

Twenty-Five Years of Workplace Spirituality: Trends and Development

Manisha Verma, Rama Shankar Yadav, Chanakya Kumar & Dinesh Kumar Varma

In this bibliometric study, the authors present the trends in workplace spirituality (WPS) literature in the last 25 years. A total of 321 articles published from 1996 to 2021 from the Scopus database were utilized. VOS viewer software was used to construct trends and scientific maps to establish how research has evolved in the WPS domain. Bibliographic indicators such as prominent authors, country of origin, publication year, most publishing journal, and research area were criteria of analysis. Journal of Management Religion and Spirituality has published the highest percentage of WPS articles (18.38 percent). The United States of America (USA) was the most productive country in producing research related to WPS, and L.W. Fry's work was the most cited study to date.

Manisha Verma is an Assistant Professor at Dnyansagar Institute of Management and Research (DIMR), Pune. **Rama Shankar Yadav** (E-mail: rs.yadav@iimrohtak.ac.in) is an Assistant Professor at the Indian Institute of Management, Rohtak. **Chanakya Kumar** is an Associate Professor at Indira School of Business Studies (ISBS), Pune. **Dinesh Kumar Varma** is a Project Manager at Cognizant Technology Services, Pune

Introduction & Literature Review

Workplace spirituality has been defined as an experience of transcendence and internal joy due to the meaningfulness of work, shared feelings with the community, and alignment with organizational values (Ashmos & Duchon, 2000; Milliman et al., 2003; Giacalone & Jurkiewicz, 2010). It nurtures the feeling of being connected with one's complete self, others, and society (Mitroff & Denton, 1999). Content analysis on the WPS study conducted by Petchsawang & Duchon (2009) described WPS as a multidimensional construct that encompasses a) compassion, b) meaningful work, c) mindfulness, d) compassion, and e) transcendence.

Attention to WPS literature is worth the effort as it has been linked to several employee, organizational, and societal benefits. Researchers have viewed workplace spirituality as an essential mecha-

nism that leads to employee creativity, trust, honesty (Krishnakumar & Neck, 2002), job satisfaction and commitment (Chawla & Guda, 2010; Fanggidae et al., 2016), interconnectedness among employees (Bailey et al., 2019; Karakas, 2010); innovative work behavior (Baber et al., 2023); organizational citizenship behavior (Sani, & Maharani Ekowati, 2020; Habeeb, 2019); corporate social responsibility (Zou et al., 2022;) effective leadership (Fry, 2003; Reave, 2005), productivity (Jurkiewicz & Giacalone, 2004; Rego et al., 2007) and effectiveness (Daniel, 2010).

At the organizational level, WPS helps improve organizational effectiveness (Priyono, 2023) and organizational productivity (Wahib & Machfudz, 2023; Garg, 2017). Moreover, WPS has a close association with ethical and compassionate behavior among individuals, which helps nurture an ethical and moral climate in an organization that benefits the organization and society (Yadav & Maheshwari, 2019; Rahmawati et al., 2019; Karakas, 2010; Milliman et al., 2003).

In the present volatile, uncertain, complex, and ambiguous (VUCA) business context where organizations and firms are struggling to manage employees and organizational productivity, there is a need to understand in detail and keep trends related to WPS that may play an important role in organizational sustainability (Rocha & Pinheiro, 2020; Bailey et al., 2019). Although scholars have attempted to synthesize and summarize knowledge related to WPS, they

are scarce in number. Moreover, given the diverse and mammoth volume of work on WPS, keeping track of these scholarly works becomes extremely difficult.

Hence, the authors saw an opportunity to contribute to the field of WPS, which may benefit scholars and practitioners of related fields to keep track of the WPS trends. Hence, to fill the gap, the authors in this article conduct a bibliometric analysis of articles published in the domain of workplace spirituality (WPS) in the last 25 years, from 1996 to 2021. The end result of the analysis is to synthesize the workplace spirituality (WPS) literature and present a detailed trend and development of workplace spirituality (WPS) literature. Some of the critical parameters that were analyzed are (a) prominent authors, (b) country of origin, (c) publication year, (d) most publishing journal, and (e) research area. VOS Viewer was employed using citation, co-citation, and keyword analysis techniques.

To summarize, the authors answer the following research questions in the present bibliometric study:

RQ1: What is the global trend of scientific publications on workplace spirituality?

RQ2: How has workplace spirituality been linked with similar other constructs?

Research Methodology

This study employed the bibliometric approach to identify and analyze the ar-

ticles on workplace spirituality. Authors have chosen bibliometric analysis as it allows the academic literature to be analyzed statistically (Jayantha & Oladinrin, 2019), describes publication patterns, and gives an idea to prospective researchers about the current happenings while predicting the new lines for future research. It provides a way to quantitatively analyze the literature utilizing citations and co-citations (Mishra et al., 2017). The authors conducted citation, co-citation, and keyword co-occurrence analysis to evaluate the present research structure on workplace spirituality.

In citation analysis, the impact of a publication is determined by the received citations, and it enables the researchers to understand the most influential and popular article in the domain of research.

In citation analysis, the impact of a publication is determined by the received citations, and it enables the researchers to understand the most influential and popular article in the domain of research, which helps in gaining knowledge about the intellectual dynamics of that research field (Mishra et al., 2017). As per Garfield (1972), the total number of citations on a publication indicates its significance in that research area. On the other hand, co-citation analysis involves tracing the connection between two publications when they co-occur in the reference list of a third publication (Donthu et al., 2021) and helps establish the connection between the authors and their research areas. The authors also employed keyword

analysis that helped analyze the related WPS literature publication (Small, 1973).

Data Collection

In this study, the Scopus database was used to retrieve the bibliographic data for the research as it consists of a broader range of scientific publication coverage as compared to other databases like Google Scholar and Web of Science and has a higher possibility of more current publications retrieval (Zhao et al., 2019). According to Qaiser et al. (2017), it is the world's biggest abstract and citation database of peer-reviewed research literature, providing a comprehensive picture of the world's research output in science, social sciences, technology, medicine, arts, and humanities. While retrieving data from Scopus, we selected 25 years from 1996 to 2021. No publication was found during the retrieval of data in the database before 2001 in the research, as shown in Table 1. However, to ensure a broader period, the authors selected 25 years even though the emerging trends in workplace spirituality have started since 2001.

The authors explicitly selected only 'review' and 'article' documents from international peer-reviewed journals and excluded the sample's books, conference proceedings, and reports to give the sample homogeneity. As per Jayantha and Oladinrin (2019), articles and reviews published in journals are the most reliable outputs; hence, authors restricted themselves to only articles and reviews in the English language. The search keywords used were 'workplace spirituality,'

‘Spirituality at the workplace,’ ‘spirit at work,’ and organizational spirituality, ‘which initially resulted in a population of 484 publications from various disciplines. Then, after restricting the search to subjects of business management and accounting, social sciences, arts and humanities, and multidisciplinary, it finally resulted in 321 articles, which were considered the final sample used in the study.

Data Analysis

The data was exported as CSV Excel from Scopus to form the dataset for this study. Hence, the final sample was 321 articles, which were used for further analysis using VOS viewer software. The VOS Viewer program is used to construct and view bibliometric maps (Van Eck & Waltman, 2010). It is a tool that provides distance-based visualizations of bibliometric networks (Van Eck & Waltman, 2014). The VOS viewer software assisted in clustering the analyzed data, allowing for identifying the primary study areas. Network visualization was generated. The items were represented by their labels and a circle by default. An object’s weight determines the label’s size and the circle around it. The larger the label and the circle of an object, the greater the weight; the shorter the gap, the stronger the relationship.

Publication Trend (1996-2021)

Table 1 shows yearly publications on workplace spirituality. As shown in Fig. 1, the number of publications on workplace spirituality increased from 2013 onwards, with a peak of 44 articles in

2021. The evolution of the workplace spirituality area began in 2001; before that, some years had no publications. The first article was recorded in 2001 on the Scopus database. Since then, the number of articles on WPS has steadily increased. In total, 15 publications were published from 2001-2006, less than 5 percent of all publications. From 2007-2011, there was an increase in publications, and a total of 45 publications were published, 14.02 percent of total publications. So, this duration has shown a remarkable change in the number of publications on workplace spirituality.

This area has grown tremendously since 2017 and has the potential to draw the attention of scholars and practitioners in the future.

Similarly, from 2012- 2016, the total published articles were 84, 26.17 percent of total publications. We can see a dramatic increase in publications from 2017-2021, which resulted in 177 publications, more than 55 percent of total publications. Hence, this area has grown tremendously since 2017 and has the potential to draw the attention of scholars and practitioners in the future.

Number of Publications by Journal

The analyzed 321 publications appeared in 128 journals in the Scopus database with at least a minimum of one publication. The top 10 journals are given in Table 2, which has shown a minimum of five publications and resulted in 126 articles, constituting 39.26 percent of to-

Table 1 Year-wise Publications

Year	No. of Documents Published	Percentage
2021	44	13.71
2020	42	13.08
2019	27	8.41
2018	23	7.17
2017	41	12.77
2016	20	6.23
2015	23	7.17
2014	20	6.23
2013	13	4.05
2012	8	2.49
2011	13	4.05
2010	10	3.12
2009	11	3.43
2008	7	2.18
2007	4	1.25
2006	4	1.25
2005	4	1.25
2004	4	1.25
2003	2	0.62
2001	1	0.31
2000	0	0
1999	0	0
1998	0	0
1997	0	0
1996	0	0

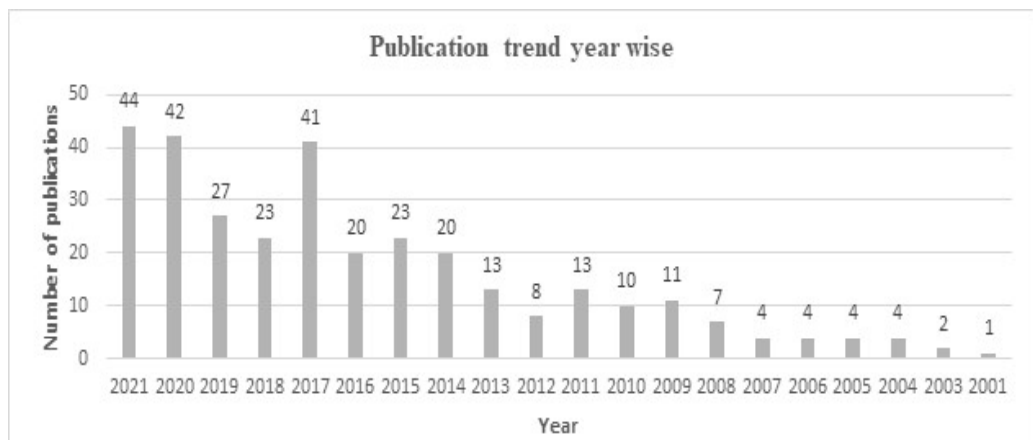
Source: www.Scopus.com

tal publications. The topmost journal contributing to 59 publications on workplace spirituality is the Journal of Management, Spirituality and Religion, which contributed 18.38 percent of total publications, followed by the Journal of Business Ethics, which constitutes 5.30 percent, as shown in Fig. 2.

Number of Publications by Country

Fifty-one countries contributed to 321 articles on WPS. The top 10 countries that contributed at least a minimum of 10 documents from 1996- 2021 are given in Table 3. They contributed 277 publications, which is 86.32 percent of total publications. The top contributors are the United States of America (USA) with 29.6 percent, followed by India with 21.5 percent. Fig. 3 shows the distribution of prominent countries that contributed the most to publications on workplace spirituality during the last 25 years.

Fig. 1 Number of Publications Analysed from the Period 1996 to 2021



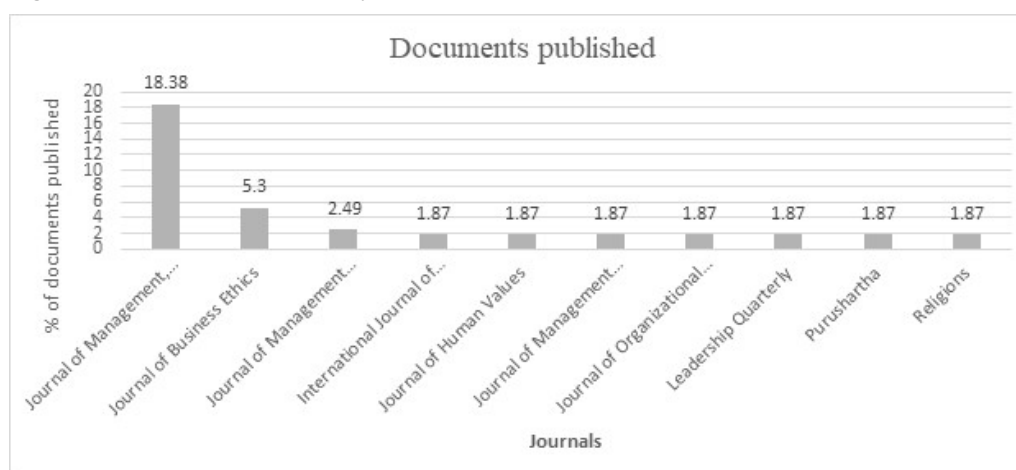
Source: www.Scopus.com

Table 2 List of Top Journals Having Maximum Publications

S. No	Source	Documents	Percentage
1	Journal of Management, Spirituality and Religion	59	18.38
2	Journal of Business Ethics	17	5.30
3	Journal of Management Development	8	2.49
4	International Journal of Organizational Analysis	6	1.87
5	Journal of Human Values	6	1.87
6	Journal of Management Inquiry	6	1.87
7	Journal of Organizational Change Management	6	1.87
8	Leadership Quarterly	6	1.87
9	Purushartha	6	1.87
10	Religions	6	1.87

Source: www.Scopus.com

Fig. 2 Number of Publications by Journal



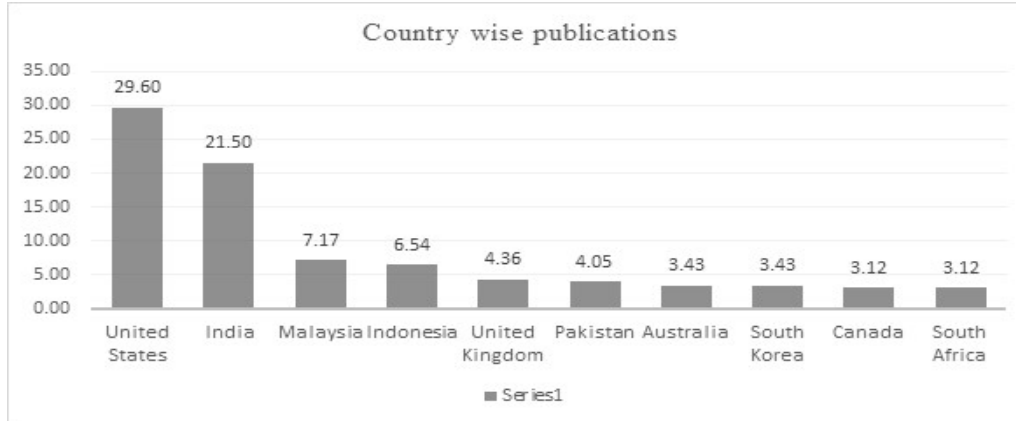
Source: www.Scopus.com

Table 3. Number of Publications by Country

S. No	Country	Documents	Percentage
1	United States	95	29.6
2	India	69	21.5
3	Malaysia	23	7.17
4	Indonesia	21	6.54
5	United Kingdom	14	4.36
6	Pakistan	13	4.05
7	Australia	11	3.43
8	South Korea	11	3.43
9	Canada	10	3.12
10	South Africa	10	3.12

Source: www.Scopus.com

Fig. 3 Country-wise Distribution of Publications



Source: www.Scopus.com

Citation Analysis (1996-2021)

Table 4 shows the 20 most cited documents with many links in the workplace spirituality research field. Fig. 4 shows the frequency distribution of those cited docu-

ments and demonstrates the most influential works in the workplace spirituality field published between 2003 and 2008. The most influential article during the period is the work published by (Fry, 2003), which has been cited 866 times as per the

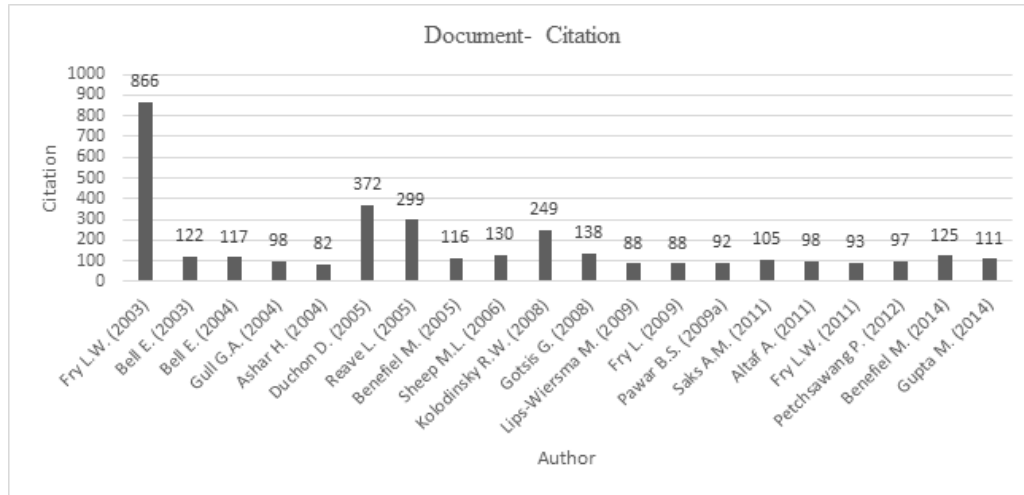
Table 4. List of Top 20 Most Cited Articles

S. No.	Document	citations	Links
1	Fry L.W. (2003)	866	32
2	Duchon and Plowman (2005)	372	31
3	Reave L. (2005)	299	11
4	Kolodinsky et al. (2008)	249	17
5	Gotsis and Kortezi (2008)	138	15
6	Sheep M.L. (2006)	130	9
7	Benefiel et al. (2014)	125	21
8	Bell and Taylor. (2003)	122	5
9	Bell and Taylor (2004)	117	8
10	Benefiel M. (2005)	116	8
11	Gupta et al. (2014)	111	8
12	Saks A.M. (2011)	105	6
13	Altaf and Awan (2011)	98	5
14	Gull and Doh (2004)	98	8
15	Petchsawang and Duchon (2012)	97	14
16	Fry et al. (2011)	93	11
17	Pawar B.S. (2009)	92	11
18	Lips-Wiersma et al. (2009)	88	10
19	Fry and Cohen (2009)	88	6
20	Ashar and Lane-Maher (2004)	82	2

Source: VOS viewer

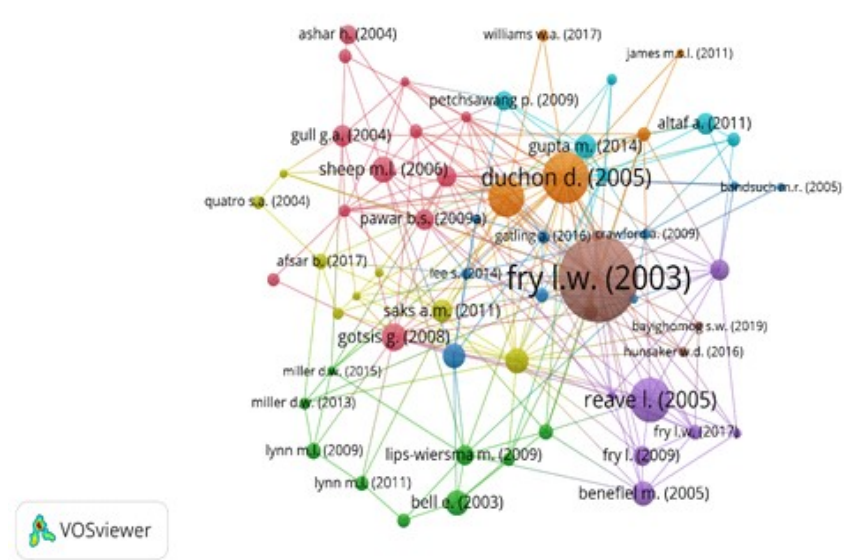
Scopus database. The second most cited document, having 372 citations, is (Duchon & Plowman, 2005). Fig. 5 shows the network visualization of documents created based on a minimum criterion of 25 citations per document, which resulted in 64 documents out of 321 publications. The network visualization of the most cited documents was created in the VOS viewer, represented in Fig. 5.

Fig. 4 Frequency Distribution of Most Cited Documents (1996-2021)



Source: Authors

Fig. 5 Network Visualization of Citation Analysis of Documents



Source: VOS viewer

The most cited 26 journals, having at least three published articles on workplace spirituality and a minimum citation count of 5, are given in Table 5. Fig. 6 represents the network visualization of the most cited journals, demonstrating that the most contributing journals in workplace spirituality are Leadership Quarterly, Journal of Management, Spirituality and Religion, Journal of Business Ethics, Journal of Management Development, and Journal of Management Inquiry.

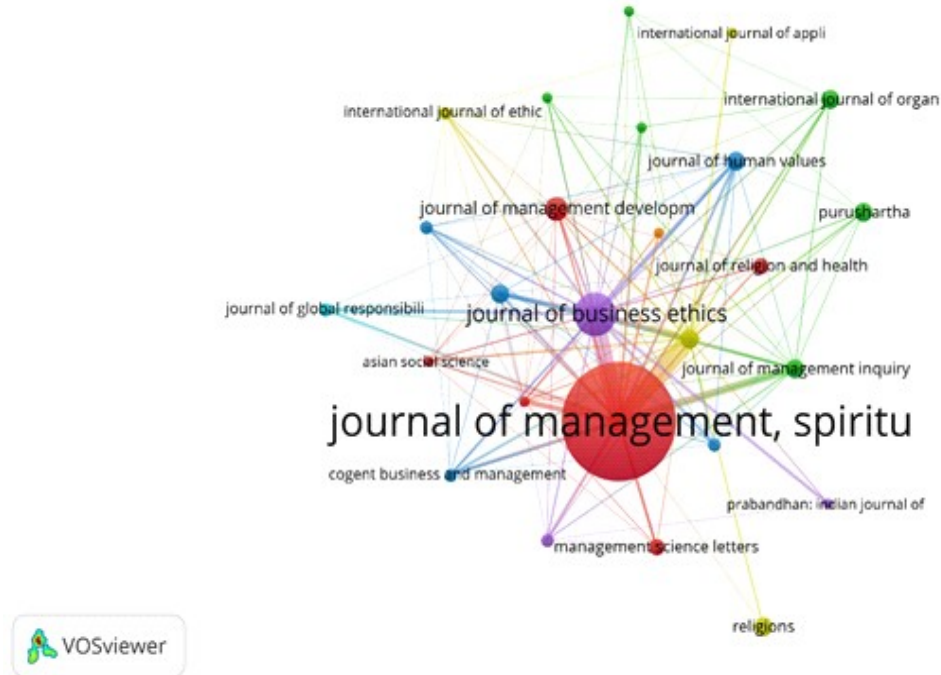
Table 5. List of Most Cited Journals

S.No	Source	Documents	Citations	Total Link Strength
1	Journal of Management, Spirituality and Religion	59	1016	275
2	Journal of Business Ethics	17	1147	222
3	Journal of Management Development	8	101	31
4	International Journal of Organizational Analysis	6	26	23
5	Journal of Human Values	6	77	48
6	Journal of Management Inquiry	6	341	63
7	Journal of Organizational Change Management	6	73	50
8	Leadership Quarterly	6	1775	192
9	Purushartha	6	16	16
10	Religions	6	20	5
11	Journal of Religion and Health	5	20	12
12	Management Science Letters	5	17	15
13	Cogent Business and Management	4	35	35
14	Human Relations	4	308	26
15	International Journal of Ethics and Systems	4	6	21
16	Journal Of Global Responsibility	4	5	25
17	South Asian Journal of Human Resources Management	4	22	23
18	Vision	4	16	27
19	Asian Social Science	3	40	20
20	Employee Responsibilities and Rights Journal	3	60	19
21	International Journal of Appl Business and Economic Research	3	22	7
22	International Journal of Work Organization and Emotion	3	7	15
23	Journal Pengurusan	3	17	9
24	Management Research Review	3	45	40
25	Personnel Review	3	6	15
26	Prabandhan: Indian Journal of Management	3	7	14

Source: VOS viewer

Regarding the authors of the 321 articles in this study’s sample, the results show that the 602 authors contributed to the development of this field. Fig. 7 shows the network visualization of the most influential authors, which was created in the VOS viewer by taking the minimum publication of three and the minimum citation count of ten, resulting in 26 authors, the top most in workplace spirituality. Table 6 lists the most prominent authors in workplace spirituality with several publications and their number of citations. Although Hunsaker published the most articles (i.e., eight articles), Fry was the author who had the highest number of citations.

Fig. 6 Network Visualization of Citation Analysis of Journals



Source: VOS viewer

As far as the most contributing countries are considered, the list is given in Table 7 with the highest number of publications and citations and total link strength from 1996-2021. Out of 51 contributing countries in workplace spirituality, only 24 countries had met the threshold value of a minimum of 3 publications. Fig. 8 shows the network visualization of countries and demonstrates that the United States is the top contributor to workplace spirituality, followed by India. The United States has resulted in the maximum number of publications with maximum citations worldwide, followed by India.

Co-citation Analysis

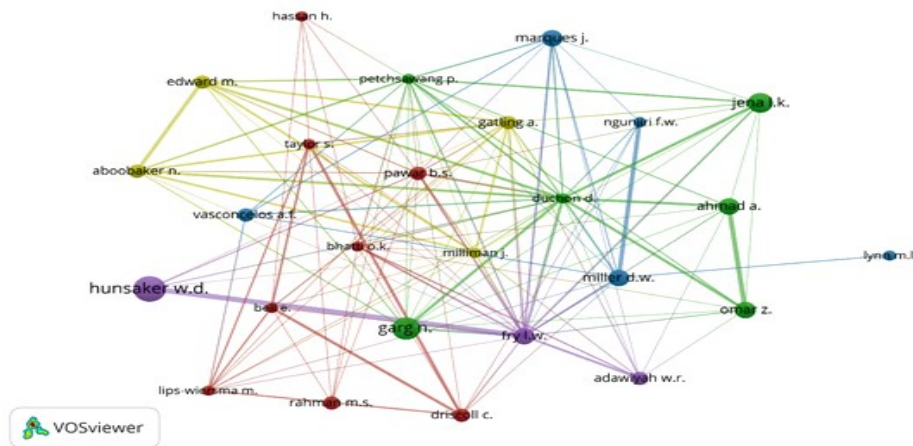
Document co-citation analysis was conducted for 321 documents by taking a minimum citation count of 20 for cited references, resulting in 12 cited references out of 20068 publications in the area of workplace spirituality, considered the most influential cited references. Table 8 lists the top 12 most cited references, which met the minimum criteria of 20 citations. The total link strength was also calculated, which indicated the strength between the cited references. Fig. 9 has revealed that the most cited references were published from 2000 to 2014. Fig. 10 was created in VOS viewer, representing the network between the most cited references as nodes. Their

Table 6. Top 26 Authors with Maximum Publications

S.No.	Author	Documents	Citations	Total Link Strength
1	Hunsaker W.D.	8	49	20
2	Garg N.	7	111	22
3	Jena L.K.	6	41	22
4	Ahmad A.	5	39	24
5	Fry L.W.	5	1152	73
6	Marques J.	5	69	18
7	Miller D.W.	5	84	25
8	Omar Z.	5	39	24
9	Aboobaker N.	4	29	33
10	Adawiyah W.R.	4	30	16
11	Driscoll C.	4	80	21
12	Edward M.	4	29	33
13	Gatling A.	4	132	37
14	Pawar B.S.	4	208	26
15	Rahman M.S.	4	44	5
16	Vasconcelos A.F.	4	43	11
17	Bell E.	3	248	19
18	Bhatti O.K.	3	27	18
19	Duchon D.	3	551	74
20	Hassan H.	3	36	5
21	Lips-Wiersma M.	3	120	17
22	Lynn M.L.	3	118	2
23	Milliman J.	3	124	32
24	Ngunjiri F.W.	3	17	14
25	Petchsawang P.	3	234	38
26	Taylor S.	3	248	19

Source: VOS viewer

Fig. 7 Network Visualization of Citation Analysis of Authors



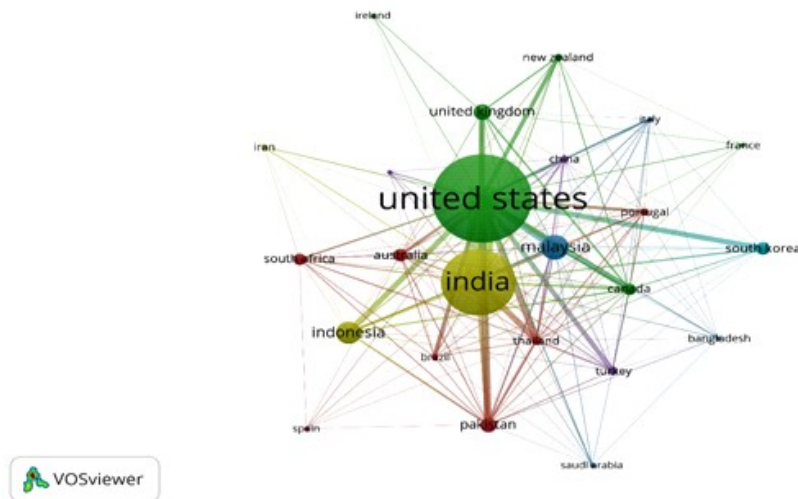
Source: VOS Viewer

Table 7 Top Most Countries with Maximum Publications and Citations

S.no	Country	Documents	Citations	Total Link Strength
1	United States	95	3855	836
2	India	69	746	529
3	Malaysia	23	165	160
4	Indonesia	21	66	116
5	United Kingdom	14	367	97
6	Pakistan	13	216	160
7	Australia	11	99	66
8	South Korea	11	76	74
9	Canada	10	524	143
10	South Africa	10	31	42
11	Thailand	7	359	175
12	Turkey	7	78	88
13	China	6	67	71
14	New Zealand	6	191	61
15	Portugal	6	110	60
16	Brazil	5	57	61
17	Bangladesh	4	44	21
18	France	4	8	13
19	Iran	4	24	15
20	Ireland	3	11	7
21	Italy	3	7	40
22	Jordan	3	35	23
23	Saudi Arabia	3	9	21
24	Spain	3	8	9

(Source: VOS viewer)

Fig. 8 Network Visualization of Citation Analysis of Countries



Source: VOS viewer

relationships with different works are represented as arcs with different widths. The thicker the arcs, the stronger the connection with another co-cited article, and it is considered that they share com-

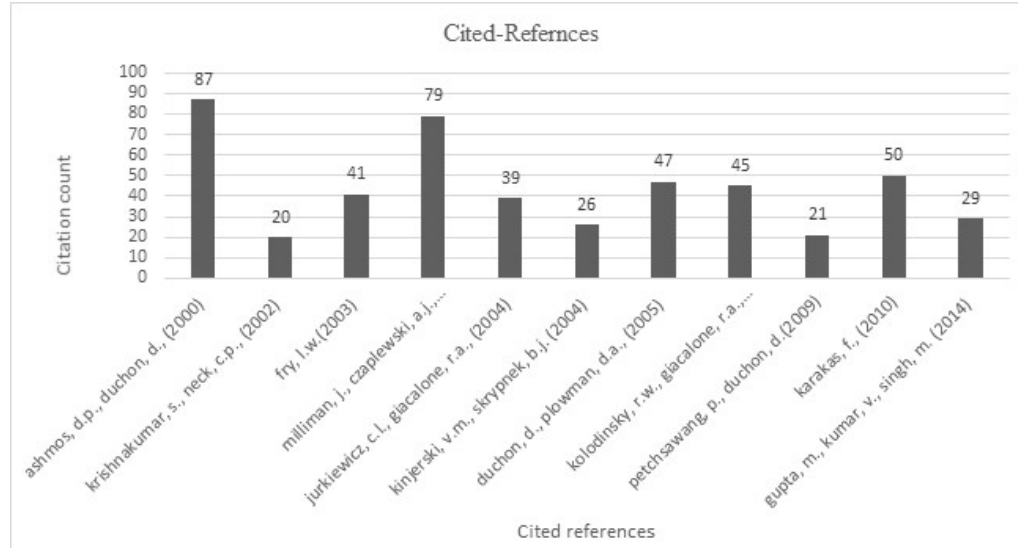
mon thoughts (Mishra et al., 2017). The most influential cited references were (Ashmos & Duchon, 2000), (Duchon & Plowman, 2005), (Milliman et al., 2003) and (Karakas, 2010).

Table 8. Top Most Cited References

S.no	Cited Reference	Citation	Total Link Strength
1	Ashmos, D.P., Duchon, D., Spirituality at Work: A Conceptualization and Measure (2000) <i>Journal of Management Inquiry</i> , 9 (2), Pp. 134-145	87	234
2	Milliman, J., Czaplewski, A.J., Ferguson, J., Workplace Spirituality and Employee Work Attitudes: An Exploratory Empirical Assessment (2003) <i>Journal of Organizational Change Management</i> , 16 (4), Pp. 426-447	79	229
3	Karakas, F., Spirituality and Performance in Organizations: A Literature Review (2010) <i>Journal of Business Ethics</i> , 94 (1), Pp. 89-106	50	169
4	Duchon, D., Plowman, D.A., Nurturing the Spirit at Work: Impact on Work Unit Performance (2005) <i>The Leadership Quarterly</i> , 16 (5), Pp. 807-833	47	152
5	Kolodinsky, R.W., Giacalone, R.A., Jurkiewicz, C.L., Workplace Values and Outcomes: Exploring Personal, Organizational, And Interactive Workplace Spirituality (2008) <i>Journal of Business Ethics</i> , 81 (2), Pp. 465-480	45	159
6	Fry, L.W., Toward A Theory of Spiritual Leadership (2003) <i>The Leadership Quarterly</i> , 14 (6), Pp. 693-727	41	129
7	Jurkiewicz, C.L., Giacalone, R.A., A Values Framework for Measuring the Impact of Workplace Spirituality on Organizational Performance (2004) <i>Journal Of Business Ethics</i> , 49 (2), Pp. 129-142	39	129
8	Gupta, M., Kumar, V., Singh, M., Creating Satisfied Employees Through Workplace Spirituality: A Study of The Private Insurance Sector in Punjab (India) (2014) <i>Journal of Business Ethics</i> , 122 (1), Pp. 79-88	29	104
9	Kinjerski, V.M., Skrypnek, B.J., Defining Spirit at Work: Finding Common Ground (2004) <i>Journal Of Organizational Change Management</i> , 17 (1), Pp. 26-42	26	88
10	Petchsawang, P., Duchon, D., Measuring Workplace Spirituality in An Asian Context (2009) <i>Human Resource Development International</i> , 12 (4), Pp. 459-468	21	68
11	Krishnakumar, S., Neck, C.P., The ‘What’, ‘Why’ And ‘How’ of Spirituality in The Workplace (2002) <i>Journal of Managerial Psychology</i> , 17 (3), Pp. 153-164	20	71

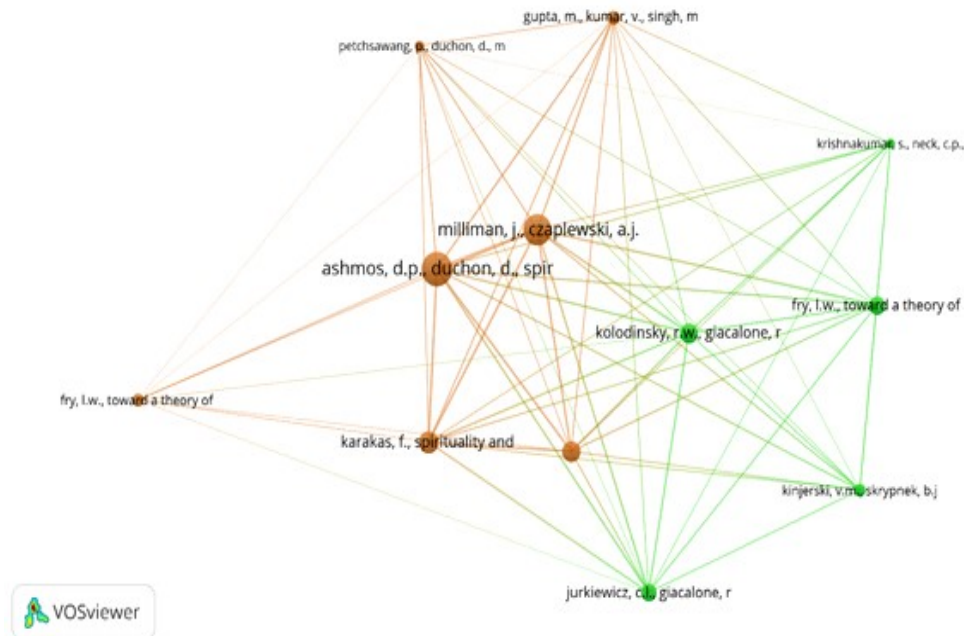
(Source: VOS viewer)

Figure 9: Top most cited references



(Source: Authors)

Fig. 10 Network Visualization of Co-citation Analysis of Documents



Source: VOS viewer

As sources are considered, out of 7784 journals, only 26 met the threshold value of minimum citation count, 75, which is given in Table 9. This table has shown that the top journals with the highest citation counts are, respectively, the Journal of Business Ethics (1026 citations), Journal of Organizational Change Management (716 citations), The Leadership Quarterly (517 citations), Journal of Management Enquiry (392 citations) and others. These are considered to be the most influential journals in the area

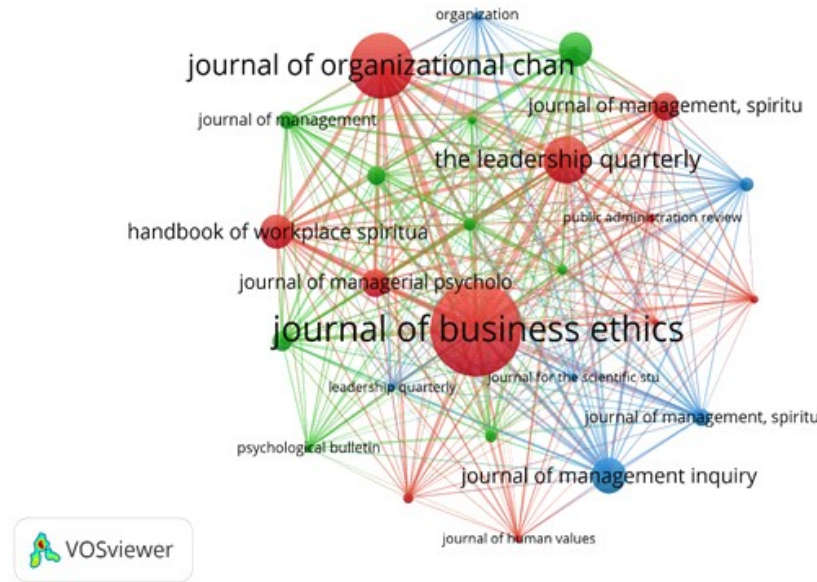
of workplace spirituality. Fig. 11 presents the network visualization diagram of the co-citation analysis of journals. It is visible that the Journal of Business Ethics is the most active and prominent in the field of workplace spirituality.

It is visible that the Journal of Business Ethics is the most active and prominent in the field of workplace spirituality.

Table 9 Topmost Co-cited Journals

S.No.	Source	Citations	Total Link Strength
1	Journal of Business Ethics	1026	21890
2	Journal of Organizational Change Management	716	15650
3	The Leadership Quarterly	517	11920
4	Journal of Management Inquiry	392	8561
5	Handbook of Workplace Spirituality and Organizational Performance	373	9279
6	Journal of Applied Psychology	371	9568
7	Journal of Management, Spirituality & Religion	306	7556
8	Journal of Managerial Psychology	305	7523
9	Academy of Management Journal	219	6279
10	Academy of Management Review	206	5413
11	Journal of Management, Spirituality and Religion	193	4714
12	Journal of Management	192	5187
13	Human Relations	155	3999
14	Journal of Organizational Behavior	142	3794
15	Journal of Personality and Social Psychology	132	3344
16	Journal of Management Development	116	2720
17	Journal of Vocational Behavior	110	3059
18	Leadership & Organization Development Journal	97	2577
19	Organization	96	2238
20	Psychological Bulletin	96	2571
21	Personnel Psychology	94	2835
22	Public Administration Review	90	2052
23	Leadership Quarterly	88	2236
24	Journal Of Human Values	84	2042
25	Journal For the Scientific Study Of Religion	83	1725
26	Organizational Dynamics	79	2048

Fig. 11: Network Visualization of Co-citation Analysis of Journals



Source: VOS viewer

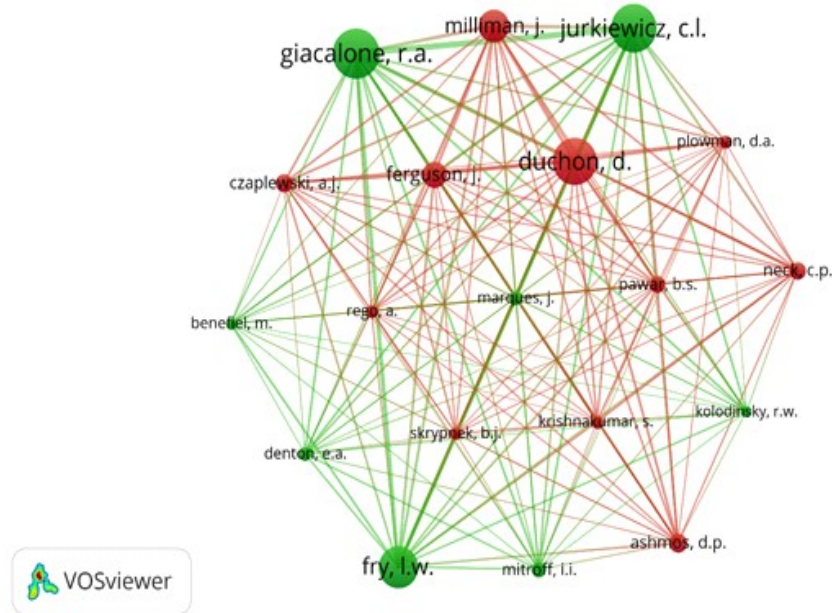
For the co-citation analysis of authors, only those having a minimum citation count of 100 were selected, which resulted in 19 out of 18454 authors in the field of workplace spirituality. Table 10 represents the top authors with maximum citations in the co-citation analysis. Giacalone, R.A. has the highest citation count, 446, followed by Jurkiewicz, C.L., which has 433 citations. Duchon, D., and Fry have citations 420 and 377, respectively. Fig. 12 shows the network visualization diagram of the co-citation analysis of authors, and the most significant node represents the most influential author in the field of workplace spirituality.

Table 10. Top Most Co-cited Authors

S. No	Author	Citations	Total Link Strength
1	Giacalone, R.A.	446	7140
2	Jurkiewicz, C.L.	433	7014
3	Duchon, D.	420	6057
4	Fry, L.W.	377	5297
5	Milliman, J.	289	4216
6	Ferguson, J.	231	3495
7	Ashmos, D.P.	171	2560
8	Czaplewski, A.J.	162	2565
9	Neck, C.P.	159	2738
10	Pawar, B.S.	152	2484
11	Mitroff, I.I.	136	2171
12	Denton, E.A.	124	2009
13	Marques, J.	122	1798
14	Krishnakumar, S.	120	2122
15	Plowman, D.A.	117	1896
16	Rego, A.	117	1906
17	Skrypnek, B.J.	115	1856
18	Benefiel, M.	106	1537
19	Kolodinsky, R.W.	102	1827

(Source: VOS viewer)

Fig. 12 Network Visualization of Co-citation Analysis of Authors



Source: VOS viewer

Keyword Analysis

Keyword helps understand the article's essential content, and the keyword network analysis enables researchers to search the articles according to their interests. The keyword analysis was done by considering the minimum number of occurrences 7, resulting in 25 total keywords from the sample 321 articles in the present study. Table 11 listed the top 25 keywords in the area of workplace spirituality and the frequency of their occurrences in the sample. The total link strength is also given. Fig. 13 shows the network visualization of the keyword analysis and reveals that the most critical and influential keywords are workplace spirituality, spirituality, workplace, and spiritual leadership. The

keyword analysis helps the upcoming researchers and practitioners understand the nature and the relevant documents in the research field of workplace spirituality.

Conclusion, Limitation & Future Directions

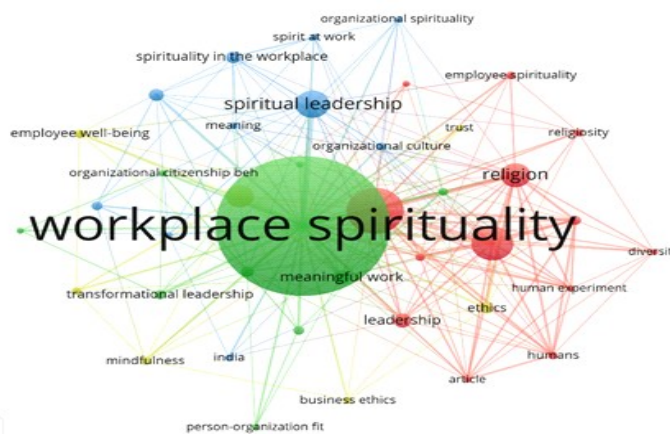
This paper presents a detailed bibliometric analysis of the literature about workplace spirituality (WPS). Considering the detailed bibliometric analysis, it has been seen that workplace spirituality is a fast-emerging topic that envisages benefits for employees, the business world, and society. However, it is essential to remember that research in this field is still in its infancy and needs the attention of researchers.

Table 11. List of Top Keywords

S. No.	Keyword	Occurrences	Total Link Strength
1	Workplace Spirituality	252	223
2	Spirituality	63	128
3	Workplace	43	100
4	Spiritual Leadership	33	52
5	Religion	28	87
6	Job Satisfaction	26	43
7	Leadership	15	32
8	Meaningful Work	14	30
9	Organizational Commitment	12	18
10	Spirituality In The Workplace	12	10
11	Ethics	10	21
12	Work Engagement	10	23
13	Human	9	47
14	Transformational Leadership	9	12
15	Employee Engagement	8	11
16	Employee Well-Being	8	16
17	Well-Being	8	12
18	Employee Spirituality	7	16
19	Humans	7	37
20	Job Performance	7	14
21	Mindfulness	7	13
22	Organization	7	33
23	Organizational Culture	7	18
24	Religiosity	7	11
25	Sense of Community	7	19

(Source: VOS viewer)

Fig. 13 Network Visualization of Keyword Analysis



Source: VOS viewer

Based on 321 documents extracted from 128 journals related to workplace spirituality from the Scopus database between 1996 and 2021, this study employed VOS viewer software to visualize and analyze bibliometric features in workplace spirituality-related studies. The bibliometric analysis results provided an excellent opportunity to understand workplace spirituality research efficiently and quantitatively.

The study revealed the results regarding the top journals, authors, and countries that actively contributed to workplace spirituality. It was revealed that the most preferred journal for WPS research is the *Journal of Management, Spirituality and Religion*. The most contributing authors were Fry L.W. and Duchon D., respectively, with maximum citation counts. Although Hunsaker W.D. published maximum publications, Fry L.W. had maximum citation counts, making him the most influential author. The United States was found to be the most contributing country in the research area of workplace spirituality, with the highest publications and citations. The most cited reference among researchers was Ashmos & Duchon (2000), and the most co-cited authors were Duchon D. and Fry L.W., respectively, with maximum link strengths. The most prominent keyword found was workplace spirituality, which showed the maximum number of co-occurrences in the 321 sample of this study. This study offers a methodological contribution to the bibliometric review of the literature related to workplace spirituality studies.

Like any other study, this study is not free from limitations. This research is based only on publications gathered from the Scopus database. However, searching other databases such as Google Scholar, the Web of Science, and others makes it possible to find additional relevant journal articles. This study only included journals and articles, but by incorporating conference papers, books, and book chapters, a more comprehensive systematic bibliometric and content analysis could be carried out to confirm the outcomes of our research and to establish a deeper understanding.

The findings of this study have academic as well as practical implications. The findings have confirmed that workplace spirituality is an emerging field in management studies. The findings related to the authors, countries, and their affiliations working in workplace spirituality will help other interested upcoming researchers and practitioners collaborate with them. Moreover, there is an opportunity for the researchers to realize the need for this upcoming field and motivate them to contribute while providing a platform for its development in the management field. This study has the potential to open new avenues for future researchers.

References

- Altaf, A. & Awan, M. A. (2011), "Moderating Affect of Workplace Spirituality on the Relationship of Job Overload and Job Satisfaction". *Journal of Business Ethics*, 104: 93-99.
- Ashar, H. & Lane-Maher, M. (2004), "Success and Spirituality in the New Business Para-

- digm”, *Journal of Management Inquiry*, 13(3): 249-60.
- Ashmos, D. P. & Duchon, D. (2000), “Spirituality at Work: A =Conceptualization and Measure”, *Journal of Management Inquiry*, 9(2): 134–45.
- Baber, P., Baber, R. & Di Virgilio, F. (2023), “Exploring the Relationship between Workplace Spirituality, Spiritual Survival, and Innovative Work Behavior among Healthcare Professionals”, *International Journal of Healthcare Management*, 17 (2):1-12.
- Bailey, C., Yeoman, R., Madden, A., Thompson, M. & Kerridge, G. (2019), “A Review of the Empirical Literature on Meaningful Work: Progress and Research Agenda”, *Human Resource Development Review*, 18(1): 83-113.
- Bell, E. & Taylor, S. (2003), “The Elevation of Work: Pastoral Power and the New Age Work Ethic”, *Organization*, 10(2): 329-49.
- Bell, E. & Taylor, S. (2004), “From Outward Bound to Inward Bound’: The Prophetic Voices and Discursive Practices of Spiritual Management Development”, *Human Relations*, 57(4): 439-66.
- Benefiel, M. (2005),” The Second Half of the Journey: Spiritual Leadership for Organizational Transformation”, *The Leadership Quarterly*, 16(5): 723-47.
- 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.
- 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): 157–67.
- Daniel, J. L. (2010), “The Effect of Workplace Spirituality on Team Effectiveness”, *Journal of Management Development*. 29(5): 442-56.
- Donthu, N., Kumar, S., Mukherjee, D., Pandey, N. & Lim, W. M. (2021), “How to Conduct a Bibliometric Analysis: An Overview and Guidelines”, *Journal of Business Research*, 133: 285–96.
- Duchon, D., & Plowman, D. A. (2005), “Nurturing the Spirit at Work: Impact on Work Unit Performance”, *The Leadership Quarterly*, 16(5): 807–33.
- Fanggidae, R. E., Suryana, Y. & Efendi, N. (2016), “Effect of a Spirituality Workplace on Organizational Commitment and Job Satisfaction (Study on the Lecturers of Private Universities in the Kupang City-Indonesia)”. *Procedia-Social and Behavioral Sciences*, 219: 639–46.
- Fry, L. W. (2003), “Toward a Theory of Spiritual Leadership”, *The Leadership Quarterly*, 14(6): 693–727.
- Fry, L. W. & Cohen, M. P. (2009), “Spiritual Leadership as a Paradigm for Organizational Transformation and Recovery from Extended Work Hours Cultures”, *Journal of Business Ethics*, 84: 265-78.
- Fry, L. W., Hannah, S. T., Noel, M. & Walumbwa, F. O. (2011). “RETRACTED: Impact of Spiritual Leadership on Unit Performance”, *The Leadership Quarterly*, 22(2): 259-70.
- Garfield, E. (1972), “Citation Analysis as a Tool in Journal Evaluation”, *Science*, 178(4060): 471–479.
- Garg, N. (2017), “Workplace Spirituality and Organizational Performance in Indian Context: Mediating Effect of Organizational Commitment, Work Motivation and Employee Engagement”, *South Asian Journal of Human Resources Management*, 4(2): 191-211.
- Giacalone, R. A. & Jurkiewicz, C. L. (2010), “The Science of Workplace Spirituality”, in Giacalone, R. A. & Jurkiewicz, C. L., *Handbook of Workplace Spirituality and Organizational Performance*, Routledge, New York.

- Gotsis, G. & Kortezi, Z. (2008), "Philosophical Foundations of Workplace Spirituality: A Critical Approach", *Journal of Business Ethics*, 78: 575-600.
- Gull, G. A. & Doh, J. (2004), "The 'Transmutation' of the Organization: Toward a More Spiritual Workplace", *Journal of Management Inquiry*, 13(2): 128-39.
- Habeeb, S. (2019). "Relation between Organizational Citizenship Behavior, Workplace Spirituality and Job Performance in BFSI Sector in India", *Problems and Perspectives in Management*, 17(1): 176-88.
- Jayantha, W. M., & Oladinrin, O. T. (2020). Bibliometric analysis of hedonic price model using Cite Space. *International Journal of Housing Markets and Analysis*, 13(2): 357-71.
- 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(2): 129-42.
- Karakas, F. (2010), "Spirituality and Performance in Organizations: A Literature Review", *Journal of Business Ethics*, 94(1): 89-106.
- Kinjerski, V.M. & Skrypnek, B.J (2004), "Defining Spirit at Work: Finding Common Ground" *Journal of Organizational Change Management*, 17 (1): 26-42.
- Krishnakumar, S. & Christopher, P. (2002). "Neck. The 'What', 'Why', and 'How' of Spirituality in the Workplace." *Journal of Managerial Psychology*, 17(3): 153-64.
- Lips-Wiersma, M., Lund Dean, K. & Fornaciari, C. J. (2009), "Theorizing the Dark Side of the Workplace Spirituality Movement", *Journal of Management Inquiry*, 18(4): 288-300.
- 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): 426-47.
- Mishra, D., Luo, Z., Jiang, S., Papadopoulos, T. & Dubey, R. (2017). A Bibliographic Study on Big Data: Concepts, Trends and Challenges". *Business Process Management Journal*, 23(3): 555-73.
- Mitroff, I. I. & Denton, E. A. (1999), "A Study of Spirituality in the Workplace", *MIT Sloan Management Review*, 40(4): 83.
- Petchsawang, P. & Duchon, D. (2009), "Measuring Workplace Spirituality in an Asian Context", *Human Resource Development International*, 12(4): 459-68.
- Petchsawang, P. & Duchon, D. (2012), "Workplace Spirituality, Meditation, and Work Performance", *Journal of Management, Spirituality & Religion*, 9(2): 189-208.
- Prijono, B. (2023), "The Role of Spirituality and Work Ethics in Improving Work Effectiveness in the Logistics Industry", *Sosiohumaniora*, 25(1).
- Qaiser, F. H., Ahmed, K., Sykora, M., Choudhary, A. & Simpson, M. (2017). "Decision Support Systems for Sustainable Logistics: A Review and Bibliometric Analysis". *Industrial Management & Data Systems*, 117(7): 1376-88.
- Rahmawati, P. I., Jiang, M., Law, A., Wiranatha, A. S. & DeLacy, T. (2019), "Spirituality and Corporate Social Responsibility: an Empirical Narrative from the Balinese Tourism Industry", *Journal of Sustainable Tourism*, 27(1): 156-212.
- Reave, L. (2005), "Spiritual Values and Practices Related to Leadership Effectiveness", *The Leadership Quarterly*, 16(5): 655-87.
- Rego, A., Pina E. Cunha, M., & Souto, S. (2007), "Workplace Spirituality, Commitment, and Self reported Individual Performance: An Empirical Study", *Management Research: Journal of the Iberoamerican Academy of Management*, 5(3):163-83.
- Rocha, R. & Pinheiro, P. (2021), "Can Organizational Spirituality Contribute to Knowledge Management?" *Management Dynamics in the Knowledge Economy*, 9(1): 107-21.

- Saks, A. M. (2011), "Workplace Spirituality and Employee Engagement". *Journal of Management, Spirituality & Religion*, 8(4): 317-40.
- Sani, A. & Maharani Ekowati, V. (2020), "Spirituality at Work and Organizational Commitment as Moderating Variables in Relationship Between Islamic Spirituality and OCB IP and Influence Toward Employee Performance", *Journal of Islamic Marketing*, 11(6): 1777-99.
- Sheep, M. L. (2006), "Nurturing the Whole Person: The Ethics of Workplace Spirituality in a Society of Organizations", *Journal of Business Ethics*, 66: 357-75.
- Small, H. (1973), "Co-citation in the Scientific Literature: A New Measure of the Relationship Between Two Documents", *Journal of the American Society for Information Science*, 24(4): 265-69.
- Van Eck, N. J. & Waltman, L. (2010), "Software Survey: VOSviewer, a Computer Program for Bibliometric Mapping", *Scientometrics*, 84(2):523-38.
- Van Eck, N.J., & Waltman, L. (2014), "Visualizing Bibliometric Networks". in Y. Ding, R. Rousseau, & D. Wolfram (Eds.), *Measuring Scholarly Impact: Methods and Practice*, Springer
- Wahib, A. & Machfudz, M. (2023), "The Influence of Workplace Spirituality, Commitment and Organizational Culture on Teacher Productivity", *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 7(1): 11-25.
- Yadav, R. S. & Maheshwari, S. (2019), "Spirituality at Workplace", *Indian Journal of Industrial Relations*, 54(3) 516- 28.
- Zhao, X., Zuo, J., Wu, G. & Huang, C. (2019), "A Bibliometric Review of Green Building Research 2000-2016", *Architectural Science Review*, 62(1): 74-88.
- Zou, W., Lin, B., Su, L. & Houghton, J. D. (2022), "Spiritual Leadership and Employee CSR Participation: A Probe from a Sensemaking Perspective", *Journal of Business Ethics*, 186(3): 695-709.