

Table 1. Pre-Existing Spirituality: Types and Direction of Effect

Pre-Existing Spirituality	Definition	Direction of Effect	Source
Spiritual Potential	The spiritual potential originates from values and employees' perception of their capacity to influence the environment. It serves as the internal moral compass and provides rationale for activities.	Employee → Work	Pluta & Rudawska, (2021)
Spiritual Well-being	Spiritual well-being refers to the overall health of an individual's inner resources, the fundamental concerns that shape all other values, the core philosophy that directs behavior, and the centre of meaning that impacts personal and social conduct.	Employee → Work	Tejeda (2015)
Spiritual Intelligence	Spiritual intelligence is a collection of cognitive abilities that facilitate the awareness, integration, and adaptive utilization of the non-material and transcendental dimensions of existence, resulting in profound existential contemplation, enhancement of meaning, acknowledgment of the transcendent self, and mastery of spiritual states.	Employee → Work	Oyewunmi et al. (2021)
Spiritual Knowledge	Spiritual knowledge arises from our reflection on life, the significance of our existence, what we do, and moral values.	Employee → Work	Cegarra-Navarro et al. (2023)
Spiritual Motivation	Spiritual motivation constitutes a valid category of needs. It can be understood as a desire to receive spiritual benefits from external sources, attain spiritual goods through human actions, give spiritual benefits to others, and offer valuable goods to God or the ultimate.	Employee → Work	Guillén et al. (2015)
Spiritual Calling	Spiritual calling is a <i>“summons from God to approach work with a sense of purpose and a pursuit of excellence in work practices”</i> (p. 860)	Employee → Work	Neubert & Halbesleben (2015)
Personal Spirituality	<i>“Workplace spirituality reflects a simple application of the personal spirituality — the totality of personal spiritual value that an individual brings to the workplace and how such values influence ethically-related and ethically unrelated worker interaction and outcomes”</i> (p. 466).	Employee → Work Employee → Organization	Kolodinsky et al. (2008)
Individual Spirituality	<i>“Spirituality is the personal relationship or experience with God or the divine that informs an individual's existence and shapes their meaning, purpose, and mission in daily life. It does not need to encompass religion nor does it by nature exclude religion”</i>	Employee → Organization	Roof (2015)

Source: Authors' Creation

Table 2. Workplace-Driven Spirituality: Types and Direction of Impact

Workplace-Driven Spirituality	Definition	Direction of Effect	Source
Spirituality at Work	“Spirituality at work is recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community.” (p. 137)	Work → Employee	Ashmos & Duchon (2000)
Organizational Spirituality	“Workplace spirituality is a framework of organizational values evidenced in the culture that promotes employees’ experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy.” (p. 577) “Organizational spirituality is a reflection of individual perception of the spiritual values within an organizational setting” (p. 467)	Organization → Employee	(Gotsis & Kortezi (2008) Kolodinsky et al. (2008)
Spiritual Expression at Work	Spiritual expression at work enables individuals to actively incorporate their spiritual ideas into everyday thoughts, conduct, and interactions.	Organization → Employee	Tombaugh et al. (2011)
Spiritual Climate	“The collective perception of the employee about the workplace that facilitates harmony with ‘self’ through meaningful work, transcendence from the limited ‘self’ and operates in harmony with the social and natural environment having a sense of interconnectedness within it” (p. 318)	Organization → Employee	Pandey et al. (2008)
Spiritual Well-being at Work	Spiritual well-being at work consists of calling and membership. Calling is “an experience of transcendence or how one makes a difference through service to others and, in doing so, derives meaning and purpose in life,” and membership is characterized as “to be understood and appreciated” (p. 708). Spiritual well-being in the context of work is workplace spirituality.	Work → Employee	Fry (2003) Altaf & Awan (2011)
Spiritual Leadership	Spiritual leadership encompasses the values, attitudes, and behaviors necessary to motivate oneself and others intrinsically, fostering a sense of spiritual survival through vocation and belonging—resulting in a meaningful existence, a perception of making an impact, and feelings of being understood and valued	Leader → Employee	Fry et al. (2005)
Spiritual Capital	“Spiritual capital refers to the capacities to nurture the intrinsic spiritual value that inspires us to contribute to society.”	Organization → Society	Lee (2024)

Source: Authors' Creation

Table 3. Typology of Spirituality in the Workplace Based on Similar Characteristics

Type	Constructs	Shared Characteristics
Pre-Existing Spirituality	Spiritual potential, Spiritual well-being, Spiritual intelligence, Spiritual knowledge, Spiritual motivation, Spiritual calling, Personal spirituality	This view assumes employees are spiritual beings who want to express their spirituality through work. Not related to work or the workplace.
Workplace-Driven Spirituality	Workplace-driven Spirituality, Spirituality at work, Organizational spirituality, Spiritual expression at work, Spiritual climate, Spiritual well-being at work, Spiritual leadership, and Spiritual capital	This view asserts that work has a spiritual dimension that can fulfil the employees' spiritual needs. Based on the work and the workplace
Spiritual Values and Expressions	Care, Respect, Benevolence, Integrity, Trust, Humility, Forgiveness, Compassion, Appreciation, Gratitude, Thankfulness, Authenticity, Being of service, and Stillness and Peace	This view is based on the principles of humanity and moral values. Based on individual or organizational philosophy
Spiritual Practices	Yoga, Meditation, Mindfulness, Reflection, Journaling, and Prayer	Based on self-development Not related with work directly

Source: Authors' Creation

Table 4. Prominent Theories Used in Past Literature

Theory	Studies	No. of Studies
Self-Determination Theory (Deci & Ryan, 2000)	Aftab et al. (2023), Houghton et al. (2023), Navare & Pandey (2022), Nehra (2023), Srivastava & Gupta (2022), Srivastava et al. (2022), Yang et al. (2023), Milliman et al. (2018), Belwalkar et al. (2018)	9
Spiritual Leadership Theory (Fry, 2003)	Binu Raj et al. (2023), Fry & Cohen (2009), Jeon et al. (2013), Wahid & Mohd. Mustamil (2017), Yang & Fry (2018), Hunsaker (2021), Jeon & Choi (2021)	7
Job Demands-Resources Theory (Bakker & Demerouti, 2007)	Hao et al. (2025), Pluta & Rudawska (2021), Saxena et al. (2020), Selvarajan et al. (2020), Aboobaker et al. (2022), Pawar (2016)	6
Conservation of Resource Theory (Hobfoll, 1989)	Hunsaker (2021), Jeon & Choi (2021), Milliman et al. (2018), Rana et al. (2022), Zou & Dahling (2017), Lata & Chaudhary (2021)	6
Spillover Theory (Wilensky, 1960)	Petchsawang & McLean (2017), Tejeda (2015), Iddagoda et al. (2022), Hunsaker (2021), Hunsaker & Ding (2022)	6
Social Identity Theory (Ashforth & Mael, 1989)	Iddagoda et al. (2022), Bayighomog & Arasli (2022), Prabhu & Modem (2023), Bayighomog & Arasli (2019), Zhang (2020)	5
Social Exchange Theory (Blau, 1964)	Jena (2022), Abualigah (2023), Aboobaker et al. (2022), Bayighomog & Arasli (2019), Zhang (2020)	5

Source: Authors' Creation

Table 5. Context Analysis

Context of Study	No. of Studies	Context of Study	No. of Studies
India	26	England	1
USA	15	Germany	1
China	7	Ghana	1
New Zealand	5	Hongkong	1
Pakistan	5	Indonesia	1
Turkey	4	Iran	1
South Korea	3	Israel	1
Australia	2	Nigeria	1
Brazil	2	North America	1
Malasia	2	Poland	1
Portugal	2	Portugal	1
Romania	2	Scotland	1
Sri Lanka	2	Spain	1
Austria	1	Thailand	1
Bhutan	1	The Netherlands	1
Cameroon	1	No country mentioned	21

Source: Authors' Creation

Table 6. Methodological Analysis

Methodology	Technique
Quantitative	SEM (46), Regression (21), Hierarchical Regression (4), Corelation (2), ANOVA (2), T-Test (2), Logistic Regression (1), Ordinary Least Square, Regression (1), Comparison Analysis (1)
Qualitative	Thematic Analysis (12), Case study (1)
Mixed Method	Thematic Analysis, T-Test (1)
Conceptual	Conceptual (23)

Source: Authors' Creation

Table 7. Research Gaps Identified in the Literature Based on Literature Review Using Sandberg and Alvesson (2011) Gap Spotting.

Type of Gap		Identified Gaps
Confusion Spotting		• Difference between spirituality as workplace spirituality • Religion understood as spirituality
Neglect Spotting	Overlooked Areas	• Employee's understanding of <i>self</i> • Employees' and organizations' materialistic motivations • Process of formation of spiritual perceptions at the workplace • Impact of SIWP on anti-group behavior, such as social loafing and quiet quitting, in the workplace. • Role of communication and trust in enabling SIWP
	Under-Researched Areas	• Causal studies depicting impact of SIWP on EWB • Comparative analysis across different industries • Non-traditional employees such as freelancers, lone workers, part-time workers, and gig workers are recommended to be explored • Spiritual values and Expression role in EWB
	Lack of Empirical Support	• SIWP impact on societal outcomes such as community well-being • Comparative analysis between spirituality and religion on EWB • Impact of SIWP on physical well-being • Application of SIWP in workplaces • Impact of the team's spiritual power on the team's effectiveness • The impact of SIWP on the satisfaction and engagement of stakeholders (investors, suppliers, and vendors) • Role of HRD in enabling SIWP
Application Spotting		• JD-R theory, where spirituality is a personal demand • Role of SIWP in Stakeholder-based HRD Model

Source: Authors' Creation.