Workplace Spirituality and Employee Well-Being: A Systematic Literature Review

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Abstract

This paper examines the growing importance of workplace spirituality in modern organizations, highlighting its role in promoting ethical leadership, employee well-being, and organizational resilience. Defined by core elements such as inner life, meaningful work, and a sense of community, workplace spirituality fosters alignment between personal values and corporate goals. The purpose of this systematic literature review was to examine and consolidate current empirical knowledge on workplace spirituality and how it is associated with employee well-being. Following PRISMA 2020 guidelines, a structured search was conducted across Scopus, Web of Science, and PsycNet—using specific keyword strings focused on workplace spirituality and dimensions of employee well-being, including organizational stress, mental health, and psychological well-being. Empirical studies published in English from May 1, 2005, to May 1, 2025, employing quantitative or mixed-methods designs with samples comprising working professionals were included. Excluded studies encompassed review articles, meta-analyses, conceptual papers, studies targeting non-working populations, unavailable full-texts, and those published prior to 2005.

Following screening and eligibility assessment, 26 empirical studies were included in the final synthesis. The analysis identified consistent positive associations between workplace spirituality and its dimensions -meaningful work, inner life, and community—and enhanced psychological well-being, reduced occupational stress, and improved employee mental health Thematic analysis was then conducted to identify central themes and address methodological challenges. These studies show its positive impact on stress reduction, engagement, and productivity. However, challenges remain, including confusion with religion, cultural differences, and difficulties in measurement. This paper proposes practical solutions like leadership training, inclusive policies, and mindfulness practices to embed spirituality into corporate culture creating inclusive workspaces and sustainable organizations.

INTRODUCTION

Spirituality in the workplace is becoming more widely acknowledged as a vital component of ethical leadership, long-term business growth, and employee wellbeing. It includes the fundamental human need for meaning, connection, and congruence between individual values and organisational objectives.

Inner Life:

This is a person's innate spiritual nature, which includes resilience, self-awareness, and ethical foundation. It implies that meaningful work that is in line with company values feeds employees' inner life.

Meaningful Work: When work is seen as rewarding and worthwhile, employees can impact society positively. Meaningful work is also linked with personal ambitions and overarching organisational objectives.

Sense of Community:

In the workplace, interpersonal connections based on empathy, trust, and cooperation promote a feeling of respect and belonging.

Alignment with Organisational Values: Genuineness, inclusivity, and a common objective is guaranteed when personal beliefs and corporate culture are balanced. In contrast to religion, workplace spirituality focuses on universal principles and human-centred actions rather than particular ideologies. Rather, it is an inclusive, secular idea that aims to improve organisational resilience, employee engagement, and satisfaction.

The idea of workplace spirituality has a long history that dates back to early philosophical works. Its foundations were established by thinkers such as Max Weber (Weber, 1905), Adam Müller (Müller, as cited in Haakonssen, 2002), and Adam Smith (Smith, 1759; Bonar, 1926). Adam Smith in 'The Theory of Moral Sentiments' (Smith, 1759; Bonar, 1926) made the case for the moral and spiritual aspects of human economic activity, arguing that society gains when self-interest is balanced with ethical considerations. Adam Müller (Müller, as cited in Haakonssen, 2002) further expanded on Smith's theories by opposing materialistic capitalism and instead suggesting complete ethical reforms in economic structures. Additionally, Max Weber in his groundbreaking book, The Protestant Ethic and the Spirit of Capitalism, (Weber, 1905), focused on the relationship between religious convictions, social norms, and economic conduct. These traditional concepts laid the groundwork for what we term workplace spirituality by highlighting the role that morals, values, and religion play in influencing both individual and group behaviour.

Early in the new millennium, organisations such as the Metanexus Institute (Berger & Hefner, 2003) made important contributions to the modern history of workplace spirituality. The idea of spiritual capital (Zohar & Marshall, 2004; Liu, 2008; Berger & Hefner, 2003) was first introduced by this institute, which emphasised its value as a tool for moral decision-making and organisational development. The concept was subsequently developed by academics like Zohar and Marshall (Zohar & Marshall, 2004), who coined the phrase "spiritual capital (Zohar & Marshall, 2004; Liu, 2008; Berger & Hefner, 2003)" and connected it to leadership and business culture. They maintained that societal change might be sparked by spiritual ideals that are incorporated into organisational procedures. Other scholars, like Middlebrooks and Malloch (Middlebrooks & Noghiu, 2010; Malloch, 2008), investigated the moral ramifications of workplace spirituality and promoted its incorporation into organisational development and leadership.

With the modern workplaces and businesses getting increasingly complex in contemporary times, workplace spirituality has had a revival in the past few years. Researches conducted between 2015 and 2020 aimed to improve the idea of workplace spirituality and fill any gaps in its application. Some of the main conclusions of these researches were the emphasis on meaningful work, its incorporation into corporate culture, and its function in promoting employee engagement and wellbeing.

The versatile nature of workplace spirituality was emphasised by academics such as Fahri Karakas (Karakas & Sarigollu, 2019) and Scott Foster (Karakas & Sarigollu, 2019), who looked at its effects at the intrapersonal, interpersonal, and institutional levels. These studies also focused on the importance of fostering a sense of community, encouraging a leadership that is ethical and humane, and balancing corporate goals with individual personal values.

Furthermore, spirituality in the workplace has been shown to offer several benefits, such as improved psychological health, reduced stress levels, and a sense of direction for employees. Consequently, organisations experience higher employee engagement, lower attrition rates, and increased productivity. On a social level, workplace spirituality fosters community-focused initiatives and sustainable practices. However, issues persist. Implementing workplace spirituality in organisations is complicated by the lack of a universal definition and framework, and its adoption is hindered by cultural differences and resistance to change. Additionally, there remains significant

tension between pursuing profit-driven objectives and upholding spiritual values.

Despite these obstacles, workplace spirituality presents a distinctive strategy for dealing with contemporary organisational problems. It closes the gap between conventional profit-oriented methods and comprehensive, human-centred practices by encouraging moral leadership, fulfilling work, and a feeling of community.

Therefore, workplace spirituality represents a move toward more ethical, inclusive, and purpose-driven business practices. Its development from theoretical concepts to real-world uses demonstrates its capacity to turn offices into places of connection and meaning. Adopting workplace spirituality can result in long-term success and a more peaceful workplace as businesses negotiate the challenges of the modern world.

Additionally, it is a developing field of study within organisational studies that bridges the divide between human-centred work practices and conventional economic frameworks. Three separate stages can be used to comprehend its evolution: its historical beginnings, the creation and development of contemporary theories, and recent advancements in the field.

Historical Foundations

Classical thinkers' moral and philosophical frameworks serve as the foundation for workplace spirituality. In The Theory of Moral Sentiments, Adam Smith (Smith, 1759; Bonar, 1926)—often considered the founder of modern economics—emphasised the innate morality and spirituality in human nature. He maintained that a balanced economic system that benefits both producers and consumers is produced when self-interest is in line with moral values. In a similar vein, Adam Müller introduced the idea of spiritual capital (Zohar & Marshall, 2004; Liu, 2008; Berger & Hefner, 2003) as a missing component in classical economics while criticising materialistic capitalism and advocating for moral change in economic systems. In The Protestant Ethic and the Spirit of Capitalism, Max Weber (Weber, 1905) expanded on these concepts by analysing the relationship between economic activity, cultural ideals, and religious convictions. Together, these intellectuals emphasised the role that morals, values, and spirituality have in influencing both individual and group behaviour, laying the groundwork for spirituality in the workplace.

Recent Developments

Workplace spirituality grew in popularity between 2015 and 2020 as scholars worked to clarify the idea and consider its real-world uses. During this time, research concentrated on integrating spirituality into corporate culture and examining how it affected worker engagement and wellbeing.

Objectives

The objective of this systematic literature review is to comprehensively examine and synthesize empirical research on workplace spirituality and how it is associated with employee well-being. Specifically, the review aims to identify key dimensions of workplace spirituality that influence psychological well-being, occupational stress, and mental health among working professionals, assess the methodological approaches used in this field, and highlight practical implications and challenges to inform future research and organizational practices.

METHOD

Research Design

To ensure a transparent, systematic, and replicable review procedure, this study adhered to the PRISMA 2020 framework (Page et al., 2021) for identifying, screening, and selecting relevant empirical studies on workplace spirituality and employee well-being. The review consisted of quantitative and mixed-methods empirical studies published between May 1, 2005, and May 1, 2025.

Search Strategy

A comprehensive database search was conducted across **Scopus**, **Web of Science**, and **PsycNet**, with the aim of identifying peer-reviewed journal articles focused on how workplace spirituality is associated with employee well-being. The keyword string used in the search included:

("workplace spirituality" OR "spirituality at work" OR "organizational spirituality") AND ("organizational stress" OR "occupational stress" OR "work stress" OR "mental health" OR "psychological well-being" OR "employee well-being")

Boolean operators and truncation symbols were applied appropriately to accommodate the structure and indexing standards of each database. Filters were applied to restrict results to journal articles, in English, and with a publication status of

'final'. Additional hand searches were conducted through institutional access and references of selected articles to maximize coverage.

Criteria for Inclusion and Exclusion

The criteria for the inclusion of studies were:
• Publication in peer-reviewed journals between 2005 and 2025.
• Employed quantitative or mixed-method research designs.
• Focused explicitly on workplace spirituality and specifically its relationship with mental health, psychological well-being, or occupational stress.
• Included samples of working professionals across any sector or industry.
• Written in English.Studies were excluded if they:

• Were review articles, meta-analyses, or conceptual papers.
• Focused on non-working populations (e.g., students or retired individuals).
• Lacked accessible full texts.
• Were not in English or published before 2015.

Study Selection and Screening

An initial search retrieved **117 records** from the databases. After the removal of **28 duplicates**, **89 unique records** remained for screening. Title and abstract screening resulted in the exclusion of **62 records**—21 due to irrelevant titles, 11 due to being reviews or meta-analyses, and 30 after abstract screening. Of the remaining **27 full-text articles** sought for retrieval, **1** could not be obtained, leaving **26 articles** for eligibility assessment. All 26 were deemed eligible and included in the final review.

Identification of studies via databases and registers

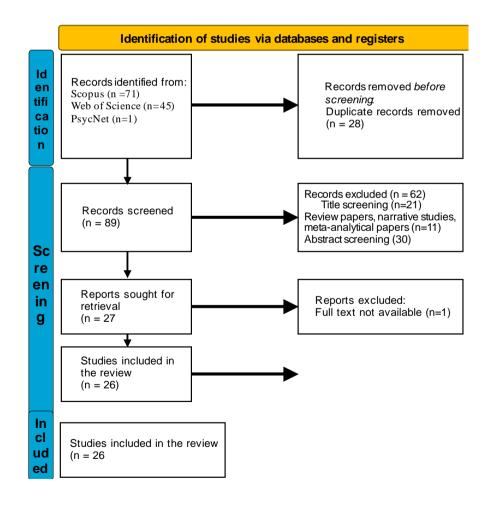|	
Identification	Records identified from: Scopus (n =71) Web of Science (n=45) PsycNet (n=1) → Records removed *before screening*: Duplicate records removed (n = 28)
Screening	Records screened (n = 89) → Records excluded (n = 62) Title screening (n=21) Review papers, narrative studies, meta-analytical papers (n=11) Abstract screening (30)
	Reports sought for retrieval (n = 27) → Reports excluded: Full text not available (n=1)
	Studies included in the review (n = 26) →
Included	Studies included in the review (n = 26

Table: The list of included studies.

S.	Author(s)	Year	Title of Study	DOI/Link
1	Hassan S.; Ansari N.; Rehman A.	2023	Public service motivation, workplace spirituality and employee well-being: a holistic approach	https://doi.org/10.1108/JEAS-05-2020-0072
2	Wnuk M.	2024	Spirituality, Organizational Gratefulness, and Well-Being Among Polish Workers	https://doi.org/10.1007/s10943-024-02036-1
3	Aboobaker N.; Edward M.; Zakkariya K.A.	2022	Workplace spirituality, well-being at work and employee loyalty in a gig economy: multi-group analysis across temporary vs permanent employment status	https://doi.org/10.1108/PR-01-2021-0002
4	Koul S.	2025	Does Workplace Spirituality Enhance Employee Well-Being? The Mediating Role of Workplace Happiness	https://doi.org/10.1002/joe.22277
5	Aboobaker N.; Edward M.; K.A Z.	2019	Workplace spirituality, employee wellbeing and intention to stay: A multi-group analysis of teachers career choice	https://doi.org/10.1108/IJEM-02-2018-0049
6	Hassan S.; Ansari N.; Rehman A.	2022	An exploratory study of workplace spirituality and employee well-being affecting public service motivation: an institutional perspective	https://doi.org/10.1108/QRJ-07-2021-0078
7	Chenji K.; Sode R.	2024	Synergizing workplace spirituality: fostering happiness, hardiness and psychological well-being in organizations	https://doi.org/10.1108/ICT-02-2024-0017
8	Ali A.; Kumari S.; Ali N.; Sayeeduzzafar; Jeet V.	2024	Grit and workplace spirituality on psychological well-being among faculties of higher education institutions	https://doi.org/10.55214/25768484.v8i6.3580
9	Sode R.; Chenji K.; Vijayaraghavan R.	2024	Exploring workplace spirituality, mindfulness, digital technology, and psychological well-being: A complex interplay in organizational contexts	https://doi.org/10.1016/j.actpsy.2024.104601
10	Hassan S.; Ansari N.; Rehman A.; Moazzam A.	2022	Understanding public service motivation, workplace spirituality and employee well-being in the public sector	https://doi.org/10.1108/IJOES-06-2021-0135
11	Pawar B.S.	2016	Workplace spirituality and employee well-being: an empirical examination	https://doi.org/10.1108/ER-11-2015-0215
12	Zou W.-C.; Dahling J.	2017	Workplace spirituality buffers the effects of emotional labour on employee well-being	https://doi.org/10.1080/1359432X.2017.1358164
13	Kumar V.; Kumar S.	2014	Workplace spirituality as a moderator in relation between stress and health: An exploratory empirical assessment	https://doi.org/10.3109/09540261.2014.924909
14	Paul M.; Jena L.K.	2022	Workplace spirituality, teachers' professional well-being and mediating role	https://doi.org/10.1108/IJOES-08-2021-0163

			of positive psychological capital: an empirical validation in the Indian context	
1 5	Shava H.; Chinyamurindi W.T.	2021	The moderating role of career adaptability on the relationship between workplace spirituality and employee mental and physical health	https://doi.org/1 0.4102/sajhrm.v1 9i0.1437
1 6	Makkaoui M.; Hannoun F.-Z.; Ouazizi K.; Rizzo A.; Ali D.A.; Cherqui A.; Khabbache K.; Yildirim M.; Bahramizadeh M.; Bulut S.; Szarpak A.; Pruc M.; Batra K.; Nucera G.; Chirico F.; Khabbache H.	2024	Spirituality as predictor of psychological well-being at work in the Moroccan context: A cross-sectional study	https://doi.org/1 0.19204/2024/S PRT8
1 7	Sharma P.K.; Kumra R.	2020	Relationship between workplace spirituality, organizational justice and mental health: mediation role of employee engagement	https://doi.org/1 0.1108/JAMR-01- 2020-0007
1 8	Yadollahpour M.H.; Eydi M.; Yaminfirooz M.; Gholinia H.; Shahrokhi S.; Faramarzi M.	2024	Predictors of quality of professional life and well-being of medical residents and interns: Role of gender and workplace spirituality	https://doi.org/1 0.1002/hsr2.700 64
1 9	Koburtay T.; Alzoubi A.	2021	The linkages between person-organization spirituality fit and workers' psychological well-being	https://doi.org/1 0.1080/0022454 5.2020.1778618
2 0	Srivastava S.; Gupta P.	2022	Workplace spirituality as panacea for waning well-being during the pandemic crisis: A SDT perspective	https://doi.org/1 0.1016/j.jhtm.20 21.11.014
2 1	Garg N.	2017	Workplace Spirituality and Employee Well-being: An Empirical Exploration	https://doi.org/1 0.1177/09716858 16689741
2 2	Kumar A.; Sengupta S.S.	2024	A spiritual assessment of the Indian banking industry	https://doi.org/1 0.1007/s13520- 024-00208-6
2 3	Zou W.C.; Houghton J.D.; Li J.J.	2022	Workplace spirituality as a means of enhancing service employee well-being through emotional labor strategy choice	https://doi.org/1 0.1007/s12144- 020-01069-5
2 4	Ahmed R.R.; Soomro F.A.; Channar Z.A.; Hashem E A.R.; Soomro H.A.; Pahi M.H.; Md Salleh N.Z.	2022	Relationship between Different Dimensions of Workplace Spirituality and Psychological Well-Being: Measuring Mediation Analysis through Conditional Process Modeling	https://doi.org/1 0.3390/ijerph191 811244
2 5	Jessani K.; Ngo M.S.M.; Lau P.Y.Y.	2025	Does workplace spirituality play a protective role? A study on job insecurity, perceived business uncertainty, and employee well-being in Pakistan during the COVID-19 pandemic	https://doi.org/1 0.1080/15332845 .2025.2432647
2 6	Yadav, S; Tiwari, T; Yadav, AK; Dubey, N; Mishra, LK; Singh, AL; Kapoor, P	2022	Role of Workplace Spirituality, Empathic Concern and Organizational Politics in Employee Wellbeing: A Study on Police Personnel	https://doi.org/1 0.3389/fpsyg.20 22.881675

Major Findings

In an era marked by workplace stress, rapid organisational change, and shifting employee expectations, the construct of *workplace spirituality* has garnered increasing scholarly and practical attention. Rather than confining itself to religious doctrine, workplace spirituality refers to the human need for purpose, connection, and value alignment in professional settings. It encompasses dimensions such as *compassion, mindfulness, transcendence, meaningful work, sense of community,* as well as *alignment with organisational values.* Contemporary research suggests that these spiritual dimensions, when embedded in organisational life, significantly contribute to overall employee well-being on all levels, including psychological, social, emotional, and even spiritual. Workplace spirituality is a concept that ensures employees are able to find meaning in their work, foster deep interpersonal connections, and experience alignment between personal and organizational values. The consistent themes across the literature include "meaningful work" (the experience of purposeful engagement), "sense of community" (social connectedness), and "value alignment" (congruence between individual beliefs and organizational ethics). Some frameworks further extend to include *mindfulness, compassion,* and *inner life*, as highlighted by researchers like Koul (2024), Sharma and Singh (2020), and Pawar (2016). These elements serve as the psychological infrastructure through which individuals derive not only job satisfaction but also a sustained sense of well-being.

Mechanisms Linking Workplace Spirituality to Employee Well-Being

A wealth of empirical studies supports the assertion that workplace spirituality has a significant positive impact on employee well-being. A central mechanism through which this occurs is *mediated influence*, where spirituality indirectly affects well-being via constructs such as workplace happiness (Koul, 2024), employee engagement (Sharma & Kumra, 2020), or public service motivation (Makoui et al., 2024). Structural Equation Modelling (SEM) approaches used across studies confirm that Workplace Spirituality positively influences psychological, emotional and social dimensions of well-being, often mediated by relational and motivational factors.

For example, Pawar (2016) found that Workplace Spirituality accounted for much variance in four domains of well-being: emotional (16%), psychological (13.4%), social (8.5%), and spiritual (13.1%). Another notable study by Serhan and Tsangari (2022) revealed that meaningful work and value alignment were the most potent predictors of psychological well-being, particularly in aspects like personal growth, purpose in life, and autonomy. Furthermore, in high-stress settings such as education and healthcare, researchers observed that employees derive enhanced well-being when spiritual elements are incorporated into the work environment (Yadollahpour et al., 2024; Aboobaker et al., 2020).

Workplace spirituality was found to be consistently and positively associated with employee well-being. Workplace spirituality emerges as a vital psychological and social resource that contributes to employees' comprehensive well-being (Ashmos & Duchon, 2000; Karakas & Sarigollu, 2019). Empirical evidence from diverse organizational contexts demonstrates that employees who perceive a higher level of spirituality in their workplace report enhanced psychological well-being, characterized by lower levels of stress, anxiety, and burnout (Pawar, 2016; Kumar & Kumar, 2014). For instance, Pawar (2016) found that workplace spirituality accounted for significant variance in psychological, social, emotional and spiritual well-being dimensions. This improved well-being is often linked to increased job satisfaction, emotional resilience, and a stronger sense of purpose at work (Sharma & Kumra, 2020; Aboobaker et al., 2022).

Furthermore, several studies highlight that the relationship between WPS and well-being is mediated by mechanisms such as workplace happiness, employee engagement, and social support, suggesting that spirituality fosters a positive work environment that nurtures motivation and productivity (Koul, 2024; Makkaoui et al., 2024). Importantly, workplace spirituality not only addresses individual mental health outcomes but also promotes ethical behavior, trust, and cohesion within teams, thereby contributing to both personal fulfilment and organizational effectiveness (Zou & Dahling, 2017; Karakas, 2010). These findings together highlight the critical role of fostering spiritual values and practices in organizational

cultures to enhance employee well-being and sustain long-term workplace health.

Contextual and Individual Differences

While the general trend linking Workplace Spirituality and well-being is positive, the strength and nature of this relationship are influenced by contextual and individual differences. For instance, employment type plays a critical role. Aboobaker et al. (2022) discovered that in India's gig economy, temporary employees benefited more from meaningful work in terms of well-being and loyalty outcomes compared to permanent employees. Similarly, the study by Aboobaker et al. (2019) demonstrated that teachers who did not intentionally choose their profession experienced greater well-being and intention to stay when their sense of community at work was high.

Personality traits and psychological resources further moderate the impact of WPS. A study focusing on millennials (ICT, 2024) found that workplace happiness mediated the effect of WPS on psychological well-being, particularly for individuals with lower psychological hardiness. Ghosh et al. (2023) added that grit—the perseverance for long-term goals—enhanced the positive effect of WPS on well-being among faculty members. Notably, these findings suggest that WPS may be particularly impactful for employees who lack intrinsic resilience or who are navigating career uncertainty.

Additionally, gender and age emerge as significant moderators in certain contexts. Yadollahpour et al. (2024) found that female medical interns reported higher levels of both compassion satisfaction and fatigue, suggesting that spiritual support systems need to be gender-sensitive and emotionally nuanced. These findings imply that a one-size-fits-all approach to Workplace Spirituality is unlikely to be effective; instead, organizational strategies must be adapted to the specific needs of their workforce.

Technology, Stress, and Spiritual Buffers

Another emerging area in Workplace Spirituality research is the role of *digital technology* and occupational stress. Sode et al. (2024) examined how the use of technology manages the relationship between spirituality, mindfulness, and

well-being. Whereas online and digital tools may support mindfulness (e.g., through meditation applications), excessive or unregulated use creates techno stress, thereby weakening the positive impact generated through spiritual practices. Similarly, in high-pressure sectors like banking and hospitality, spirituality functions as a buffer against job stress and insecurity (Kumar & Kumar, 2014; Jessani et al., 2025), demonstrating its utility as an internal coping resource.

The Job Demands-Resources model and Person-Environment Fit Theory support this buffering effect. These frameworks argue that when there is alignment between the spiritual values of an individual and the organizational environment, employees experience reduced stress and greater psychological resilience. Thus, WPS serves not only as a well-being enhancer but also as a stress-mitigating mechanism, particularly in volatile or uncertain work contexts.

Implications for Organisational Policy and Human Resource Management

The practical implications of this research are far-reaching. Organizations seeking to retain talent, improve morale, and boost mental health can greatly benefit from integrating workplace spirituality into their human resource management practices. Such practices might include fostering communal values, encouraging open dialogue about purpose and ethics, facilitating mindfulness programs, and designing jobs that offer intrinsic meaning.

Public institutions and academic settings, where intrinsic motivation often drives performance, particularly benefit from spiritually aligned work cultures (Ghosh et al., 2023; Makoui et al., 2024). In contrast, high-turnover sectors like hospitality and education can reduce burnout and improve retention through spiritual and emotional support strategies. Moreover, policies that institutionalize fairness, compassion, and community—core elements of WPS—are more likely to nurture a psychologically safe work environment.

Challenges in Implementing Workplace Spirituality

Implementing workplace spirituality is fraught with difficulties, despite its numerous advantages.

The misunderstanding of spirituality is one of the main problems. Resistance results from the fact that many organisations, especially in secular or international environments, confuse spirituality with religion. The issue is that businesses worry about possible disputes or employee alienation; this misperception prevents the implementation of spiritual activities and erects needless obstacles to integration.

Cultural diversity presents another difficulty. Cultural differences in spirituality's interpretation make its use in global corporations more challenging. Localised techniques are necessary to promote relevance and acceptance among varied workforce groups because practices that work well in one cultural environment might not work well in another.

Measurement problems are another major barrier. Since spirituality is by its very nature abstract, it is challenging to measure how it affects organisational results. Pawar (Pawar, 2008, 2009, 2017) emphasises the necessity of strong frameworks for evaluating important aspects including inner life, community, and meaningful employment. Organisations find it difficult to assess the success of spiritual programs in the absence of set measurements.

Finding a balance between mission and profit is a constant challenge. Particularly in highly competitive industries, organisations frequently struggle to balance their profit-driven goals with their spiritual beliefs. This friction can hinder the incorporation of spirituality into business operations by generating tensions between the need to uphold moral standards and the drive to meet financial targets.

Lastly, there is opposition to change. Traditional management paradigms, which emphasise mechanistic and profit-centric techniques, may see the integration of spirituality as subjective or unfeasible. The scepticism of the leadership and staff hampers the adoption of spirituality-driven practices.

Proposed Way Forward

The reviewed studies offer several practical solutions to these problems. Leadership training is one successful strategy. Organisational leaders should be trained to set an example of spiritual qualities like empathy, honesty, and vision.

Spiritually linked CEOs can motivate staff members and help incorporate spirituality into company culture by fostering an atmosphere of trust and cooperation. Policy formulation is an additional tactic. Organisations should implement policies that support ethical governance, work-life balance, and inclusivity. By ensuring that personal and organisational values are in line, a unified and spiritually enlightened workplace can be created.

Creating a sense of community is also crucial. Encouraging open communication, cooperative initiatives, and team-building exercises improves interpersonal links and gives workers a feeling of community. Spirituality can be included in regular organisational procedures with the support of this sense of community. Reflection is another way that organisations can promote spirituality. Offering self-reflection opportunities, mindfulness classes, and meditation sessions fosters employees' inner life and encourages moral behaviour and emotional stability.

Lastly, creating frameworks for measurements is essential. Methodologies and instruments for evaluating how spirituality affects worker productivity, engagement, and organisational results might yield insightful information. Organisations can use these criteria to assess the efficacy of spiritual activities and make well-informed decisions regarding their integration.

Strengths and Limitations of the Study

This systematic literature review demonstrates several notable strengths that enhance the reliability and relevance of its findings. First, the review strictly adhered to the PRISMA 2020 guidelines, ensuring a transparent, rigorous, and replicable methodology for identifying, screening, and selecting relevant studies. The comprehensive search strategy, encompassing major academic databases including Web of Science, PsycNet, and Scopus maximized the retrieval of high-quality, peer-reviewed empirical research. By including both quantitative and mixed-method studies published over a 20-year period (2005–2025), the review provides a broad evaluation of workplace spirituality and employee well-being across diverse organizational and cultural contexts.

Despite these strengths, certain limitations must be acknowledged. The review was limited to publications in the English language, which could have led to the omission of valuable research

conducted in other languages and limited the representation of non-Western cultural perspectives on spirituality. Additionally, the exclusion of qualitative-only studies, which often provide rich, contextual insights into subjective experiences, may have constrained a fuller understanding of workplace spirituality's nuanced impacts. Another challenge lies in the considerable heterogeneity among included studies regarding definitions, conceptual frameworks, and measurement instruments for workplace spirituality, which complicated cross-study comparisons and synthesis. Finally, since the focus is on published peer-reviewed literature, it also raises the possibility of publication bias, where research studies with finding that are null or negative might not be aptly represented.

Overall, while this review offers a robust and systematic examination of the literature, future research would benefit from incorporating multilingual and qualitative studies and developing standardized, culturally sensitive measures to advance the field comprehensively.

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