**Bibliometric analysis and research directions concerning visualization of workplace spirituality**

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**Abstract** Workplace spirituality has become a significant area for research in recent years due to its ability to benefit employees and improve organizational performance. This research paper analyzes the development of workplace spirituality from 2003 to 2022, with an emphasis on its potential outcomes. Using VOS viewer software, a bibliometric study is performed on a sample of 478 articles from the Scopus database. The study presents various bibliometric indicators, including the number of publications, subject areas, most influential authors, journals, and countries; citation and cocitation maps of authors and journals; and the identification of nineteen central themes and three clusters through co-occurrence analysis. The study also highlights the three major clusters: workplace spirituality and organizational performance, workplace spirituality and leadership, and spirituality and well-being. The paper discusses the various theories and methods used in the WPS literature and provides insights into future research directions. The findings of this study have important implications for scholars and practitioners interested in enhancing the performance of employees and organizations.

**Keywords**: bibliometric analysis, citation analysis, co-occurrence analysis, cluster analysis, VOS viewer, workplace spirituality

**1. Introduction**

Workplace spirituality (WPS) is a concept that has become more popular in recent years as organizations try to build good work environments that help employee well-being, job satisfaction, and performance (Hassan et al., 2022; Aboobaker et al., 2021). Workplace spirituality provides meaning, community at work, and internal motivation for employees (Pawar, 2008). Using organizational-level workplace spirituality instead of individual spiritual development (Pawar, 2017). Moreover, spiritual capital, the spiritual core of the organization, spirituality at work, spirit at work, and ethical and moral principles at work are also related terms to workplace spirituality (Göçen and Özgan, 2018).

The concept of WPS has been examined in previous research in different contexts. There has recently been a rise in interest in examining the effects of workplace spirituality (WPS) in various contexts, such as banking (Habeeb, 2019; Adawiyah et al., 2020; Belwalkar et al., 2018), educational institutions (Al-Mahdy et al., 2022; Mahipalan and Sheena, 2019; Arokiasamy and Tat, 2020), healthcare (Farooq Albuquerqu et al., 2014; Hussain and Hussain, 2020), hospitality (Widjaja et al., 2020; Alfarajat and Emeagwali, 2021; Zou and Dahling, 2017), and information technology (Riasudeen and Singh, 2020; Wahid and Mustamil, 2017).

Bibliometric analysis is an effective tool for a systematic review of the literature on emerging areas in the field (Donthu et al., 2021). It can help find the most important authors, journals, and publications in the WPS and help keep track of how research themes and clusters change over time. Researchers want to answer the following questions with a bibliometric study of the literature on spirituality in the workplace: RQ1: What is the overall trend in research on workplace spirituality? RQ2: Who are the most prolific authors and journals, and what are their contributions to the field? RQ3: What are the most common themes and clusters associated with workplace spirituality research? RQ4: What are the most frequently cited works in the literature on workplace spirituality? To address the research questions, the following research objectives are framed: to provide an in-depth assessment of the literature on workplace spirituality; to identify the most prominent authors, journals, and publications in the field; to identify the most common themes and clusters of research on workplace spirituality; and to examine the citation network and determine the most influential works and clusters in the literature. To fulfill these objectives, a comprehensive review of Scopus was performed, and 478 articles were identified and analyzed using VOS viewer software. This study contributes to the existing research on workplace spirituality through bibliometric analysis. The study identifies central themes and clusters in the literature to provide future research directions. Furthermore, it could also emphasize how the study’s findings could serve practitioners and researchers interested in workplace spirituality.

The following sections comprise the research. The second and third sections discuss the methodology and analysis. The next sections describe the discussion, limitations, and future research directions.
2. Bibliometric Methodology

An extensive strategy was adopted using the topic search "workplace spirituality" in the Scopus database. The search strategy included a combination of keywords such as "workplace spirituality" and "spirituality at work." There are no language restrictions, and the publication year ranges from 2002 to 2022. The search topic is indicated in the title and abstract, and the keywords are appropriate for the bibliometric analysis. Based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework, the phases are identification, screening, eligibility, and inclusion of the articles (Moher et al., 2015) (Figure 1). The procedure was followed for inclusion and exclusion of articles at every phase to arrive at the search result of 153 articles. A stringent full text analysis was performed to identify the clusters. SCOPUS was used to build a thorough list of various articles in CSV format, which was then processed to provide a file with the requisite structure and format for network analysis in the VOS viewer. VOSviewer is a free and open-source program for creating and visualizing bibliometric networks. The tool was used to complete the following tasks:

- Evaluation of the number of articles published
- Evaluation of the citations generated by various articles
- Evaluation of the articles published by various authors
- Examination of the articles published by several countries
- Examination of the articles published by various organizations
- Examination of the articles published in each respective journal
- Examination of the most popular keywords
- Co-occurrence Network to identify clusters (thematic fields)

![Figure 1 PRISMA Guidelines flow chart.](https://www.malque.pub/ojs/index.php/mr)
2.1 Bibliometric Analysis

The analysis examines several elements of publications, authors, journals, keywords, citations, and nations to determine the research area and domain related to work spirituality.

2.2 Assessment of the number of articles published

The number of publications related to the WPS from 2003 to 2022. Since 2013, there has been a rise in the number of publications. There is a significant increase in interest in the concept of WPS among researchers and practitioners. The formalization of WPS by Milliman et al. (2003) observed a spiritual workplace as one where individuals experienced meaningful work in a community. The concept of WPS proposed the three elements of "meaningful at work," "sense of community," and "alignment with organizational values." Since 2003, the concept of WPS has evolved, and various studies in the research field have been conducted. The figure 2 depicts a graphical representation of year-by-year publications.

![Figure 2 Publication trend.](image)

2.3 Assessment of the citations generated by various articles

The table shows the top 15 journals in terms of WPS publications. The 15 journals on the list account for 34.7% of the 478 articles. Among the journals listed in the ranking, 176 (36.8%) focus on business and management, 83 (17.4%) on arts and humanities, and 75 (15.6%) on social sciences. Altogether, these subject areas cover 69.8% of journal publications related to WPS. Surprisingly, the journals that publish a greater number of articles for WPS are not necessarily the ones with a greater number of citations. Table 1 depicts the journals with more citations. Journals such as ‘Journal of Management Spirituality and Religion’, ‘Journal of Business Ethics’, ‘Journal of Organizational Change Management’, and ‘Leadership Quarterly’. These journals contribute and generate 1000+ citations.

The top 3 journals, such as Leadership Quarterly, Journal of Organizational Change Management, Journal of Organizational Change Management and Journal of Business Ethics, had the highest citations per document.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Journal</th>
<th>Citations</th>
<th>Document</th>
<th>Citations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Journal of management spirituality and religion</td>
<td>1386</td>
<td>62</td>
<td>22.4</td>
</tr>
<tr>
<td>2</td>
<td>Journal of Business Ethics</td>
<td>1364</td>
<td>20</td>
<td>68.2</td>
</tr>
<tr>
<td>3</td>
<td>Journal of organizational change management</td>
<td>1059</td>
<td>9</td>
<td>117.7</td>
</tr>
<tr>
<td>4</td>
<td>Leadership Quarterly</td>
<td>1908</td>
<td>6</td>
<td>318.0</td>
</tr>
<tr>
<td>5</td>
<td>Leadership and organization development journal</td>
<td>307</td>
<td>7</td>
<td>43.9</td>
</tr>
<tr>
<td>6</td>
<td>Journal of management development</td>
<td>222</td>
<td>8</td>
<td>27.8</td>
</tr>
<tr>
<td>7</td>
<td>Journal of Nursing Management</td>
<td>137</td>
<td>7</td>
<td>19.6</td>
</tr>
<tr>
<td>8</td>
<td>Journal of Human Values</td>
<td>116</td>
<td>6</td>
<td>19.3</td>
</tr>
<tr>
<td>9</td>
<td>International journal of organizational analysis</td>
<td>79</td>
<td>8</td>
<td>9.9</td>
</tr>
<tr>
<td>10</td>
<td>South Asian Journal of Human Resource Management</td>
<td>50</td>
<td>5</td>
<td>10.0</td>
</tr>
<tr>
<td>11</td>
<td>Purushartha</td>
<td>29</td>
<td>8</td>
<td>3.6</td>
</tr>
<tr>
<td>12</td>
<td>Religions</td>
<td>32</td>
<td>5</td>
<td>6.4</td>
</tr>
<tr>
<td>13</td>
<td>Management Letter</td>
<td>29</td>
<td>5</td>
<td>5.8</td>
</tr>
<tr>
<td>14</td>
<td>International Journal of ethics and systems</td>
<td>27</td>
<td>7</td>
<td>3.9</td>
</tr>
<tr>
<td>15</td>
<td>Asian Journal of Business Ethics</td>
<td>25</td>
<td>3</td>
<td>8.3</td>
</tr>
</tbody>
</table>
2.4. Keywords Analysis

With the authors' keywords, a "keyword co-occurrence map" was made. It shows the keywords that appear within five occurrences of each other, along with their respective thresholds. Only 53 keywords met the criterion. Table 7 lists the top keyword occurrences in their published work on WPS. Because this research focuses on analyzing previous studies in the WPS domain, it was logical that the word "workplace spirituality" would have the highest number of occurrences. The analysis revealed that WPS was highlighted 338 times in the documents, giving them a linkage strength of 390. This illustrates the rising scholarly interest in the WPS, which promotes ongoing investigation into the topic (Figure 3).

Other keywords, such as spirituality, spiritual leadership, job satisfaction, organizational commitment, job performance, and leadership, were also discovered in the top ten in the WPS. It is interesting to note that the word "engagement" appears in two different contexts: employee engagement and work engagement. WPS and work engagement (De Carlo et al., 2020) and WPS and employee engagement (Devendhiran and Wesley, 2017; Garg, 2017) studies have used various forms of engagement in relation to WPS. The investigation identified two types of leadership: spiritual leadership (SL) and transformational leadership (TL). Research on work engagement (WE) and TL (Arokiasamy and Tat, 2020; Prabhu et al., 2019) and WE and SL (Hunsaker, 2016; Hunsaker and Jeong, 2020) has used various forms of leadership in connection with WE (Table 2 and Figure 4).

Table 2 Top Keywords of WPS literature

<table>
<thead>
<tr>
<th>Keyword</th>
<th>Occurrences</th>
<th>Total link strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace spirituality</td>
<td>338</td>
<td>390</td>
</tr>
<tr>
<td>Spirituality</td>
<td>67</td>
<td>109</td>
</tr>
<tr>
<td>Spiritual leadership</td>
<td>47</td>
<td>74</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>37</td>
<td>64</td>
</tr>
<tr>
<td>Meaningful work</td>
<td>18</td>
<td>42</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>21</td>
<td>40</td>
</tr>
<tr>
<td>Workplace</td>
<td>22</td>
<td>39</td>
</tr>
<tr>
<td>Religion</td>
<td>20</td>
<td>37</td>
</tr>
<tr>
<td>Job performance</td>
<td>12</td>
<td>31</td>
</tr>
<tr>
<td>Leadership</td>
<td>14</td>
<td>29</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>15</td>
<td>27</td>
</tr>
<tr>
<td>Work engagement</td>
<td>12</td>
<td>27</td>
</tr>
<tr>
<td>Employee well-being</td>
<td>11</td>
<td>25</td>
</tr>
<tr>
<td>Ethics</td>
<td>13</td>
<td>25</td>
</tr>
<tr>
<td>Transformational leadership</td>
<td>11</td>
<td>20</td>
</tr>
</tbody>
</table>

Figure 3 Network map of reputed journals.
2.5. Coauthorship Analysis

A total of 428 authors from 60 countries were examined when assessing the 478 publications in this analysis. India has the most papers published, followed by the United States, Malaysia, Indonesia, the United Kingdom, Pakistan, South Africa, South Korea, China, and Australia, all of which are both highly developed and developing countries. Additionally, the research institutions and organizations are listed with the number of publications (Table 3 and Figure 5). Table 4 and figure 6 presents the details of the data confirming the publication profiling of the WPS research field.

Table 3 Summary of countries, Institutions, and authors.

<table>
<thead>
<tr>
<th>Category</th>
<th>Top ten items based on number of publications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authors</td>
<td>Fry L W (1), Milliman J(1), Pawar B S(7), Duchon D(1), Rego A(1), Kolodinsky R W(1), Petchsawang P(2), Afsar B(1), Dent E B(1), Gotsis G(1)</td>
</tr>
<tr>
<td>Countries</td>
<td>India (118), United States (104), Malaysia (34), Indonesia (29) United Kingdom (25), Pakistan (24), South Africa (21), South Korea (20), China (16), Australia (12)</td>
</tr>
<tr>
<td>Institutions</td>
<td>Cochin University of Science and Technology, India (5), Macau University of Science and Technology, Macao (4), Kyungpook National University, South Korea (7), John Chambers College Of Business and Economics, United States (4), Manipal Academy Of Higher Education, India (3), Lumsa University, Italy (2), North South University, Bangladesh (2), University of Padua, Italy (2), Universidad Nova De Lisboa, Portugal (2).</td>
</tr>
</tbody>
</table>
Table 4 Top cited authors.

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Citation</th>
<th>Citation per year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fry L W (2003)</td>
<td>&quot;Toward a theory of spiritual leadership&quot;</td>
<td>1009</td>
<td>53.1</td>
</tr>
<tr>
<td>Duchon and Plowman (2005)</td>
<td>&quot;Nurturing the spirit at work: Impact on work unit performance&quot;</td>
<td>433</td>
<td>25.47</td>
</tr>
<tr>
<td>Rego and Pina e Cunha, (2008)</td>
<td>&quot;Workplace spirituality and organizational commitment: An empirical study&quot;</td>
<td>311</td>
<td>22.21</td>
</tr>
<tr>
<td>Afsar et al., (2016)</td>
<td>&quot;Linking spiritual leadership and employee pro-environmental behavior: The influence of workplace spirituality, intrinsic motivation, and environmental passion&quot;</td>
<td>205</td>
<td>34.16</td>
</tr>
<tr>
<td>Dent et al., (2005)</td>
<td>&quot;Spirituality and leadership: An empirical review of definitions, distinctions, and embedded assumptions&quot;</td>
<td>196</td>
<td>11.52</td>
</tr>
<tr>
<td>Gupta et al., (2014)</td>
<td>&quot;Creating Satisfied Employees Through Workplace Spirituality: A Study of the Private Insurance Sector in Punjab (India)&quot;</td>
<td>150</td>
<td>18.75</td>
</tr>
</tbody>
</table>

Figure 6 Network map of top cited authors.

2.6. Cocitation analysis - Document cocitations

The cocitation review investigated the network of documents linked to WPS. The examination of document cocitations assists us in identifying the relevance of various documents in a certain field. A total of 30,309 citations were generated, with 12 of them meeting the minimum of 10 citations per article. Twelve sources are distributed across two primary clusters. The first cluster reflected the publications on WPS and was the most cited cluster, with a total of 155 citations. The sample document in this cluster, Milliman et al. (2003), titled "Workplace Spirituality and Employee Work Attitudes: An Exploratory Empirical Assessment", attempts to conduct an empirical study of the relationship between WPS and five job attitude factors. The publications in the WPS made up the second cluster, which had 95 citations. The sample document in this cluster, Kolodinsky et al. (2008), titled "Workplace values and outcomes: Exploring personal, organizational,
and interactive workplace spirituality”, attempts to explore spirituality in the workplace from an individual, organizational, or interactive perspective (Figure 7).

2.7. Author cocitations

The cocitations of the authors map the authors and their contributions to the field of WPS. After processing the cited reference data gathered from our 478 papers, our study generated a sample of 13295 authors (Figure 8). Following that, only 72 authors with at least 20 citations were chosen. Cocitation analysis was performed on these 72 contributions, and Figure 6 depicts the resulting network, which included the formation of four clusters.
2.8. Cluster Analysis

With the VOS viewer, an advanced piece of software, keywords are found, evaluated, and organized. The articles obtained from the Scopus database were organized into three distinct clusters (Cluster 1: workplace spirituality and organizational performance; Cluster 2: spirituality at work and leadership; and Cluster 3: spirituality and well-being), as detailed in the following paragraphs. Each cluster discusses a distinct facet of WPS (Figure 9).

Cluster 1 was labeled workplace spirituality and organizational performance. Keywords such as emotional intelligence, employee engagement, organizational citizenship behavior, organizational performance, self-efficacy, transformational leadership and workplace spirituality. The existing research study discusses and confirms that the WPS improves employee performance. Organizational citizenship behavior (OCB) improves WPS and employee performance (Al-Mahdy et al., 2022; Garg, 2017; Haseeb, 2019; Jena and Pradhan, 2018; Jena, 2022). WPS influence the interaction between transformational leadership, work engagement and team effectiveness (Arokiasamy and Tat, 2020; Margaretha et al., 2021; Milliman et al., 2018; Prabhu and Koodamara, 2021; Widjaja et al., 2020).

Cluster 2 was named spirituality at work and leadership. Keywords such as job involvement, job satisfaction, leadership, organizational justice, psychological well-being, and spirituality at work. The existing research studies discuss and confirm that a greater level of spirituality in the workplace strengthens job satisfaction (Adawiyah et al., 2020; Ahmad and Omar, 2014; Belwalkar et al., 2018; Dubey et al., 2020), psychological well-being (Ahmed et al., 2022; Koburtay and Alzoubi, 2020; Mahipalan and Sheena, 2019), and leadership (Alfarajat and Emeagwali, 2021; Dubey et al., 2020; Riasudeen and Singh, 2020).

Cluster 3 was termed spirituality and well-being. Keywords such as Employee spirituality, religion, spiritual well-being, employee well-being, spiritual leadership, and sustainability. Prior research studies have discussed and confirmed spirituality at work and well-being (Aboobaker et al., 2019; Garg, 2017; Hassan et al., 2022; Hunsaker and Jeong, 2020), spirituality and sustainability (Hafeez et al., 2022; Jnaneswer and Sulphey, 2021; Sulphey, 2022) (Table 5).

Figure 9 Network visualization of different clusters.

Table 5 Classification of clusters, theories, methods and future directions.

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Central Themes</th>
<th>Relevant work</th>
<th>Theories used</th>
<th>Methods</th>
<th>Future research direction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace spirituality and organizational performance</td>
<td>Emotional Intelligence, Employee engagement, Organization citizenship behavior, Organizational</td>
<td>Al-Mahdy et al. (2022); Arokiasamy and Tat (2020); Garg, (2017); Haseeb, 2019; Jena (2022); Jena and Pradhan, (2018); Margaretha et al.,(2021);</td>
<td>Theory of Workplace Spirituality, Self Determination Theory, Social Exchange Theory, Social Cognitive Theory, Theory of Organization Citizenship,</td>
<td>Regression analysis, Multiple regression analysis, Need condition analysis,</td>
<td>Future research should examine how organizational cynicism, self-efficacy, self-confidence, subjective skills, and aptitude affect employee performance and organizational citizenship</td>
</tr>
</tbody>
</table>
### 3. Discussion

Performance, Self-efficacy, Transformational leadership, & Workplace spirituality  
Milliman et al. (2018); Porter et al. (2022); Prabhu and Koodamara (2021); Prabhu et al. (2019); Widjaja et al., (2020)  
Theory of Spiritual Leadership, Spell over Theory, Symbolic Interactionist, Theories of Identity, Theory of Charismatic Leadership, Robust Theories, Karma Theory, Conservation of Resources, Gender Socialization Theory, Theory of Optimal Distinctiveness of Identities, & Engagement Theory  
PLS-SEM, & CB-SEM  

<table>
<thead>
<tr>
<th>Spirituality at work and leadership</th>
<th>Job involvement, Job satisfaction, Leadership, Organizational justice, Psychological well-being, &amp; Spirituality at work</th>
<th>Adawiayah et al. (2020); Ahmed et al., (2022); Ahmad and Omar, (2014); Alfarajat and Emeagwali, (2021); Belwarkar et al., (2018); Dubey et al., (2020); Koburtay and Alzoubi, (2020); Mahipalan and Sheena, (2019); Pariyanti et al. (2022); Riasudeen and Singh, (2020)</th>
<th>Hierarchical Regression Analysis, Multiple Regression analysis, Regression analysis, PLS-SEM, &amp; CB-SEM</th>
<th>Research on WPS and psychological well-being and potential future direction. Researchers are encouraged to do more research to determine how person-organization spirituality works in different parts of South Asia. Future research is encouraged to compare both the hedonian and eudaimonian notions of well-being. Future research could focus on impact of meditation and mindfulness on employee well-being and productivity.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spirituality and well-being</td>
<td>Employee spirituality, Religion, Spiritual well-being, Employee well-being, Spiritual leadership, &amp; Sustainability</td>
<td>Aboobaker et al., (2019); Garg, (2017); Hassan et al., (2022); Hunsaker and Jeong, (2020); Hafeez et al., (2022); Jnaneswer and Sulphey, (2021); Luu (2022); Sulphey, (2022)</td>
<td>Multi group analysis, SEM, Multinomial Logistic Regression, Need Condition Analysis, Regression Analysis, PLS-SEM, &amp; Hierarchical Regression Analysis</td>
<td>Future studies should replicate the findings with more diverse religious affiliations. Future research should look at more diverse mediating or moderating variables, such as individual personality, leadership style, and sustainability to better understand the impact of spirituality on employee outcome variables.</td>
</tr>
</tbody>
</table>
This study addressed the research questions and objectives with a bibliometric analysis of the literature on workplace spirituality. WPS research trends from 2003 to 2022. According to the findings, the total number of publications has increased since 2013. Researchers and practitioners are becoming increasingly interested in the concept of WPS. The top fifteen journals account for 34.7% of the 478 articles. These journals cover subject areas such as business and management (36.8%), arts and humanities (17.4%), and social sciences (15.6%). Journals such as "Journal of Management Spirituality and Religion", "Journal of Business Ethics", "Journal of Organizational Change Management", and "Leadership Quarterly". These journals contribute and generate 1,000+ citations. The top three journals with the most citations per document are Leadership Quarterly, Journal of Organizational Change Management, and Journal of Business Ethics.

The most prominent authors in the WPS research are Fry, L. W. (2003); Milliman et al. (2003); Duchon and Plowman (2005); Rego and Pina-e-Cunha (2008); and Kolodinsky et al. (2008). Interestingly, the authors are ranked on the basis of citations, and researchers compute the citations per year, while some of the recent papers have high citations per year, and old papers have high citations. The authors’ contributions enhance the research on WPS by presenting the philosophical foundation, definitions, and theories related to WPS. The authors have researched WPS and its relationships with work attitudes, organizational commitment, spiritual leadership, job satisfaction, and religion.

With the help of bibliometric analysis, researchers have found several main themes in the WPS literature. The themes are emotional intelligence, employee engagement, organizational citizenship behavior, organizational performance, self-efficacy, transformational leadership, and workplace spirituality. The themes are job involvement, job satisfaction, leadership, organizational justice, psychological well-being, and spirituality at work. The themes are employee spirituality, religion, spiritual well-being, employee well-being, spiritual leadership, and sustainability.

Researchers identified three clusters consisting of 83 articles in the WPS literature and analyzed different insights, such as scholarly work, theories, methodology, and future research. The first clusters are labeled workplace spirituality and organizational performance. This cluster comprises 29 articles to represent publications from 2013 to 2022 and a maximum of six articles published in 2020. The existing research studies discuss and confirm that the WPS improves employee performance. Organizational citizenship behavior (OCB) improves WPS and employee performance (Al-Mahdy et al., 2022; Garg, 2017; Haseeb, 2019; Jena and Pradhan, 2018; Jena, 2022). WPS influence the interaction between transformational leadership, work engagement and team effectiveness (Arokiasamy and Tat, 2020; Margaretha et al., 2021; Milliman et al., 2018; Prabhu and Koodamara, 2021; Widjaja et al., 2020). Most studies have used theories such as self-determination theory, spillover theory, theory of workplace spirituality, social exchange theory, social cognitive theory, theory of organizational citizenship, and theory of spiritual leadership to describe these phenomena. Regression analysis and SEM analysis are the two most commonly used methods for analyzing the relationships in this cluster.

The second cluster is labeled spirituality at work and leadership. This cluster comprises 27 articles to represent publications from 2012 to 2022 and eight articles published in 2020. The existing research studies discuss and confirm that a greater level of spirituality in the workplace strengthens job satisfaction (Adawiya et al., 2020; Ahmad and Omar, 2014; Belwalkar et al., 2018; Dubey et al., 2020), psychological well-being (Ahmed et al., 2022; Koburtay and Alzoubi, 2020; Mahipalan and Sheena, 2019), and leadership (Alfarajat and Emeagwali, 2021; Dubey et al., 2020; Riasudeen and Singh, 2020). Most studies used theories such as dispositional theory, needs fulfilment theory, social control theory, the broaden and build theory of positive emotions, and servant leadership to describe the phenomena. Multiple regression analysis and SEM analysis are the two most commonly used methods for analyzing the relationships in this cluster.

Finally, the third cluster is named spirituality and well-being. This cluster comprises 27 articles to represent the publications from 2012 to 2022 and ten articles published in the year 2022. Prior research studies have discussed and confirmed spirituality at work and well-being (Aboobaker et al., 2019; Garg, 2017; Hassan et al., 2022; Hunsaker and Jeong2020), spirituality and sustainability (Hafeez et al., 2022; Jnaneswer and Sulphey, 2021; Sulphey, 2022). Most studies used theories such as the theory of workplace spirituality, spiritual leadership theory, self-determination theory and spillover theory. Regression analysis and SEM analysis are the two most commonly used methods for analyzing the relationships in this cluster. This analysis can help guide future research in the field and enhance organizational practices and policies that encourage workplace spirituality by identifying the most common themes and clusters in the literature.

4. Final Considerations

This study identifies the most influential authors, journals, publications, citations, countries, and institutions to improve the understanding and use of WPS at different levels, such as the individual, organizational, and societal levels. This gives us valuable information that we can use to improve our understanding and use of WPS. The analysis shows that research on spirituality in the workplace has grown considerably over the past ten years, with more publications and authors looking into the links between spirituality in the workplace and employee well-being, organizational performance, and other work-related outcomes. Using bibliometric analysis, a comprehensive review of 83 articles on WPS was performed. Based on co-occurrence and citation network analysis, we identified three themes and three clusters to identify possible research gaps. Mapping the evolution of research themes and clusters over time reveals that research on workplace spirituality has become more focused and specialized, with scholars exploring specific aspects of workplace spirituality in greater depth and providing

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future research avenues for the advancement of WPS literature. Overall, this bibliometric analysis is a useful tool for researchers and practitioners who want to learn more about spirituality in the workplace. It helps to find research gaps and themes, as well as guide future research and practice (Figure 10).

5. Limitations and Future Research

There are some limitations that need to be addressed in future studies. First, the study searched the Scopus database for WPS literature. Future research could broaden the study by utilizing other databases, such as the Web of Science. Second, the keyword selection is limited to "workplace spirituality" and "spirituality at work". There is a future possibility of other keywords or combinations of keywords. Third, while bibliometric analysis provides a quantitative overview of the literature, it does not provide a detailed qualitative analysis of the content of the publications. Future research may focus on both qualitative and quantitative analysis to gain an in-depth understanding of the WPS literature. Finally, the analysis of the evolution of research themes and clusters over time provides limited insight into the development of the field. Future studies may identify different themes and clusters (refer to Table 5) to advance the understanding of WPS in different fields of study.

Ethical considerations

Not applicable

Conflict of Interest

The authors declare no conflicts of interest.

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References


