

Appendix-I
Previous Literature Reviews: Focus and Findings

Sr. No.	Study	Focus	Findings
1	Dik et al. (2024)	General review of spirituality and religion with a minor focus on employee well-being	Four challenges hamper progress in research in spirituality and religion: conceptualisation, difficulty in measuring core constructs, finding coherence among theoretical diversity, and navigating the application of religion and spirituality in organizations.
2	Vasconcelos (2023)	Evaluation of organizational spirituality as a source of innovative ideas in organizational studies	Organizational spirituality is largely marginalized in mainstream academic discourse, with most of the research published in lower-impact journals or books, despite its relevance and potential to promote human and planetary well-being, according to the findings.
3	Koburtay et al. (2023)	Religion and Spirituality's relation with psychological well-being	Two significant factors contribute to the well-being of employees: Workplace spirituality and individual spirituality.
4	Maidl et al. (2022)	Religion and Spirituality's discussion of for-profit organizations in Europe	Two distinct perspectives on religion and spirituality were identified: 1) the inclusion of a spiritual dimension at work, and 2) the conceptualisation of religious and spiritual orientation as "spiritual capital."

Source: Authors' Creation

Appendix- II

Keywords and Search String Used in the Study

(TITLE-ABS-KEY ("spiritual*" OR "spirit at work") AND TITLE-ABS-KEY (well-being OR wellbeing OR wellness OR flourish* OR thrive* OR welfare OR health OR stress OR anxiety OR burnout OR disengagement OR "work engagement" OR "job engagement" OR "employee engagement" OR "job involvement" OR "job satisfaction" OR "self-acceptance" OR "positive relations" OR "environmental mastery" OR accomplishment OR achievement OR autonomy OR "personal growth" OR "purpose in life" OR "meaning in life" OR "life satisfaction" OR emotion* OR happiness OR mood OR "dispositional affect")) AND (LIMIT-TO (SUBJAREA , "BUSI")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (LANGUAGE , "English")))

Appendix-III

Descriptive Analysis of Paper Used for Review

Year	Studies	Journal	SIWP Component	SIWP Typology	Country	Industry	Methodology	Technique
2019	Aboobaker et al. (2019)	International Journal of Educational Management	Workplace spirituality	Workplace-driven Spirituality	India	Education	Quantitative	SEM
2022	Aboobaker et al. (2022)	Personnel Review	Workplace spirituality	Workplace-driven Spirituality	India	Education	Quantitative	SEM
2023	Abualigah (2023)	Business Strategy and the Environment	Spiritual leadership	Workplace-driven Spirituality	Romania	Hospitality	Quantitative	SEM
2023	Aftab et al. (2023)	International Journal of Emerging Markets	Spirituality	Pre-existing Spirituality	Pakistan	IT	Quantitative	SEM
2017	Ahn et al. (2017)	Journal of Vocational Behavior	Calling	Workplace-driven Spirituality	USA	Employees in Career Transition	Qualitative	Thematic Analysis
2011	Altaf & Awan (2011)	Journal of Business Ethics	Workplace spirituality	Workplace-driven Spirituality	Pakistan	Generic	Quantitative	Regression
2025	Appietu et al. (2025)	Journal of Human Resources in Hospitality and Tourism	Workplace spirituality	Workplace-driven Spirituality	Ghana	Hospitality	Quantitative	SEM
2013	Arnetz (2013)	Journal of Management, Spirituality and Religion	Spiritual values and practices	Spiritual Practice	USA	Generic	Quantitative	Logistic Regression
2023	Badri et al. (2023)	Management Research Review	Spirituality/ Religion	Pre-existing Spirituality	**	Service	Quantitative	SEM
2024	Bantha et al. (2024)	International Journal of Organizational Analysis	Workplace spirituality	Workplace-driven Spirituality	India	Manufacturing, service	Quantitative	SEM
1985	Barnett (1985)	Journal of Business Ethics	Spirituality	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2022	Batool et al. (2022)	Society and Business Review	Spiritual intelligence	Pre-existing Spirituality	Malasia	Hospitality	Quantitative	SEM
2022	Bayighomog & Arasli (2022)	Tourism Management	Spiritual leadership	Workplace-driven Spirituality	Cameroon	Hospitality	Quantitative	Hierarchical Regression
2019	Bayighomog & Araslı (2019)	Service Industries Journal	Spiritual leadership	Workplace-driven Spirituality	Turkey	Hospitality	Quantitative	SEM
2024	Baykal et al. (2024)	Journal of Organizational Change Management	Inner life	Pre-existing Spirituality	Turkey	Service	Quantitative	SEM
2017	Belwalkar & Vohra (2017)	South Asian Journal of Human Resources Management	Workplace spirituality	Workplace-driven Spirituality	Bhutan	***	Conceptual	Conceptual

2018	Belwalkar et al. (2018)	Social Responsibility Journal	Workplace spirituality	Workplace-driven Spirituality	India	Banking	Quantitative	SEM
2023	Binu Raj et al. (2023)	International Journal of Educational Management	Workplace spirituality	Workplace-driven Spirituality	India	Education	Quantitative	SEM
2002	Cavanagh and Bandsuch (2002)	Journal of Business Ethics	Individual spirituality	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2023	Cegarra-Navarro et al. (2023)	Journal of Knowledge Management	Spiritual knowledge	Pre-existing Spirituality	Romania	Knowledge Workers	Quantitative	SEM
2015	Chaston & Lips-Wiersma (2015)	Journal of Management, Spirituality and Religion	Spiritual leadership	Workplace-driven Spirituality	New Zealand	Generic	Qualitative	Thematic Analysis
2016	Chawla (2016)	Journal of Business and Industrial Marketing	Workplace spirituality governance	Workplace-driven Spirituality	*	***	Conceptual	Conceptual
2009	Crawford et al. (2009)	Journal of Human Resources in Hospitality and Tourism	Workplace spirituality	Workplace-driven Spirituality	**	Hospitality	Quantitative	Corelation, T-Test
2015	Crossman (2015)	Journal of Management and Organization	Spiritual self-disclosure	Pre-existing Spirituality	Australia	Generic	Qualitative	Thematic Analysis
2015	Daniel (2015)	Management Research Review	Organizational spirituality	Workplace-driven Spirituality	USA	Part-Time Workers	Quantitative	SEM
2018	Dodds et al. (2018)	Social Responsibility Journal	Spiritual expression	Spiritual Expression	New Zealand	Healthcare	Qualitative	Thematic Analysis
2003	Elliott & Turnbull (2003)	Human Resource Development International	Spirituality	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2011	Exline & Bright (2011)	Journal of Management, Spirituality and Religion	Spirituality	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2012	Fagley and Adler (2012)	Journal of Management, Spirituality and Religion	Spiritual expression	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2010	Fernando and Chowdhury (2010)	Journal of Business Ethics	Spiritual well-being	Pre-existing Spirituality	Australia	Generic	Quantitative	Regression
2006	Fernando and Jackson (2006)	Journal of Management and Organization	Individual spirituality	Pre-existing Spirituality	Sri Lanka	Generic	Qualitative	Thematic Analysis
2017	Garg (2017)	South Asian Journal of Human Resources Management	Workplace spirituality, Personal spirituality	Workplace-driven Spirituality	India	Generic	Quantitative	SEM

2022	Garg et al. (2022)	South Asian Journal of Business Studies	Workplace spirituality	Workplace-driven Spirituality	India	Education	Quantitative	Regression
2021	Gaston-Breton et al. (2021)	Journal of Business Research	Spiritual well-being	Pre-existing Spirituality	Cross-country	Generic	Quantitative	Corelation
2024	Georgiadis and Sarigiannidis (2024)	Journal of Organizational Change Management	Workplace spirituality	Workplace-driven Spirituality	*	***	Conceptual	Conceptual
2024	Gjorevska (2024)	British Journal of Management	Meaningful work	Workplace-driven Spirituality	Scotland	Generic	Qualitative	Thematic Analysis
2023	Goltz (2023)	Journal of Management, Spirituality and Religion	Teams spiritual power	Workplace-driven Spirituality	*	***	Conceptual	Conceptual
2025	Gomes et al. (2025)	Business Strategy and the Environment	Workplace spirituality	Workplace-driven Spirituality	Portugal	Metal Sector	Quantitative	SEM
2025	Jessani et al. (2025)	Journal of Human Resources in Hospitality and Tourism	Workplace spirituality	Workplace-driven Spirituality	Pakistan	Hospitality	Quantitative	SEM
2015	Guillén et al. (2015)	Journal of Business Ethics	Spiritual motivation	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2014	Gupta et al. (2014)	Journal of Business Ethics	Spirituality in the workplace	Workplace-driven Spirituality	India	Insurance	Quantitative	Regression
2025	Hao et al. (2025)	International Journal of Contemporary Hospitality Management	Workplace spirituality	Workplace-driven Spirituality	Hongkong	Hospitality	Quantitative	SEM
2004	Heaton et al. (2004)	Journal of Organizational Change Management	Spirituality	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2009	Heintzman (2009)	Leisure Sciences	Spirituality	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2023	Houghton et al. (2023)	Journal of Management, Spirituality and Religion	Workplace spirituality	Workplace-driven Spirituality	USA	Education	Quantitative	Comparison Analysis
2021	Hunsaker (2021)	Personnel Review	Spiritual leadership	Workplace-driven Spirituality	South Korea	Internet	Quantitative	SEM
2022	Hunsaker & Ding (2022)	Employee Relations	Workplace spirituality	Workplace-driven Spirituality	China	Small and medium enterprise (service and manufacturing industries)	Quantitative	SEM
2022	Iddagoda et al. (2022)	International Journal of Work Organization and Emotion	Workplace spirituality	Workplace-driven Spirituality	Sri Lanka	Generic	Quantitative	SEM
2022	Ihl et al. (2022)	Organization	Mindfulness	Spiritual Practice	Germany, Austria	Genric	Qualitative	Thematic Analysis

2022	Jena (2022)	International Journal of Organizational Analysis	Workplace spirituality	Workplace-driven Spirituality	India	Generic	Quantitative	Regression
2021	Jeon & Choi (2021)	Journal of Organizational Change Management	Workplace spirituality	Workplace-driven Spirituality	South Korea	Generic	Quantitative	Hierarchical Regression
2013	Jeon et al. (2013)	Journal of Management, Spirituality and Religion	Spiritual leadership	Workplace-driven Spirituality	South Korea	MBA Alumni	Quantitative	SEM
2023	Jnaneswar & Sulphey (2023)	South Asian Journal of Business Studies	Workplace spirituality, Self-compassion	Workplace-driven Spirituality	India	Generic	Quantitative	SEM
2019	Joelle & Coelho (2019)	International Journal of Human Resource Management	Emotional balance and inner peace	Workplace-driven Spirituality	Portugal	Generic	Quantitative	SEM
2022	Jolliffe & Foster (2022)	Journal of Business Ethics	Spirituality	Pre-existing Spirituality	England	Retail	Quantitative	ANOVA
2013	Karakas & Sarigollu (2013)	Journal of Business Ethics	Spiritual Value	Spiritual Values	Turkey	Anatolian Tiger	Qualitative	Thematic Analysis
2018	Khari & Sinha (2018)	Global Journal of Flexible Systems Management	Organization Spirituality	Workplace-driven Spirituality	India	Telecommunication	Quantitative	SEM
2019	Kökalan (2019)	Management Research Review	Organization Spirituality	Workplace-driven Spirituality	Turkey	Generic	Quantitative	SEM
2008	Kolodinsky et al. (2008)	Journal of Business Ethics	Organizational spirituality	Workplace-driven Spirituality	*	Generic	Quantitative	Regression
2021	Lata & Chaudhary (2021)	Journal of Business Ethics	Workplace spirituality	Workplace-driven Spirituality	India	Banking, IT	Quantitative	Regression
2024	Lee (2024)	Corporate Social Responsibility and Environmental Management	Spiritual capital	Workplace-driven Spirituality	*	***	Conceptual	Conceptual
2014	Lee et al. (2014)	Journal of Management, Spirituality and Religion	Workplace values	Spiritual Values	*	Service	Conceptual	Conceptual
2010	Lenka et al. (2010)	Total Quality Management and Business Excellence	Workplace spirituality	Workplace-driven Spirituality	India	Banking	Quantitative	SEM
2011	Leung et al. (2011)	Journal of Managerial Psychology	Spiritual well-being	Pre-existing Spirituality	China	Manufacturing, Accounting, Trading	Quantitative	Regression
2017	Lychnell (2017)	Journal of Management, Spirituality and Religion	Personal growth	Pre-existing Spirituality	*	***	Conceptual	Conceptual

2017	McGhee & Grant (2017)	Journal of Management, Spirituality and Religion	Spiritual leadership	Workplace-driven Spirituality	New Zealand	Generic	Qualitative	Thematic Analysis
2010	McGuire (2010)	Management Communication Quarterly	Spiritual labour	Workplace-driven Spirituality	USA	Education	Qualitative	Thematic Analysis
2018	Milliman et al. (2018)	Journal of Hospitality and Tourism Management	Workplace spirituality	Workplace-driven Spirituality	USA	Hospitality	Quantitative	SEM
2022	Navare & Pandey (2022)	International Journal of Cross Cultural Management	Workplace spirituality(Individual level)	Workplace-driven Spirituality	India	Banking	Quantitative	SEM
2023	Nehra (2023)	Journal of Organizational Effectiveness	Spirituality	Pre-existing Spirituality	India	Generic	Quantitative	SEM
2015	Neubert & Halbesleben (2015)	Journal of Business Ethics	Spiritual calling	Pre-existing Spirituality	USA	Generic	Quantitative	OLS Regression
2023	Nogueira et al. (2023)	Journal of Cleaner Production	Spirituality	Pre-existing Spirituality	Spain	***	Qualitative	Case Study
2021	Oyewunmi et al. (2021)	Journal of Management, Spirituality and Religion	Spiritual intelligence	Pre-existing Spirituality	Nigeria	Education	Quantitative	Regression
2019	Pandey et al. (2019)	IIMB Management Review	Spiritual climate	Workplace-driven Spirituality	India	Generic	Quantitative	SEM
2024	Pariyanti et al. (2024)	Evidence-based HRM	Workplace spirituality	Workplace-driven Spirituality	Indonesia	SME	Quantitative	Regression
2009	Pawar (2009)	Leadership and Organization Development Journal	Workplace spirituality	Workplace-driven Spirituality	India	Generic	Quantitative	Regression
2016	Pawar (2016)	Employee Relations	Workplace spirituality	Workplace-driven Spirituality	India	Generic	Quantitative	Regression
2024	Pawar (2024)	International Journal of Organizational Analysis	Leader's spirituality	Workplace-driven Spirituality	India	Banking	Quantitative	Regression
2017	Petchsawang & McLean (2017)	Journal of Management, Spirituality and Religion	Workplace spirituality	Workplace-driven Spirituality	Thailand	Generic	Quantitative	SEM
2021	Pluta and Rudawska (2021)	Journal of Organizational Change Management	Spiritual potential	Pre-existing Spirituality	Poland	Knowledge Workers	Quantitative	SEM
2023	Prabhu & Modem (2023)	Journal of Asia Business Studies	Spirit at work	Workplace-driven Spirituality	India	IT	Quantitative	SEM
2020	Raj (2020)	Global Business Review	Spiritual well-being	Pre-existing Spirituality	India	Service	Quantitative	Regression

2023	Ramaswamy et al. (2023)	International Journal of Human Resource Management	Workplace spirituality	Workplace-driven Spirituality	India	Healthcare	Quantitative	SEM
2022	Rana et al. (2022)	Management Research Review	Workplace spirituality	Workplace-driven Spirituality	Pakistan	Education	Quantitative	SEM
2020	Rashidin et al. (2020)	International Journal of Public Administration	Workplace spirituality	Pre-existing Spirituality	China	Education	Quantitative	Regression
2024	Raza et al. (2024)	Management Research Review	Spirituality	Pre-existing Spirituality	Pakistan	Hospitality	Quantitative	SEM
2008	Rego and Cunha (2008)	Journal of Organizational Change Management	Team's sense of community, alignment with organizational values, sense of contribution to society, enjoyment at work, opportunities for inner life	Workplace-driven Spirituality	Portugal , Brazil	Generic	Quantitative	Regression, Cluster Analysis
2015	Roof (2015)	Journal of Business Ethics	Individual Spirituality	Pre-existing Spirituality	North America	Generic	Quantitative	Regression
2020	Saadatyar et al. (2020)	International Journal of Organizational Analysis	Workplace spirituality	Workplace-driven Spirituality	Iran	Healthcare	Quantitative	SEM
2020	Saxena et al. (2020)	Journal of Organizational Change Management	Workplace spirituality	Workplace-driven Spirituality	India	Oil and Gas	Quantitative	Regression, T-Test
2020	Selvarajan et al. (2020)	Journal of Management, Spirituality and Religion	Individual spirituality	Pre-existing Spirituality	USA	Generic	Quantitative	Regression
2011	Sense & Fernando (2011)	International Journal of Project Management	Spiritual projects	Workplace-driven Spirituality	*	***	Conceptual	Conceptual
2019	Shanahan & Hopkins (2019)	Journal of Business Ethics	Internal virtue	Spiritual Values	USA	Generic	Quantitative	SEM
2020	Shelton (2020)	International Journal of Organizational Analysis	Spiritual practice	Spiritual Practice	USA	MBA Alumni	Mixed method	Thematic Analysis, T-Test
2022	Singh et al. (2022)	Journal of Business and Industrial Marketing	Spirituality	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2021	Smudde (2021)	Public Relations Review	Spirituality	Pre-existing Spirituality	*	***	Conceptual	Conceptual
2011	Spiller et al. (2011a)	Journal of Business Ethics	Spirituality	Pre-existing Spirituality	New Zealand	***	Conceptual	Conceptual
2011	Spiller et al. (2011b)	Journal of Business Ethics	Wisdom	Spiritual Values	New Zealand	***	Conceptual	Conceptual

2022	Srivastava & Gupta (2022)	Journal of Hospitality and Tourism Management	Workplace spirituality	Workplace-driven Spirituality	India	Hospitality	Quantitative	SEM
2022	Srivastava et al. (2022)	Employee Relations	Leader's Spiritual behavior	Workplace-driven Spirituality	India	IT/ITES, Hospitality, Banks , Education	Quantitative	SEM
2010	Standifer et al. (2010)	Journal of Relationship Marketing	Workplace spirituality	Workplace-driven Spirituality	USA, China	Generic	Quantitative	SEM
2015	Tejeda (2015)	Journal of Business Ethics	Spiritual well-being	Pre-existing Spirituality	USA	Networking service	Quantitative	Hierarchical Regression
2011	Tombaugh et al. (2011)	International Journal of Organizational Analysis	Spiritual expression at work	Workplace-driven Spirituality	USA	Manufacturing, Healthcare, Government	Quantitative	Regression
2010	Tourish & Tourish (2010)	Leadership	Workplace spirituality	Workplace-driven Spirituality	*	***	Conceptual	Conceptual
2019	Upadhyay et al. (2019)	International Journal of Work Organization and Emotion	Workplace spirituality	Workplace-driven Spirituality	India	Education	Quantitative	SEM
2005	Van Dierendonck et al. (2005)	International Journal of Stress Management	Spiritual practice	Spiritual Practice	The Netherlands	Not clear	Quantitative	ANOVA
2010	Vasconcelos (2010)	Journal of Management and Organization	Spiritual practice	Spiritual Practice	Brazil	Generic	Qualitative	Content Analysis
2017	Wahid & Mohd. Mustamil (2017)	Journal of Organizational Change Management	Spiritual leadership	Workplace-driven Spirituality	Malasia	Telecommunication	Quantitative	SEM
2010	Whitney (2010)	Journal of Management, Spirituality and Religion	Spiritual resonance	Workplace-driven Spirituality	*	***	Conceptual	Conceptual
2012	Word (2012)	Journal of Management, Spirituality and Religion	Meaningful work	Workplace-driven Spirituality	*	***	Conceptual	Conceptual
2020	Wrenn (2020)	Journal of Economic Issues	Mindfulness	Spiritual Practice	*	***	Conceptual	Conceptual
2018	Yang & Fry (2018)	Journal of Management, Spirituality and Religion	Spiritual leadership	Workplace-driven Spirituality	USA	Healthcare	Quantitative	SEM
2023	Yang et al. (2023)	Personnel Review	Leader's Spiritual behavior	Workplace-driven Spirituality	China	MBA Student	Quantitative	SEM
2011	Zaidman & Goldstein-Gidoni (2011)	Group and Organization Management	Spiritual consultants	Workplace-driven Spirituality	Israel	Generic	Qualitative	Thematic Analysis
2020	Zhang (2020)	Journal of Business Ethics	Workplace spirituality	Workplace-driven Spirituality	China	Generic	Quantitative	Hierarchical Regression

2017	Zou & Dahling (2017)	European Journal of Work and Organizational Psychology	Workplace spirituality	Workplace- driven Spirituality	China, USA	Early Career Professiona ls	Quantitative	Regression
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Note: * No country mentioned, ** Data collected online, Generic- Either industry not clear or various industry employees were included, SEM- Structural Equation Modelling, ANOVA- Analysis of Variance, OLS Regression- Ordinary Least Square Regression

Source: Authors' Creation