having substantial output in academic work emanating from Western countries (Figures 16–19 and Table 5).

- Volume Leadership: India** has significantly contributed to volume research aspect, publishing **511 articles (20.73%)** out of total volume produced in the world. Most of the Indian research is Single Country Publications (**SCP = 474**) which shows that there is a dominant research community dealing with indigenous approach in the workplace environment and workplace spirituality approach.

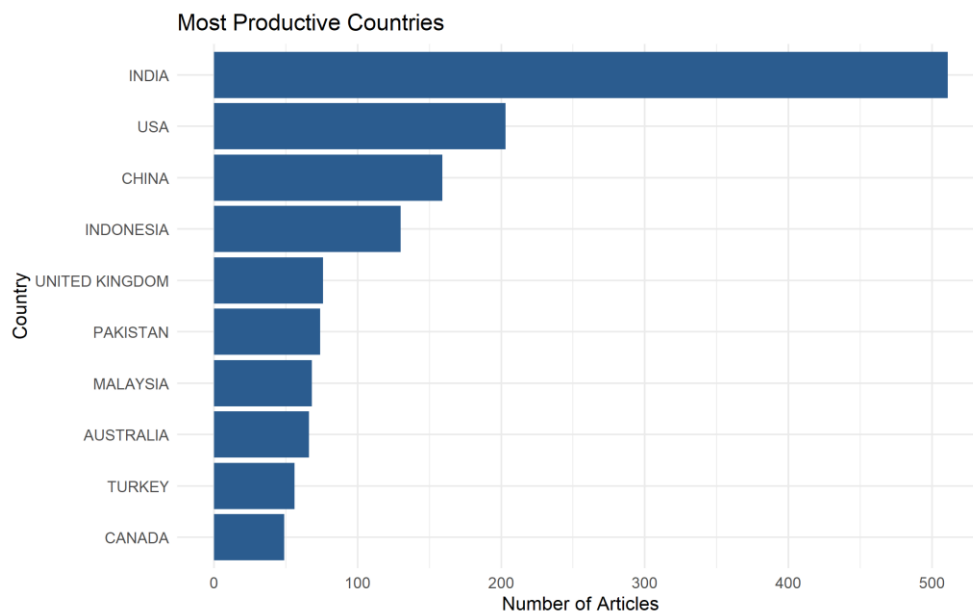


Figure 16: Most productive countries by number of articles.

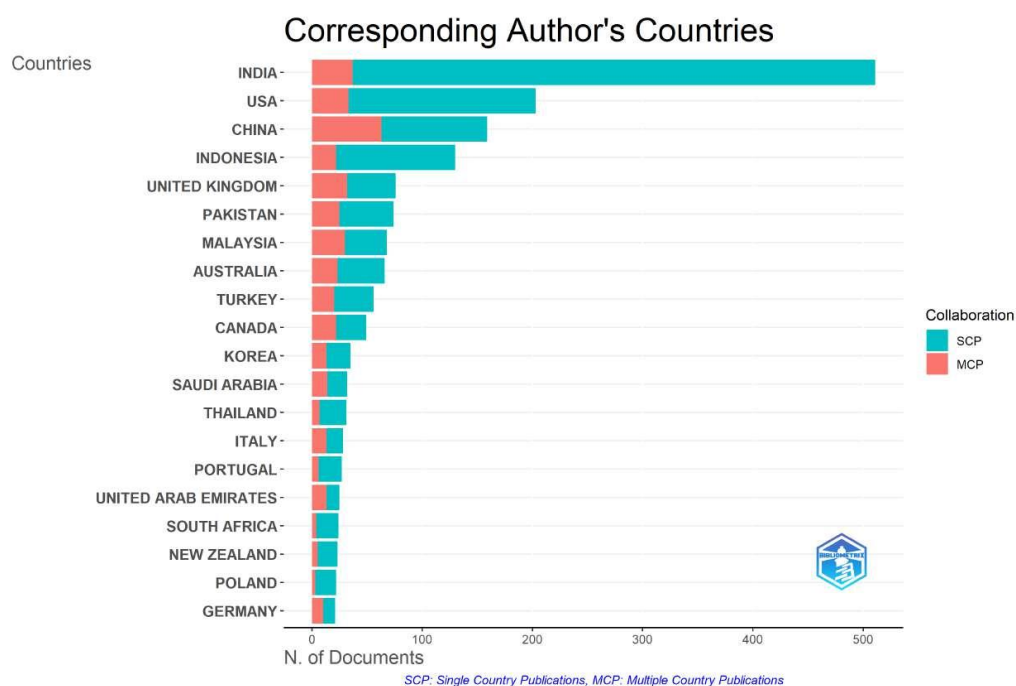


Figure 17: Corresponding author's countries: single-country (SCP) and multiple-country (MCP) publications.

Collaboration Patterns: Domestic research is a big contributor to Indian output with a higher share of domestic research publications (Single Country Publications - SCP) / percentage of output (SCP = 474, MC% = 7.24%). By contrast, the international cooperation

ratio (MCP%) is much higher in other countries such as **Canada** (MCP% = 44.90%), **Malaysia** (MCP% = 44.12%), the **United Kingdom** (MCP% = 42.11%) and **China** (MCP% = 39.62%; see Figures 17 and 18).

Country Collaboration Network

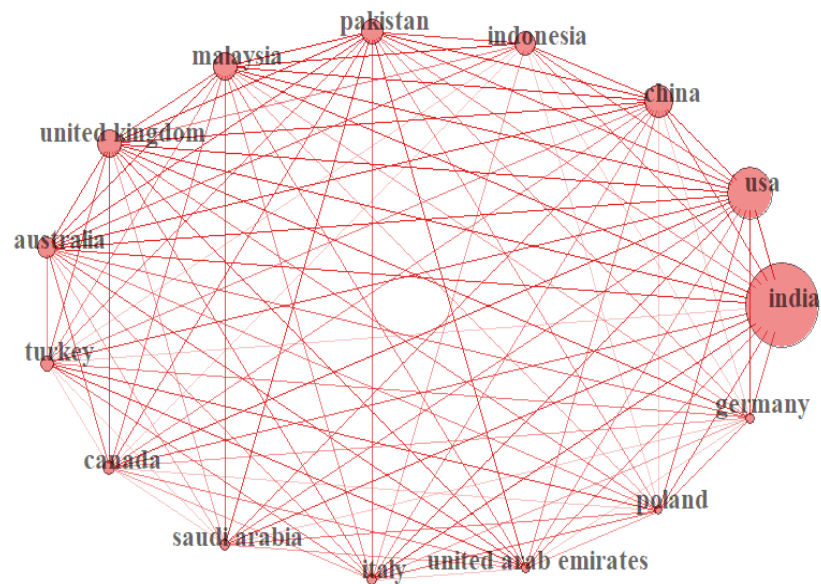


Figure 18: Country collaboration network.

Table 5: Top 10 Corresponding Author Countries & Collaboration Ratios.

Rank	Country	Total Articles (N)	Articles (%)	SCP (Single Country)	MCP (Multiple Country)	MCP Ratio (%)
1	INDIA	511	20.73%	474	37	7.24%
2	USA	203	8.24%	170	33	16.26%
3	CHINA	159	6.45%	96	63	39.62%
4	INDONESIA	130	5.27%	108	22	16.92%
5	UNITED KINGDOM	76	3.08%	44	32	42.11%
6	PAKISTAN	74	3.00%	49	25	33.78%
7	MALAYSIA	68	2.76%	38	30	44.12%
8	AUSTRALIA	66	2.68%	43	23	34.85%
9	TURKEY	56	2.27%	36	20	35.71%
10	CANADA	49	1.99%	27	22	44.90%

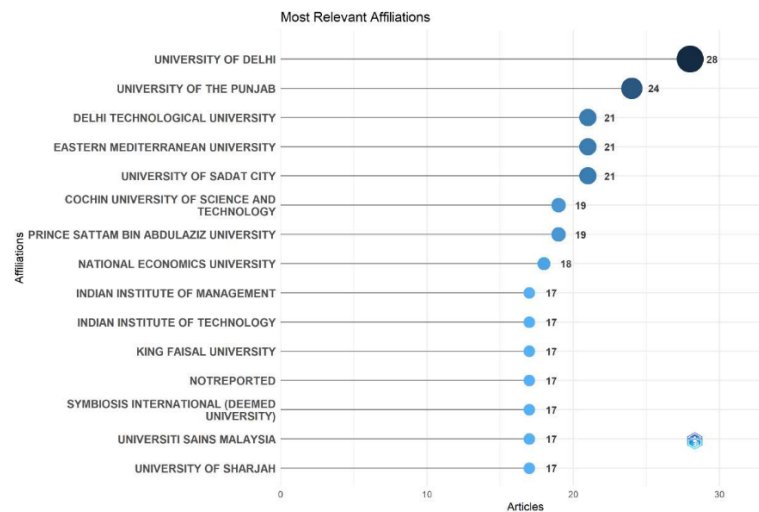


Figure 19: Most relevant affiliations by number of articles.

4.2 International Country Collaboration World Map

The country collaboration network highlights the primary bilateral research corridors across global regions (Figures 20 and 21; Table 6):

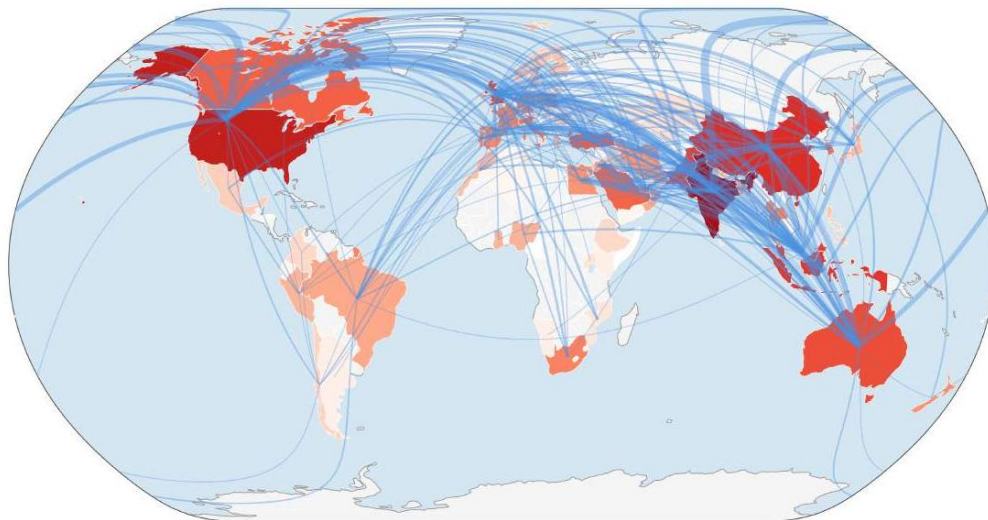


Figure 20: International country collaboration world map.

Table 6: Leading bilateral country collaboration corridors.

Collaboration (From - To)	Corridor	Frequency / Link Strength	Analytical Significance
India – USA		26	Strongest bilateral links between the context of Asian cultures and organizational behavior in Western cultures.
Pakistan – Malaysia		25	Constructed supportive collaboration network within Asia on workplace ethics and Islamic views.
USA – United Kingdom		20	Primary Transatlantic collaborative partnership.
Indonesia – Malaysia		19	Strong regional Southeast Asian research synergy.
China – Pakistan		18	Strategic cross-border research partnership.
China – Malaysia		17	Regional collaborative hub.
Saudi Arabia – Egypt		17	Core Middle Eastern research collaboration corridor.
USA – China		17	Major Pacific research collaboration link.

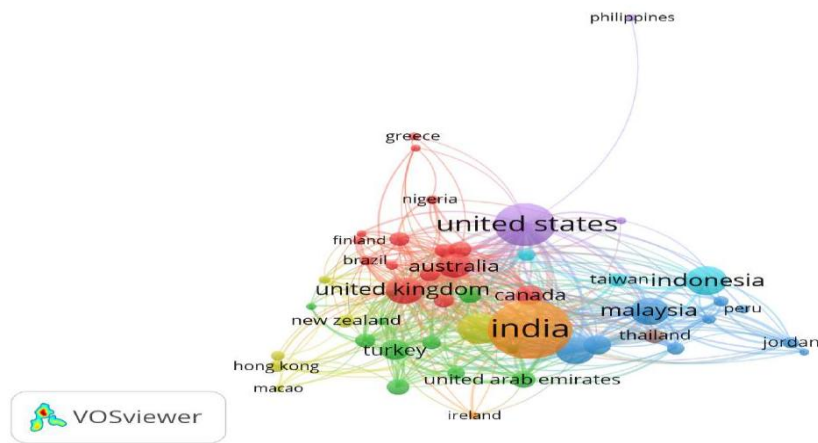


Figure 21: VOSviewer co-authorship network of countries.

4.3 Geographic Citation Impact Analysis

Citation footprint reflects scholarly influence and empirical utility. **India** leads in overall citations (NC =

6,986), followed by the **USA** (NC = 5,965) and **China** (NC = 3,290; Figure 22 and Table 7).

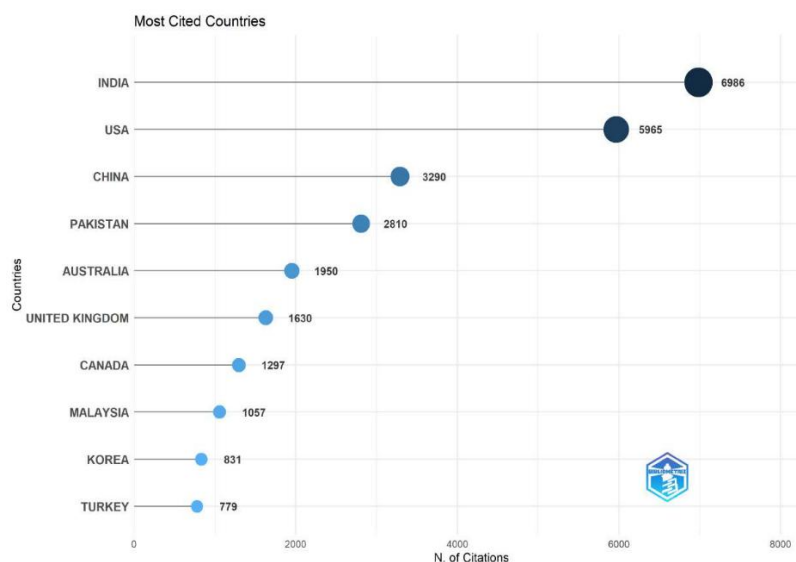


Figure 22: Most cited countries by total citations.

Table 7: Top 10 Most Cited Countries.

Rank	Country	Total Citations (NC)	Key Impact Context
1	INDIA	6,986	Primary regional hub for empirical WPS research.
2	USA	5,965	Core theoretical frameworks & foundational literature.
3	CHINA	3,290	Focus on leadership, stress, & workplace outcomes.
4	PAKISTAN	2,810	High-volume empirical growth in South Asia.
5	AUSTRALIA	1,950	Interdisciplinary & healthcare/organizational focus.
6	UNITED KINGDOM	1,630	Western European organizational behavior contribution.
7	CANADA	1,297	High-impact collaborative research output.
8	MALAYSIA	1,057	Key Southeast Asian empirical insights.
9	KOREA	831	Institutional & leadership empirical studies.
10	TURKEY	779	Organizational behavior & well-being literature

4.4 Co-Authorship and Author Network Structure

The co-authorship network metrics evaluate the structural centrality and influential nodes among leading researchers in this domain (Figures 23–25):

Key Hubs by Betweenness Centrality:

- Sharma N (Betweenness = 47.20, Closeness = 0.043, PageRank = 0.050) acts as the primary structural bridge connecting distinct sub-groups within Cluster 1.
- Garg N (Betweenness = 33.71, Closeness = 0.038, PageRank = 0.101) exhibits the highest overall influence and visibility in the network.
- Singh S (Betweenness = 30.00, PageRank = 0.019) leads Cluster 5 as a key thematic connector.

- Kumar M (Betweenness = 22.00) and Ali M (Betweenness = 14.00) represent critical intermediate hubs in Clusters 5 and 6 respectively.

Key Hubs by PageRank (Network Influence):

- Garg N (PageRank = 0.1007)
- Sharma N (PageRank = 0.0498)
- Punia BK (PageRank = 0.0445)
- Srivastava S (PageRank = 0.0445)
- Liu Z (PageRank = 0.0417)
- Jena LK (PageRank = 0.0417)

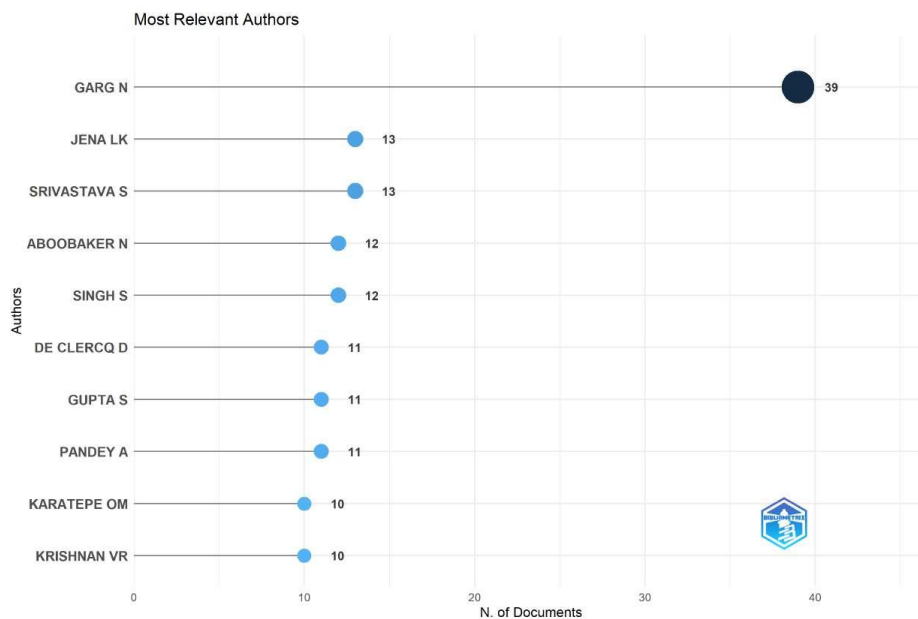


Figure 23: Most relevant authors by number of documents.

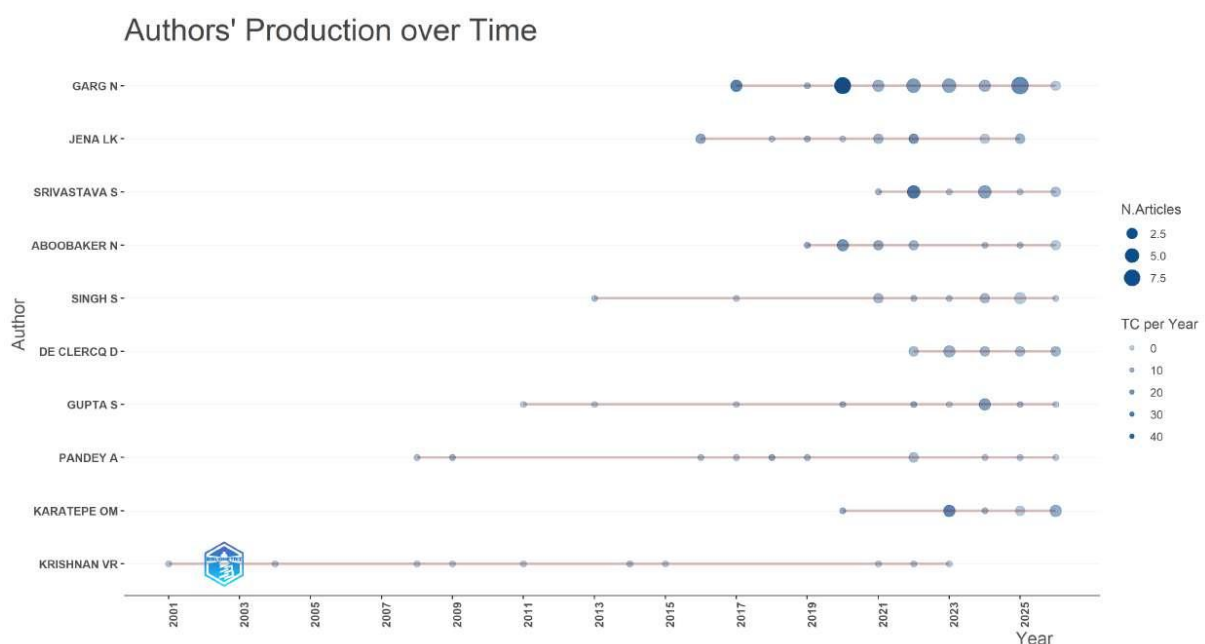


Figure 24: Authors' production over time.

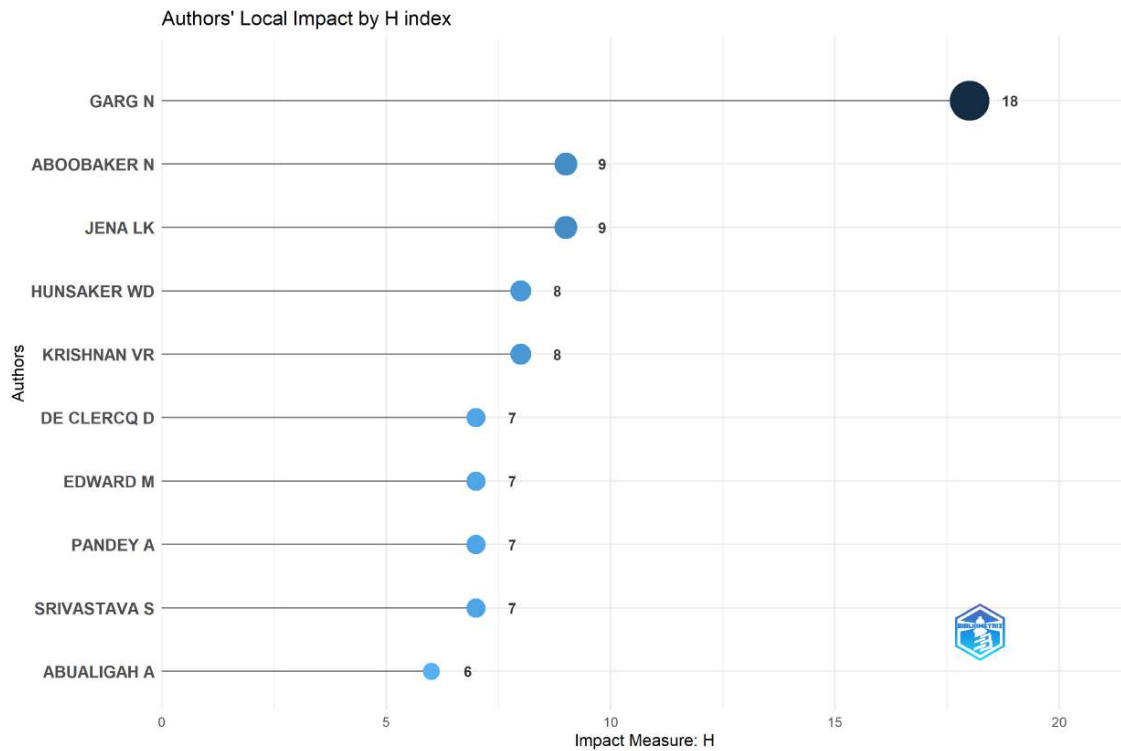


Figure 25: Authors' local impact by h-index.

4.5 Citation Impact and Intellectual Base: Authors, References and Documents

Citation-based indicators identify the intellectual base of the field. Figures 26–29 show the most locally cited

authors, references and documents and the most globally cited documents, while Figures 30 and 31 present the author and reference co-citation networks.

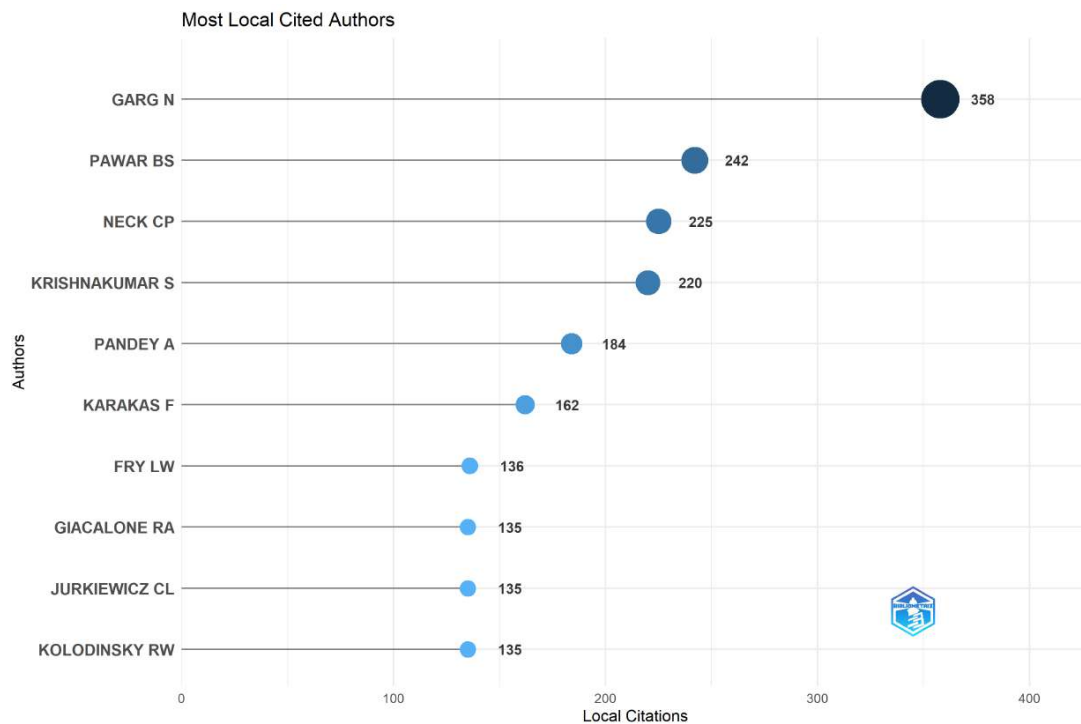


Figure 26: Most locally cited authors.

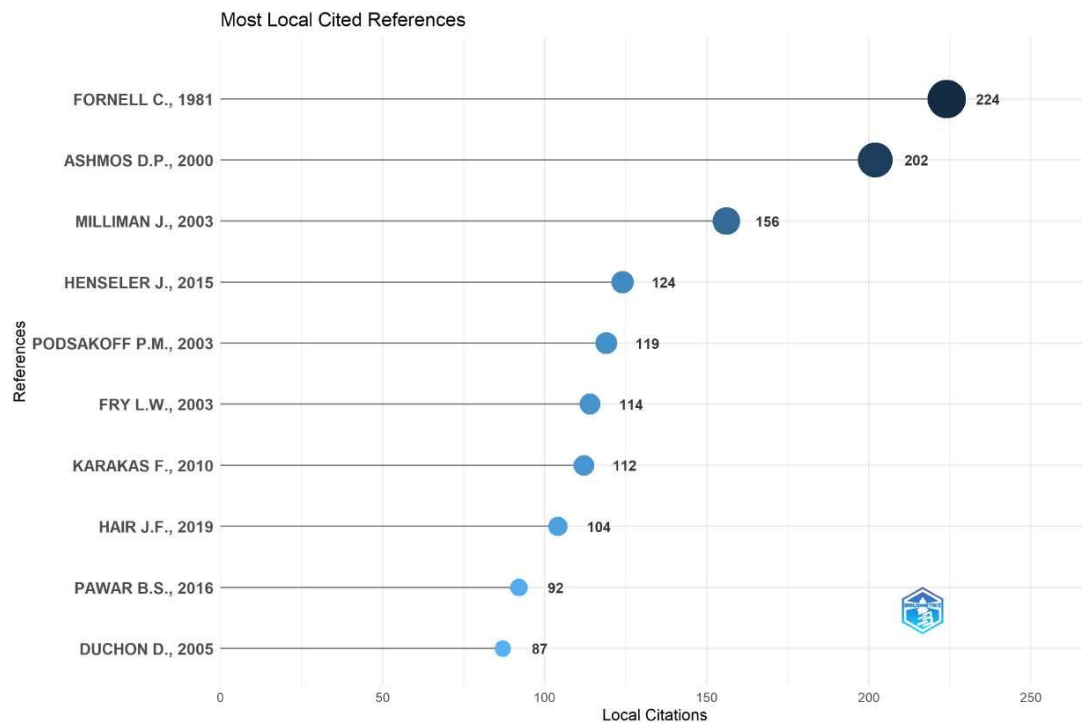


Figure 27: Most locally cited references.

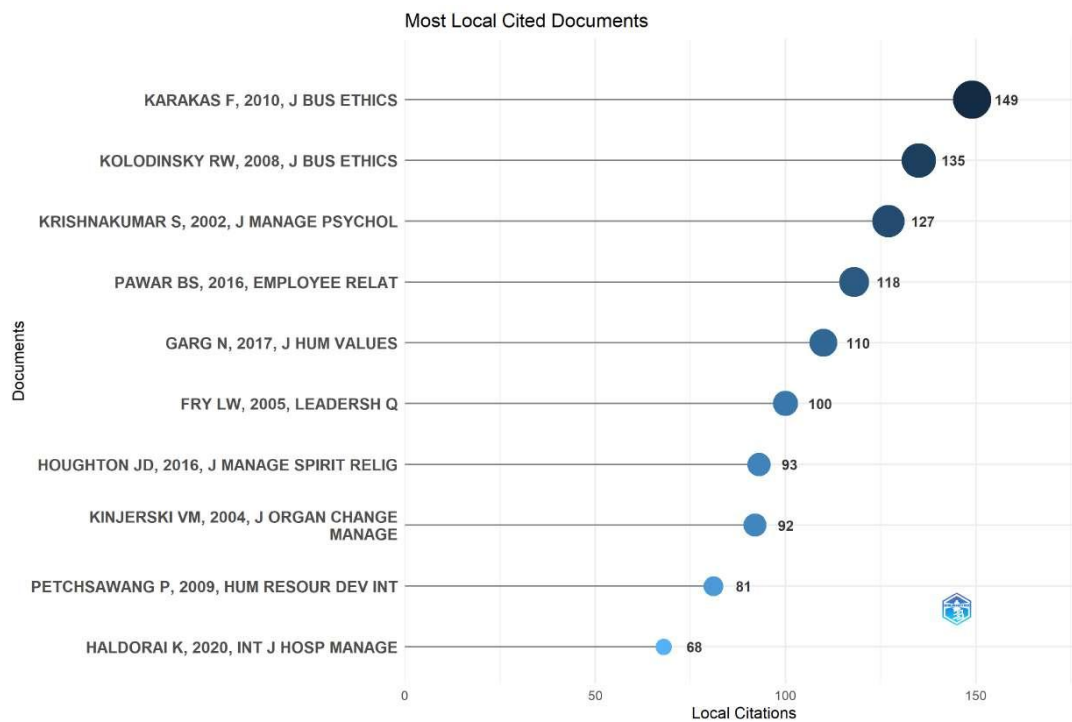


Figure 28: Most locally cited documents.

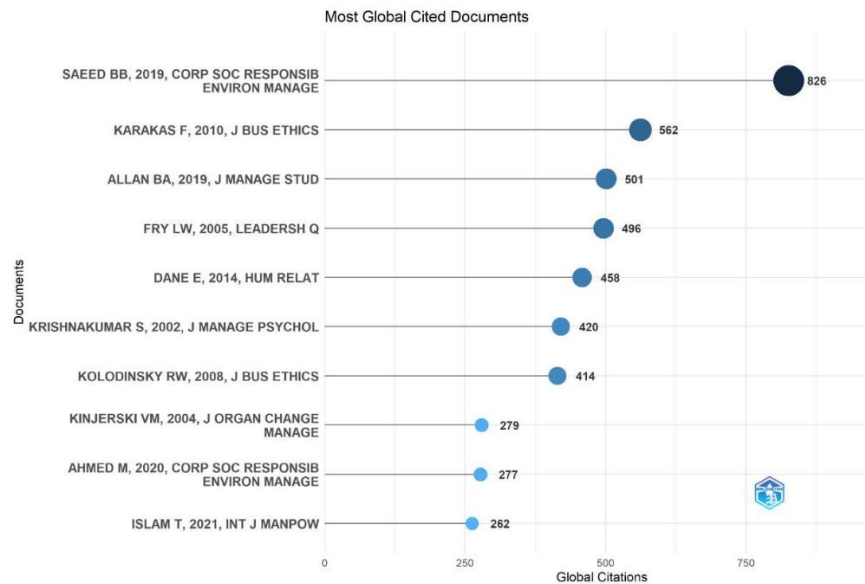


Figure 29: Most globally cited documents.

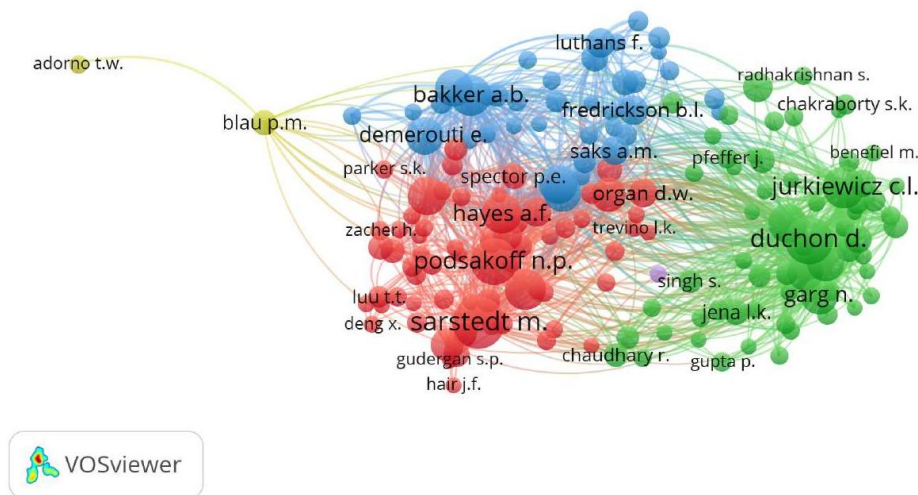


Figure 30: VOSviewer co-citation network of cited authors.

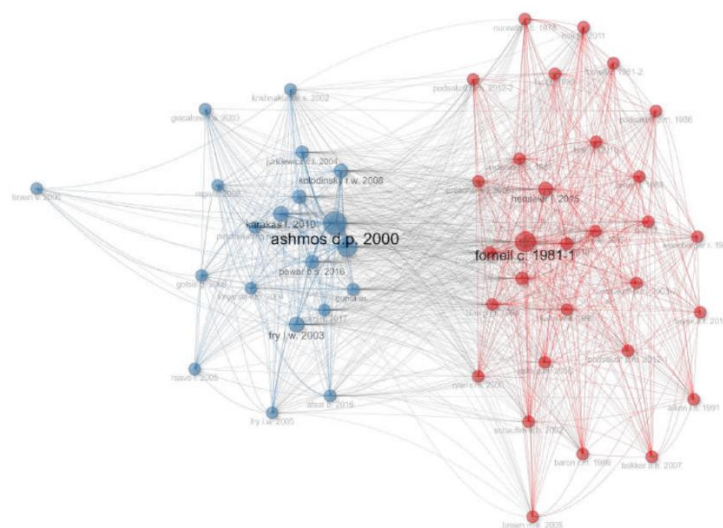


Figure 31: Co-citation network of the most cited references

5. DISCUSSION, FUTURE RESEARCH AGENDA, MANAGERIAL IMPLICATIONS AND LIMITATIONS

5.1 Comprehensive Synthesis of Key Empirical Findings

Biblio-mapping and structural analysis of the literature on workplace spirituality in the evaluated period of 2005-2026 shows that the content of the literature has been a very deep transformation from an abstract and more philosophical approach to the concept to a foundational and scientific and empirical organizational construct. The synthesis of our previous sections gives us four important “take-home” messages about the state of the discipline:

1. Evolution from Macro-Philosophical Notions to Micro-Organizational Mechanics:
2. Past keyword analysis of this period (2005–2015) revealed that much of the early studies were more conceptual in nature relating to the global and grand-scale concepts and ideas of globalization, organizational structures in general and speculative discourses on spirituality.
3. The shift between 2015 and 2026 is in the sense that workplace spirituality is no longer looked at as a soft variable or peripheral variable that affects performance but rather as a variable that is directly influencing quantifiable workplace outcomes, such as job satisfaction (147 occurrences), work engagement (91 occurrences), psychological capital and employee well-being (67 occurrences).
4. The Hegemony of Eastern Philosophical Integration:
5. Geographic distribution shows that the publications are heavily focused around India (511 documents, accounting for 20.73% of global production) and the neighbouring Asian areas.
6. Indigenous approaches to resource management based on classical writings, for example, the Bhagavad Gita, have become unitary and widespread
7. management frameworks. From the literature can be seen that the concepts of Nishkama Karma, Dharma, and Sthitaprajna provide strong answers to the problems in the organisations today, such as employees' burnout, toxic leadership and high turnover of employees.
8. Structural Triad: Leadership, Well-being, and Performance:
9. The thematic map places leadership, workplace and sustainability among the well-developed niche themes, while the keyword frequencies show Spiritual Leadership (84 occurrences) and Transformational Leadership recurring as prominent leadership constructs linked to organizational culture and employee outcomes.
10. The empirical evidence suggests that the personal example a leader sets over spiritual values (altruistic love, integrity, humility, vision) has a positive impact on the psychological climate of the organization, measured by its psychological climate (psychological

climate that is considered to have a strong influence on commitment and insufficient on turnover intentions).

5.2 Theoretical and Conceptual Implications

The theoretical significance of the bibliometric structure to organizational behaviour, human resource management and leadership theory is noteworthy: The Job Demands-Resources (JD-R) Model:

- **Refining the Job Demands-Resources (JD-R) Model:** Workplace spirituality is a strong personal and organizational resource in the Job Demands-Resources (JD-R) Model. There is a supportive effect between three psychological strains that is represented by spiritual climate and inner life integration which reduces the psychological strain due to high job demands, role ambiguity, and emotional exhaustion, thereby promoting psychological resilience.
- **Expanding Social Exchange Theory (SET):** The findings show that the dynamic of economic social
- exchange in the workplace is shifted from a
- traditional economic exchange of the employees to the organization (economicism) to a dynamic that turns into a socio-emotion and meaning exchange (socialismism). Employees' reciprocity behaviors are not limited to their core in-role job tasks and behaviors, but also extend to the so called organizational citizenship behaviors (OCB) when their organization demonstrates respect for their internal life/values.
- **Cross-Cultural Leadership Synthesis:** It provides integration of Western Transformational Leadership with Eastern spiritual approach as a holistic leadership paradigm across cultures. It connects right through material result- based management to value based stewardship.

5.3 Practical and Managerial Implications for HR and Executives

This bibliometric synthesis provides strategies for modern HR directors, organizational leaders, and policy-makers to build spiritually healthy, highly engaged workplaces:

- **Organizational Value Alignment:** Connect corporate mission statements with real social purpose and ethical values (not only with decision to maximize profits), including value-based performance count.
- **Leadership Development & Coaching:** It include management of emotions and mindfulness along with ethical orientation of decision making in coaching; train leaders to communicate empathically and be humble.
- **Workplace Environment & Well-being:** Create separate areas for quiet reflection / meditation of all religious groups, work structure flexible to nurture work-life balance.
- **Connecting CSR with Purpose:** In accordance with the model of connecting with CSR, assign daily work

to broader CSR projects, use it to enhance the sense of calling and meaningfulness for employees.

5.4 Comprehensive Future Research Agenda (TCCM Framework)

To enable future researchers to direct their efforts towards the appropriate avenues of inquiry, we offer a future research agenda that follows the familiar **TCCM (Theory, Context, Characteristics, Methodology)** strategy for advancing the study:

A. Theory (Theoretical Frameworks)

1. **Integration with Digital Transformation & AI:** Exploring the ways in which working with Digital Transformation & AI influences workplace spirituality. Future studies should examine how human-AI interaction impacts on employees' sense of spirituality connection and co-workers' sense of community within the workplace.
2. **Dark Side of Workplace Spirituality:** Exploring potential dark triads: spiritual bypassing, being exploited by the workplace in the name of sense of calling, and/or spiritual washing by a company.
3. **Multi-Level Theoretical Models:** Multi-level theories (meso, macro and micro-level theories) will be developed, building connections between individual spirituality at micro level and team dynamics at meso level and corporate sustainability at macro level.

B. Context (Contextual Domains)

1. **Cross-National Comparative Studies:** Studies that are not limited to one country, e.g., the common focus on India or the USA, but are conducted on company cross-cultural comparisons – Western, Middle East and Latin America.
2. **High-Stress & Gig-Economy Sectors:** Examining workplace spirituality within non-traditional employment sectors, such as gig-economy workers, healthcare professionals under extreme burnout, and remote IT workforces.

C. Characteristics (Key Constructs & Variables)

1. **Construct Refinement & Divergent Validity:** Designing and creating standardized and relevant worldwide measurer instruments for workplace spirituality that are able to well distinguish from other constructs like employee engagement, organization culture, job satisfaction, etc.
2. **Mediating & Moderating Mechanisms:** Exploring subtle boundary conditions like psychological safety, inter-generational differences (GenZ vs Millennials), ethical climate in the context of spirituality-performance relationship.

D. Methodology (Methodological Innovations)

1. **Longitudinal & Experimental Designs:** cross-sectional survey reliance to the longitudinal study with a field experimentation approach of panel studies for valid causational analysis of spiritual intervention programs on employee well-being over time.

2. **Mixed-Methods & Computational Approaches:** A combination of bibliometrics and quantitative modelling with deep qualitative phenomenological analysis, thematic qualitative comparative analysis (QCA) and natural language processing (NLP) of employee feedback.

5.5 Limitations of the Bibliometric Study

The present study facilitates a thorough, data-based mapping of which part of workplace spirituality was modelled, but it must be noted that there are some inherent limitations in the methodological approach used:

1. **Database Coverage Constraints:** The main data source was literature identified using indexing platforms such as Scopus and Web of Science. Materials published in regional journals, not included in the index or in languages other than English may under-represented.
2. **Keyword & Search String Dependency:** Bibliometric extractions are based on certain keyword queries (e.g., workplace spirituality, spirituality in the workplace). Data originating from other relevant studies might have been rejected if they do not contain the same words used in the keywords.
3. **Citation Lag Effect:** Relatively new, ground breaking publications (2025 – 2026) will inevitably have lower values of citations, though they may have some substantial conceptual aspects.

6. CONCLUSION

Finally, this bibliometric study visually and systematically maps the landscape of studies on workplace spirituality over the last two decades (2005-2026) in a scientific and systematic manner. This paper fully elucidates the theoretical evolution and empirical boundaries of the domain by relying on advanced bibliometric tools (R-bibliometrix) and on spatial, temporal and structural measures, such as Three-Field Plots, Thematic Maps, Trend Topics, Treemaps and Collaboration Networks.

The results clearly demonstrate the growth of workplace spirituality from the "niche" research focus to a well-developed and mature research field. With **India leading global publication volume (511 articles)** most of its articles got published globally, and there are some hubs where researchers collaborate with other countries such as the USA, China, Malaysia and the UK. The field unites wisdom from East with insights from the West (behaviour).

In the context of unprecedented technological changes, remote working and employees' mental health issues, workplace spirituality is a significant supporting framework from the humanistic perspective. Workplace spirituality is a human resource practice that has the potential to enhance employee well-being by bringing a sense of inner life, meaning in work and community in a company to its practice, rather than simply a tool for well-being and employee retention; it is a tool to advance the company to another level of sustainability and organizational excellence in the long-term.

REFERENCES

1. Aboobaker, N., & V, S. (2026). Redefining the rules: How optimal cyberloafing shapes the effects of workplace cyberbullying on employee well-being and retention. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-04-2025-0338>
2. Aftab, S., & Yazdani, N. (2026). How toxic leaders undermine innovation: Evidence from IT firms and the protective role of leisure crafting. *Thinking Skills and Creativity*, 59, Article 102240. <https://doi.org/10.1016/j.tsc.2026.102240>
3. Aria, M., & Cuccurullo, C. (2017). bibliometrix: An R-tool for comprehensive science mapping analysis. *Journal of Informetrics*, 11(4), 959–975. <https://doi.org/10.1016/j.joi.2017.08.007>
4. Ashmos, D. P., & Duchon, D. (2000). Spirituality at work: A conceptualization and measure. *Journal of Management Inquiry*, 9(2), 134–145. <https://doi.org/10.1177/105649260092005>
5. Aulia, S. R., & Lin, W.-S. (2025). Embracing the digital shift: Leveraging AI to foster employee well-being and engagement in remote workplace settings in the Asia Pacific region. *Asia Pacific Management Review*, 30(3), Article 12003. <https://doi.org/10.1016/j.apmr.2024.12.003>
6. Bagis, F., Adawiyah, W. R., & Sudjadi, A. (2026). Examining the role of spiritual leadership and Islamic spiritual well-being in mitigating workplace deviant behaviour. *QALAMUNA: Jurnal Pendidikan, Sosial, dan Agama*, 18(1), Article 1860. <https://doi.org/10.48161/qaj.v6n1a1860>
7. Barik, S., & Nayak, T. (2026). Embedding workplace spirituality for subjective wellbeing: The role of workforce agility and ethical climate. *Journal of Human Behavior in the Social Environment*. <https://doi.org/10.1080/10911359.2026.2613211>
8. 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.
9. Bhatti, M. A., & Juhari, A. S. (2025). Exploring the interplay of religious commitment and spirituality on psychological and emotional well-being in the workplace. *European Journal for Philosophy of Religion*, 17(1), 4753. <https://doi.org/10.24204/ejpr.2025.4753>
10. Dhillon, M. (2023). Weaving together the ancient and the contemporary: Intersections of the Bhagavad Gita with modern psychology. *Pastoral Psychology*, 72(4), 1–537. <https://doi.org/10.1007/s11089-023-01070-2>
11. Dubey, S., Bedi, S. S., & Arora, A. (2026). From WPS as a soft-TQM lever to employee well-being: Unveiling the role of genuine acting and emotional intelligence in healthcare setting. *The TQM Journal*. <https://doi.org/10.1108/TQM-09-2025-0507>
12. Fry, L. W. (2003). Toward a theory of spiritual leadership. *The Leadership Quarterly*, 14(6), 693–727. <https://doi.org/10.1016/j.leaqua.2003.09.001>
13. Fuloria, S., & Roy, S. (2025). Ancient wisdom, modern dilemmas: Reframing decision-making through the lens of Indian epics. *PURUSHARTHA - A Journal of Management, Ethics and Spirituality*, 18(1), 25–40. <https://doi.org/10.21844/16202118103>
14. Garg, N. (2017). Workplace spirituality and employee well-being: An empirical exploration. *Journal of Human Values*, 23(2), 129–147.
15. Giacalone, R. A., & Jurkiewicz, C. L. (Eds.). (2003). *Handbook of workplace spirituality and organizational performance*. M.E. Sharpe.
16. Haetrakul, V., & Petchsawang, P. (2025). Workplace spirituality mediating Big Five personality traits and work engagement: A case study of an evaluation of MIO organizations in Thailand. *Luqman Journal*, 5(1), Article 8255. <https://doi.org/10.51327/LUQA8255>
17. Jehanzeb, H., Memon, M. A., Mirza, M. Z., & Muenjohn, N. (2026). Nexus between workplace spirituality, open innovation mindset and job embeddedness: The role of self-efficacy and mindfulness. *Journal of Organizational Effectiveness: People and Performance*. <https://doi.org/10.1108/JOEPP-05-2024-0218>
18. Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace spirituality and employee work attitudes: An exploratory empirical assessment. *Journal of Organizational Change Management*, 16(4), 426–447. <https://doi.org/10.1108/09534810310484172>
19. Mitroff, I. I., & Denton, E. A. (1999). A spiritual audit of corporate America: A hard look at spirituality, religion, and values in the workplace. Jossey-Bass.
20. Nishanthi, B., & Hariharan, C. (2026). Workplace spirituality as a psychological pathway between sustainable practices and job satisfaction: A structural equation model-based analysis in the cement sector. *Acta Psychologica*, 262, Article 106667. <https://doi.org/10.1016/j.actpsy.2026.106667>
21. Ohri, K., & Dutta, H. (2026). Values-driven employee engagement: Integrating workplace spirituality, HR practices, and organisational performance in contemporary workplace. *Journal of Human Values*. <https://doi.org/10.1177/01672533251377880>
22. Pawar, B. S. (2009). Individual spirituality, workplace spirituality and work attitudes: An empirical test. *Journal of Management, Spirituality & Religion*, 6(1), 45–77. <https://doi.org/10.1108/01437730911003911>
23. Prajnanta, F., Noermijati, N., Suryadi, N., & Kurniawati, D. T. (2026). Spiritual employee engagement as a mediator between strategic leadership and turnover intention: Evidence from Indonesia. *International Journal of Professional Business Review*, 14(1), Article 4733. <https://doi.org/10.18488/73.v14i1.4733>
24. Shahreki, J., Kalsoom, G., & Abbas, Z. (2026). Leveraging AI deployment and mindful workplace on employee body and mental wellness. *Cogent Business & Management*, 13(1), Article 2674264. <https://doi.org/10.1080/23311975.2026.2674264>
25. Shrestha, A. K., Nandram, S. S., Bindlish, P. K., & Luitel, B. C. (2026). Development and validation of workplace spirituality scale in a South Asian context.

- Psychology and Developing Societies.
<https://doi.org/10.1177/0258042X261429256>
26. Smothers, J., Engbers, T., & Clayton, R. (2026). Self-efficacy mediation of spiritual well-being and work-family balance. *Community, Work & Family*.
<https://doi.org/10.1080/13668803.2024.2373851>
 27. Suhada, S., Muafi, M., & Palupi, M. (2026). From workspace spirituality to performance: How digital skills and innovative work behavior shape teleworking outcomes. *Intangible Capital*, 22(1), Article 3526. <https://doi.org/10.3926/ic.3526>
 28. Vajpayee, A., Kumar, A., & Sanghani, P. (2025). Navigating ostracism behavior and workplace isolation in the IoT era: A mindfulness-based intervention approach for employee well-being. *PIPER Journal of Management*, 18(11), Article 173866.
<https://doi.org/10.17010/pijom/2025/v18i11/173866>
 29. van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228–1261.
<https://doi.org/10.1177/0149206310380462>
 30. van Eck, N. J., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *Scientometrics*, 84(2), 523–538. <https://doi.org/10.1007/s11192-009-0146-3>