



INTELLECTUAL STRUCTURE AND RESEARCH TRENDS IN WORKPLACE SPIRITUALITY: A BIBLIOMETRIC ANALYSIS

K. P. Illyas¹  & Dr. P. Abdul Azees² 

RESEARCH ARTICLE



Author Details:

¹ Research Scholar,
Research Department of Commerce,
Farook College (Autonomous),
University of Calicut, Kozhikode,
Kerala, India;

² Professor, Research Department of
Commerce, Farook College
(Autonomous), University of Calicut,
Kozhikode, Kerala, India

Corresponding Author:

K. P. Illyas

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Abstract

Workplace spirituality has attracted substantial attention in management during the past decade, showing a growing interest in integrating spirituality and work-related practices. This bibliometric study intends to provide a thorough perspective of the scholarly landscape around workplace spirituality and management by examining research publications published between 2004 and 2023 using bibliometric citation analysis. For that goal, 119 papers from the Scopus database are analyzed further to determine the publication activities of the concerned area. VOSviewer software was used for analyzing the data. Drawing on a vast collection of academic literature, this study applies bibliometric tools to find major trends, influential authors, and core research publications within this subject. By combining the findings of multiple studies, this analysis intends to contribute to a better understanding of the evolution and current state of workplace spirituality research within the management area. The study shows a significant growth in the volume of publications on workplace spirituality, showing the growing understanding of its value to organizational management. Key issues that have emerged from the investigation include the impact of workplace spirituality on employee well-being, organizational culture, leadership practices, and the overall performance of firms. This study serves as a valuable resource for academics, practitioners, and policymakers seeking to advance their understanding of how spirituality can be integrated into the contemporary workplace to enhance organizational outcomes and employee well-being.

Keywords: *Bibliometric Analysis, Workplace Spirituality, Management, Review, VOS viewer*

Introduction

Workplace spirituality (WPS) is a collection of organizational values that facilitate employees' transcendental experiences and are evident in the culture. By interacting with people in a way that fulfils them, their work might enhance their sense of wellbeing (Jurkiewicz & Giacalone, 2004) Fullness and joy. In the 1990s, WPS research first began. Scholarly journals then started publishing studies in this field (like the Journal of Organizational Change Management). The first ten years of the twenty-first century, and started to receive increasing attention from social scientists. It has been observed that the conceptual evolution of WPS has undergone an unusual shift throughout time. Occupational spirituality can be defined as the assimilation of one's life experiences into one's workplace. It is concerned not only with one's personal spirituality but also with the spiritual environment that the company offers its employees. Other scholars claim that the main focus of WPS is connection, not only with coworkers but also with the environment or culture of the organization and the outside world (Corner, 2009; Daniel, 2010; Leigh, 1997). This claim broadened the notion even further.

According to Ashmos & Duchon, (2000), Spirituality at work is a phenomenon where people can fulfil their inner selves while also experiencing a community's working style by completing meaningful job. Later, Milliman et al., (2003) expanded Ashmos and Duchon's concept of 'work' by defining a spiritual workplace as a place where individuals find (a) meaning in their work and (b) fulfilment by participating in a team or group. Workers engage in meaningful work at a spiritual workplace where they keep cognitive awareness while experiencing compassion and transcendence (Petchsawang & Duchon, 2009). Although WPS has been studied at three levels in the past individual, group, and corporate/organization the most important studies, Duchon & Plowman, (2005) Krishnakumar & Neck, (2002) have examined WPS at the individual level and have identified certain personal interpretations of WPS, including "meaning," "purpose," "compassion," along with "transcendence." Additionally, a group's conceptualization and realization of spirituality is defined as a spiritual environment marked by a commitment to working within a broader societal and ecological context, a sense of connection, integrity, and meaningful and purposeful work experiences (Pandey et al., 2009). Bell & Taylor, (2004) suggested that Spiritual Management Development promotes an implicit, internalised kind of religion in which the pursuit of meaning and self-awareness are strongly related. Strong religion

integration may lead to similarities in perception, attitudes, and behaviour, according to the discovery of consistent integration patterns across numerous industries, occupations, denominations, and demographic groups (Lynn et al., 2011). Last but not least, an organizational definition of spirituality is a culture or environment that helps employees achieve transcendence via their work activities, enabling them to connect with others in a way that makes them feel joyful, content, and fulfilled (Giacalone & Jurkiewicz, 2003).

The study aims to address the following research questions: (a) in terms of keywords, journals, authors, and countries, what are the most influential trends in WPS? (b) What are the gaps in WPS research and future research directions? Hence, based on the research questions, the research intends to:

1. To study the top influential trends in WPS in terms of keywords and themes, journals, authors, articles, and affiliated countries.
2. To identify the gaps and areas for future research.

A comprehensive evaluation of Scopus was done for these objectives, and 119 articles were identified and submitted for data analysis using the VOSviewer software. This study adds to the field's knowledge and provides better or complementary viewpoints. Moreover, the research agenda established is meant to encourage greater research on the subject. It is crucial to thoroughly review the prior literature, methodically synthesize it, explain the results, and point out any research gaps and constraints and future research goals. This study uses bibliometric methodologies to accomplish this, which combine a variety of quantitative tools capable of managing big data sets connected to the literature. The bibliometric evaluation of the existing literature then evaluates the current condition of the subject and identifies areas of study and academic bases of sectors where the use of workplace spirituality is examined, and frameworks for additional research are provided. It has got significant attention at the international level.

Review of literature

Numerous research studies on Workplace Spirituality (WPS) are investigating the influence of spirituality on various individual and organizational aspects. Duchon & Plowman, (2005) established that a leader's spirituality enhances productivity and has a favourable effect on followers' spiritual growth. Rego & Pina e Cunha, (2008) found a correlation between employees' spiritual experiences and their dedication to and sense of belonging to the company. Kolodinsky et al., (2008) found that WPS is linked to higher levels of job satisfaction, organizational identity, and engagement, but it is also linked to organizational dissatisfaction and frustration. In a study by Madan & Srivastava, (2015), it was concluded that there is a significant relationship between employee engagement and job satisfaction, particularly among bank managers. Pandey et al., (2009) examined the banking sector and discovered that employees' service to clients is positively impacted by a spiritual workplace. Otaye et al., (2020) demonstrated how promoting spirituality in the workplace may have an impact on employees' actions, encouraging them to make moral decisions and engage in prosocially motivated behavior. Quttainah, (2019) highlighted the crucial roles of joy and trust in shaping strategic behavior. Altaf & Atif, (2011) discovered that WPS increases worker satisfaction and fulfillment by reducing task overload. Furthermore, studies have shown that Organizational results, such as dedication and performance, are greatly impacted by spiritual leadership (Fry et al., 2005), followers' organizational citizenship behavior (OCB) (Chen & Yang, 2012), and work fulfillment productivity (Miluwi, 2014). The study by Bayighomog & Arashi, (2019) examines the relationship between spiritual leadership and customer-oriented behaviours (COBSBs) among frontline employees (FLEs) in hotels, as well as the mediating impact of employee feeling of calling and membership. Research has also explored the relationships between a spiritual climate, learning, and team innovation (Lata & Chaudhary, 2020). Pawar, (2009) emphasised employees' self-transcendence and argued that it is connected to organisational justice, OCB, organisational support, and transformational leadership. Dent et al., (2005) advocated that a deeper comprehension of the relationship between spirituality and leadership, two ubiquitous concepts in life, could significantly improve the well-being of people, the environment, and the workplace.

Sharma & Jit, (2013) conducted a conceptual study and identified elements that affect organizational effectiveness, including relationships, forgiveness, empathy, and trust. Hassan et al., (2020) highlighted a substantial and beneficial association between WPS and work-family enrichment (WFE). In the study of Jena, (2021), a positive link was found between WPS and employee performance, mediated by OCB and emotional intelligence. Singh & Chopra, (2018) identified correlations between WPS, work engagement, and grit/tenacity. Mahipalan & Sheena, (2019) found a favorable connection between OCB, WPS, and teacher self-efficacy.

Garg & Saxena, (2020) investigated the strong relationship between WPS and constructive deviance. The importance of WPS in improving workplace characteristics including organizational commitment and life satisfaction is highlighted by recent studies (Jeon & Choi, 2021), reducing employee cynicism and turnover intentions (Shrestha & Jena, 2020), mitigating occupational stress (Jalan & Garg, 2021), and reducing workplace incivility (Lata & Chaudhary, 2020). Fernando & Jackson, (2006) speculate that in order to produce successful "right" decisions, spiritually motivated decision makers will typically attempt to transcend the rational and bounded to the unbounded or spiritually-inspired decision-making processes. The decision-making process of spiritually driven leaders is likely to have a significant, if not dominant, part in determining the outcome when they are faced with challenges that require them to go deeper and draw from their spirituality in order to find the "right way" of handling the circumstance.

Methodology

Analyzing bibliographic data using bibliometric techniques is one of the most important ways to assess the quality of scholarly output (Szomszor et al., 2021). Bibliometric analysis, a quantitative method for evaluating a lot of databases, is the foundation of this work. We look at publication patterns in terms of authors, publications, institutions, and nations in order to gather data on workplace spirituality research. September 2023 saw the retrieval of data for the study, and further analysis was conducted using the Scopus database. Initially, a comprehensive search was conducted in Scopus using keywords derived from a meticulous examination of publications related to workplace spirituality. Scopus contains a large number of databases, which contributes to its popularity. Although it would be enough justification to use Scopus, we think the main cause is the field's obvious immaturity. We made the decision to increase the scope of our literature search because this topic is still developing. "Workplace spirituality" and "management" are two examples of search terms used to gauge titles, abstracts, and keywords. It is restricted to research publications written in English and published in the fields of accounting, business, management, social science, and the arts and humanities.

119 articles make up the final paper used for bibliometric analysis. Data analysis using VOS viewer software is the general methodology. Building and viewing bibliometric networks such as networks of journals, scholars, or publications based on citations, bibliographic coupling, or co-authorship links is beneficial. Additionally, VOS Viewer provides text mining capabilities that can be used to build and examine networks of phrases that co-occur in a body of scientific literature. Additionally, citation analysis, co-occurrence, and other methods are employed to comprehend workplace spirituality publication activities.

Results and Discussion

Publication trend of workplace spirituality

Figure 1 shows the trend in workplace spirituality from 2004 to 2023.

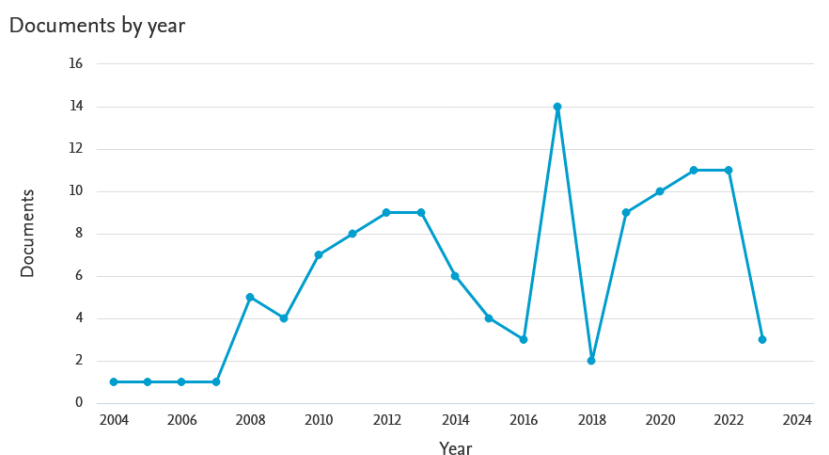


Figure 1: Publication trend of workplace spirituality

Between 2004 and 2023, the increasing pattern of WPS research and the chronological distribution reveal the publication trend (refer to Figure). The early years span the years from 2004 to 2007. It shows a stagnant trend. From 2007 onwards the number of publications increased. From 2013 to 2016 a downfall was noticed. A considerable increase happened in 2017 and it is the most important year of this publication activities, followed by 2021 and 2022.

Top authors, and journals of workplace spirituality

Author	TC	Journal	TC	TP
Rego a.	327	Journal of management, spirituality, and religion	912	35
Dent e.b	210	Journal of Organizational Change Management	381	4
Fernando m	132	Leadership Quarterly	210	1
Petchsawang p	132	Human relations	200	2
Bell e	126	Journal of management and organization	132	1
Barg n.	95	Journal of Business Ethics	114	3
Lynn m.l	74	Journal of Human Values	104	2
Lenka u.	64	Journal of Management Development	97	5
Bayighomog s.w.	55	Service industries journal	55	1
Otaye-ebede l.	55	Journal of human resources in hospitality and tourism	42	1

Table 1: Top authors and Journals of workplace spirituality

The productivity and citations of workplace spirituality publications by authors and journals are shown in Table 1. Rego a. (327 citations) and Dent e.b. (210 citations) are the most cited authors in the subject of WPS research. With 912 citations, the Journal

of Management, Spirituality and Religion was the leading publication on workplace spirituality, followed by the Journal of Organisational Change Management with 381. With 35 publications, the Journal of Management, Spirituality, and Religion had the most publications, followed by the Journal of Organisational Change Management with four.

Countries by citation and number of documents

The United States was ranked 1 in the category of documents (31 documents) and citations (1101 citations) Further Portugal secured the second position in citations with a total of 410 citations and 5 documents, followed by India with 355 citations and 14 documents, and followed by the United Kingdom, Thailand, and others.

Country	Document	Citation
United States	31	1101
Portugal	5	410
India	14	355
United Kingdom	12	307
Thailand	3	241
New Zealand	4	227
Australia	5	172
Canada	4	78
Turkey	3	74
Malaysia	4	73

Table 2: Countries by citation and number of documents

Top articles on workplace spirituality and management research

This analysis identifies the top-ranking documents in the WPS domain in terms of the number of citations. The article ‘Workplace Spirituality and Organizational Commitment: An Empirical Study’ (Rego a, 2008) was the most cited article with 327 citations. The second most cited document in the collection was ‘Spirituality and leadership: An empirical review of definitions, distinctions, and embedded assumptions’ (Dent e b, 2005), with a total of 210 citations, followed by ‘workplace spirituality, meditation, and work performance’ (petchsawang p, 2012) and ‘The influence of religion-based workplace spirituality on business leaders’ decision-making: An inter-faith study’ (Fernando m, 2006) with a count of 132 citations each.

Highly prominent articles	Total citation
Workplace spirituality and organizational commitment: an empirical study	327
Spirituality and leadership: An empirical review of definitions, distinctions, and embedded assumptions	210
Workplace spirituality, meditation, and work performance	132
The influence of religion-based workplace spirituality on business leaders’ decision-making: An inter-faith study	132
From Outward Bound to Inward Bound’: the Prophetic Voices and Discursive Practices of Spiritual Management Development	126
Workplace spirituality, mindfulness meditation, and work engagement	95
Workplace Spirituality and Employee Well-being: An Empirical Exploration	95
Connecting religion and work: Patterns and influences of work-faith integration	74
Workplace spirituality – customer engagement Nexus: the mediated role of spiritual leadership on customer-oriented boundary–spanning behaviors	55
A Multilevel Model Examining the Relationships Between Workplace Spirituality, Ethical Climate, and Outcomes: A Social Cognitive Theory Perspective	55

Table 3: Top articles on workplace spirituality and management research

Co-occurrence analysis using keywords

One type of analysis that uses keywords is called co-occurrence analysis. One important method for determining emerging problems and the writers’ focus on the topic is to analyze the keywords used in articles. The study of the keywords used by the writers in their publications gives an indication of the topics that are being examined in these studies of workplace spirituality. Figure 2 illustrates that 30 of the 437 keywords in the 119 articles match the minimal requirement of three times. The map shows the top 20 keywords that were used most frequently in the study. Workplace spirituality, spirituality, and spiritual leadership are the most often used terms in the research. With 77 instances and a link strength of 78, workplace spirituality is the most frequently utilized of the different keywords. Spirituality (27 instances), spiritual leadership (12 occurrences), and workplace (11 occurrences) are the other three most commonly used keywords.

Sl. No	Keyword	TO	Sl. No	Keyword	TO
1	Workplace spirituality	77	11	Human resource management	4
2	Spirituality	27	12	Management practice	4
3	Spiritual leadership	12	13	Customer satisfaction	3
4	Workplace	11	14	Employee spirituality	3
5	Religion	10	15	Cultivation	3
6	Leadership	6	16	Employees	3
7	Ethics	5	17	India	3
8	Job satisfaction	5	18	Article	3
9	Management	5	19	Job performance	3
10	Human resource development	4	20	Management development	3

Table 4: Top Keywords

Note(s): TO total occurrences

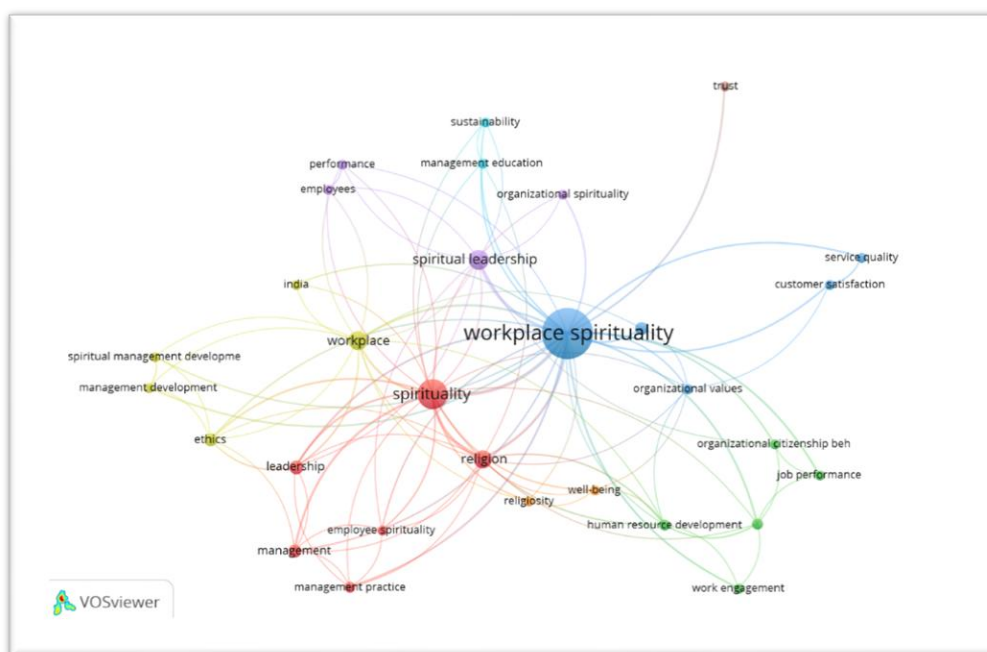


Figure 2: Co-occurrence Analysis of keywords

Discussions and Conclusion

The main objective of this paper is to identify a research gap in the subject of workplace spirituality studies through a bibliometric analysis. To do this, we performed a quantitative bibliometric analysis on 119 papers chosen from the Scopus database between 2004 and 2023. This project aims to lay the groundwork for further research and advancement in the area so that it can continue to expand. Additionally, the researchers believe that this study’s findings will offer a framework for additional research. They were able to learn about the impact that workplace spirituality has had in management studies as well as the scientific foundations of current issue trends.

The data demonstrated that the WPS publication pattern had remained consistent for over a year, suggesting that scholars both currently and in the past considered the topic intriguing and that the results had advanced the field’s understanding. We were able to explore new areas of the research field thanks to the keyword research, and we were able to establish connections between significant research areas and related disciplines thanks to the keyword co-occurrence analysis. The growth of the WPS research domain is thought to be influenced by the keywords found through bibliometric analysis of the most frequently cited papers in recent years. It was discovered that spirituality, spiritual leadership, and workplace spirituality had the biggest impact. According to the data, the top publishing countries overall are Portugal, India, the United States, and the United Kingdom. The Journal of Management, Spirituality, and Religion, Journal of Organisational Change Management, and The Leadership Quarterly are the primary publications. Out of all the authors, Rego a. and Dent e.b. have the most citations. In terms of citations and overall link strength, the most significant journals were the Journal of Organisational Change Management and the Journal of Management, Spirituality, and Religion. Workplace spirituality, spirituality, and spiritual leadership are the most often used terms in the research.

Theoretical and practical implications

This study significantly expands the body of previous material in numerous ways. Using a bibliometric network based on an

examination of 119 articles in the field of workplace spirituality, this study sheds light on the topic's importance. By identifying the main author, journals, and most importantly possible future research opportunities in this field, this study employs a bibliometric technique to close the knowledge gap. The study shows that there is a lot of space for further investigation in this field. This study's main goal is to give academics a better understanding of the topic. The findings then demonstrate the significance of the research on this topic. This essay illustrates the increasing importance of workplace spirituality through a thorough examination of the literature. In India, it was found that workplace spirituality might greatly enhance the working environment. We will therefore be able to put them in touch with people who are aware of this as soon as there is interest in this sector as a potential research field.

Limitations and future research direction

Despite the paper's contributions, some problems still need to be fixed. One is the option to choose a database for data retrieval rather than relying on other sources. Even if the authors of this study assert that Scopus has a substantial number of papers that are typical of the entire field, using multiple databases will provide the issue greater coverage. The inclusion requirements did not apply to books, conference proceedings, PhD theses, or unpublished research publications. Additionally, the analysis ignored the significance of research conducted in other languages because it only included English-language articles.

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